

FIVE YEAR VISION ORIENTED DEVELOPMENT PLAN

1.1 Background to the Preparation of the District Development Plan

The main purpose of having a Five-year Development Plan was to prioritize, in a concise and methodical manner, the medium- term and short-term needs of the people of Trincomalee district and to formulate the response by the Government for the same. Trincomalee district too is affected by the prolonged internal war for 30 years and various natural disasters that took place from time to time. Due to these factors the Natural, Human and physical Resources in the district had been adversely impaired. The government of Sri Lanka embarked on many initiatives to re-build the district in the recent past and the district is now slowly moving towards development. However, it is very important that the district will be able to mobilize resources to invest in identified development initiatives so that it would be able to sustain this development pace. The preparation of the plan will enhance the capacity to propose, formulate and negotiate to secure adequate resources from the Government, Private sector as well as from the Development Partners and the donor community.

There are three specific objectives for this plan:

1. To guide the district medium-term development aspirations over the period 2017-2021;
2. To provide district priorities for projects and programs, as well as for budgeting for public spending; and
3. To put in place a comprehensive monitoring and evaluation system.

1.2 Vision, Mission and the Objective of the district and secretariat

The Vision and Mission of the District Secretariat are as follows.

VISION

To provide effective and efficient services to people by strengthening the district administration

MISSION

Strengthening the Divisional administration, get corporation of all sectors to implement government policies, maximize the use of resources in proper development process to provide welfare to people

The Objective

District Secretariat, Trincomalee is basically provides with the public service under mandatory requirements of public administration. General administration and establishments of services and Divisional Secretariats are the two main service components. The general objectives of those stand as indicated below:

- To Co-ordinate efficiently and effectively the activities with Divisional Secretariats
- To ensure timely communication between Divisional, District, Regional and National levels of administration
- To oversee Annual Decentralized Budget's Development Projects in Trincomalee District

- To Co-ordinate election activities
- To collect revenue due for Government
- To Co-ordinate other development initiatives with local and international stakeholders

1.3 The Planning Process

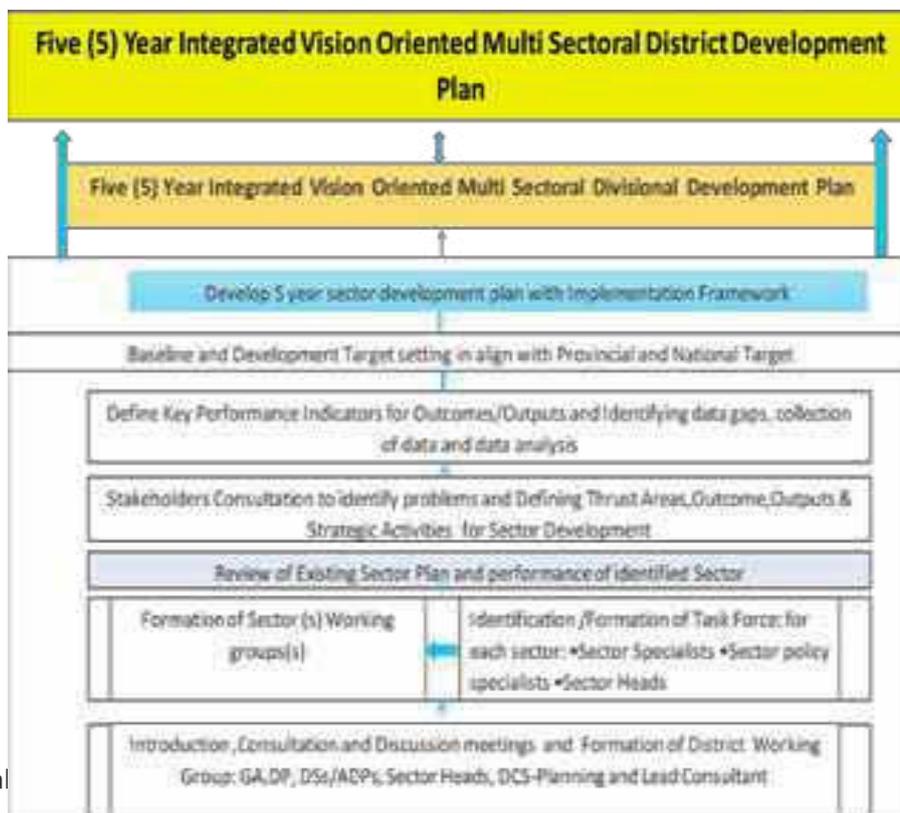
The Results Based Management principle was used for developing the Five Year Integrated Vision Oriented Multi-Sectoral Divisional and District Development Plans .The reason for using the RBM as a strategy to develop the development plans was because the RBM provides a space for multi stakeholders to participate and contribute directly or indirectly to identify and also to facilitate achieving the desired results and to ensure that their processes and strategies adopted contribute in achieving them (E.g. outputs, outcomes and higher level goals or impact). The actors in turn use information and evidence on actual results that are delivered and achieved for decision making in relation to the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.

Further the strategy creates a common platform for various agencies to take collective decision and develop integrated sector plans. Therefore, the methodology in developing the plans followed the RBM process.

The methodology highlighted the importance of data collection, data analyses and monitoring and evaluation processes to monitor the progress of achieving the expected outcomes and societal level impacts. Securing adequate resources for the priority areas is often a challenge for the planners. Therefore the process emphasized the result based budgeting or zero-based budgeting (ZBB) approach, which supports to identify the priority areas and allow the planner to target the resources to the priority areas.

1.4 Overall Approach and Methodology

The following figure 1.1 below shows the overall approach and methodology that was adopted in developing the divisional and district development plans.



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produce the desired output (the plans) on time. The figure 1.2 shows the institutional arrangement that was institutionalized for formulating Five Year District Development Plans

Figure 1.2: The institutional arrangement for producing the Five-Year (5) Development Plan

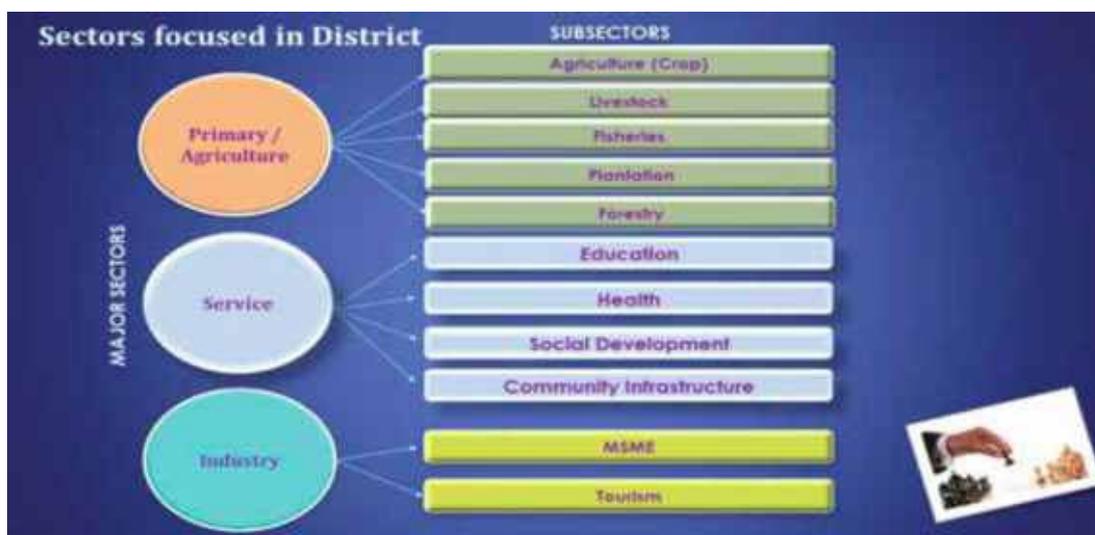


The District Advisory Committee/Working Group is a governing body responsible for producing the desired outputs (of the above-mentioned plans) within the given time frame. The Sector Working Group was responsible for producing the Plans within the given time frame.

Identification of Sectors for Planning Process

The figure 1.3 below shows the sectors categorized according to the central bank report of Sri Lanka. The identified sectors are the contributors to Gross Domestic Production of Sri Lanka. Since these sectors finally contribute for the results delivery at the grass-root level, district level, the provincial level as well as the sustainable development of the country, the district development plans too were focused on the same sectors.

Figure 1.3: Sector Categorization in the District Plans



Planning Process

Results Based Planning process was carried out by using various types of tools such as, stakeholder analysis, Problem and Objective analysis and the results framework can be used as tools at each process level to build up the plans. The following figure 1.4 illustrates the process that was used.

Figure 1.4: RBM & Tools



At the end this process a sector development framework will be developed for each subsector focusing on the “Five(5)Year Integrated Vision”.

The plans will cover non-devolved (Central) as well as devolved (Provincial) subjects and functions. This was principally due to two reasons. First is to ensure that the sectoral treatment of development needs was comprehensive and the second is to identify the interdependence and linkages necessary to make service delivery in districts efficient and effective.

The development of the plan stems from analysing the vision, mission and mandate of the sector/sector agencies and from the needs identified through the community/stakeholders consultation process. Therefore, the planning exercise required to undertake an analysis of sectoral situations before preparing the sector results framework. The core areas of sector plans comprised of the identification of Thrust Areas, Defining Result Areas (outcome and outputs) and Strategic Activities based on the Problems analysis which hinders the achievement of the expected outcomes and delivery of services (outputs) by the Sector.

The following figure 1.5 shows sequence of main activities which were carried out for developing a five years district development plan. The concept and planning process of the "Five (5) Year Integrated Vision Oriented Multi Sectoral Divisional and District Development Plan" was introduced to the Divisional, District and Sector Heads including the Government Agents of the districts at a forum and elaborated the process to be followed to ensure that they buy-in to the concept and the proposed planning process. The officials welcomed the RBM methodology and the proposed process of development planning which paved the way for UNDP to provide technical and financial support to produce the plans by adopting the following process.

Figure 1.5: Step by Step Planning Process/Activities



Step 1: Results Based Management Training

It is essential to inculcate the results culture among the government entities, though it is very challenging, tedious and rigorous process. Continuous capacity development activities and bilateral discussions and mobilization are essential to inculcate the RBM culture. Therefore, RBM training was provided to all government staff including sector heads and heads of departments, before embarking on the planning process.

Step 2: Review of Existing Plans and Performance of Identified Sectors

This is another vital activity needed to be carried out to understand the current status of planning. One should analyse the implementation of the existing plans to understand the capacity of the government and infer if that capacity is adequate or inadequate to implement the plans that are already in place. This was carried out before starting the major planning process.

Step 3: Stakeholder Consultation

This is a first step of the RBM planning process which identified the sector stakeholders through a consultation process. The sector staff and community/stakeholders jointly identified the targeted stakeholders to be focused by using a VENN diagram tool. The consultation process generated sufficient primary data which is needed for planning process.

Step 4: Problem Identification and Analysis

The tool of problem analysis was used for identifying the community needs and problems as well as obtaining primary data regarding the same. The needs and problems were identified through several stakeholder consultations and also validated using the other primary and secondary data collected from various sources. All the data were analysed in a participatory manner by using the problem tree tool.

Step 5: Objective Analysis

The objective tree analyses were undertaken by using the data gathered from the problem tree analysis. The objective trees that were developed were then used to identify the sector outcomes and related outputs. The objective tree analysis also supported to define the thrust areas and key results areas of sectors.

Step 6: Developing a Results Matrix

This is a technical exercise which needs to be carried out to identify and define thrust areas, key results areas, outcomes and outputs of each sector or agency. After outputs are identified that need to be delivered to achieve the outcomes, the strategies and activities are identified. The objective analysis provided inputs for developing sector results frameworks. It is very important to identify the outputs which need to be delivered to achieve outcomes. Outputs and outcomes are identified on the basis of controllable and contributory factors that need to be managed by the sector or agency as well as by adopting the principle of accountability and control boundaries.

Step 7: Validation of the Result Frameworks

Once the district level sub sector results frameworks are formulated they are validated by the relevant district level sector working groups and then submitted to a wider stakeholder forum for final validation. This stakeholder forum comprised of all the stakeholders including political leadership, community leaders, NGOs etc., who were identified through the stakeholder analysis (refer step 3 above).

Step 8: Final Five- (5) Year Vision Oriented Sector Development Plan

The final version of the sector and sub sector plans was prepared after the validation of the results frame work. The final district development plan included all comments and suggestions provided by the stakeholders.

Step 9: Five Year Vision Oriented Multi Sectoral District and Divisional Development Plans

The five-year vision oriented district development plan was prepared by integrating all final sector and sub sector development plans. Once the district integrated sector plan drafted, the divisional plans and developed based on the district plans.

Step 10: Final validation of (5) Five Year Integrated Vision Oriented Multi Sectoral District Plans

The five year vision oriented multi sectoral district development plan was then submitted for the higher/national level validation and review. After this validation and review, the plans and publicised and circulated among the key stakeholders by the Government Agent of the District.

Step 11: Final (5) Five Year Integrated Vision Oriented Multi Sectoral Provincial Plan

These five-year district development plans could be used and be integrated by provincial councils in preparing Provincial plans. The outcomes of sub sectors of districts need to be aligned into the provincial plans, so that the collective contribution to achieve the results of the provincial as well as of the country could be ensured.

1.5 Conclusion

The plans have been formulated through an inclusive and participatory consultative process involving the people of the district and the government staff with the technical assistance from local and international experts. The specific objective of the participatory approach is to provide an in-depth understanding of the sector focused development problems, related priorities and to formulate appropriate strategies to contribute to the overall development goals of the district.

This RBM based planning process took much time than anticipated because the RBM and its process were new concepts for most of the government officers and there were much ambiguity in relation to its application. Secondly, the shift of their mind set from top down approach to bottom up approach with regard to problem identification, data collection and analysis, demand more time and energy. Further, bringing all relevant stakeholders together for consultations and validations was a very tedious and time consuming process. Gathering of quality base line data also took longer time than expected. However, there is no doubt that this RBM

based planning process that followed would bring many benefits to the stakeholders who involved in this exercise. Improving the knowledge on RBM principles, enhanced competencies on implementing a RBM based planning process as well as being able to make a start in inculcating results culture in the public sector could be identified as main benefits. Also, the logical and results oriented thinking has now enabled the public officials to organise and plan their day to day work efficiently and to improve the quality of service delivery to the public. Further, this inclusive participatory planning process will enhance the understanding on the “Good Governance Practices in Planning” among the stakeholders including public officials, public and political leaders.

SOCIO-ECONOMIC, ENVIRONMENTAL, HUMAN RESOURCE AND POLITICAL SITUATION OF TRINCOMALEE DISTRICT

1. INTRODUCTION

Trincomalee, a picturesque city with a natural harbor, scenic beauty, military, commercial and historical importance, is situated in the eastern coast of Sri Lanka. Trincomalee District is bordered with Mulathivu district in North, Anuradhapura district in the West and Polonnaruwa and Batticaloa districts in the South. Ethnically is a cosmopolitan with Tamils, Sinhalese, Muslims and Burghers. Trincomalee is more than a holiday destination with its clean sandy beaches and recreation opportunities. The Koddiyar Bay and the natural harbor enhance its commercial and military importance. Trincomalee harbor, is located 190 km South of Jaffna and 120 Km north of Batticaloa. It is the world's fifth largest natural harbor, locked in by hills and mountains on three sides and on the fourth is protected by a few islands.



The Pigeon Island, is one of the landmarks, where tourists frequently visit this island for snorkel diving, with a 15 minutes trip by outboard motor boat offshore from Nilaveli. The seven hot water springs are found in Kanniya at close proximity to each other. Some believes that the waters of these springs have healing powers. The striking cliff of Fort Fredrick is known as the Swamy Rock which is over 360 feet (110 Meters) high. On top of the rock, the most revered Thirukoneswaram temple is located. Among the sacred Buddhists places, the historical circular pillared temple at Thiriya, the Vihare at Seruwila and the Velgam Vihara are also found in Trincomalee. Ancient Mosque in Karumaliyoothu and Kinniya, churches belonging to the Catholics and various other Christian missions, all show the religious harmony in this District.

ADMINISTRATION

Trincomalee is one of the three districts in the Eastern Province of Sri Lanka, covers an area of 2,727 sq km. It is the administrative headquarters and major resort port city of the Eastern Province as well. The district is divided into 11 Divisional Secretary's Divisions. The DS Divisions are further sub-divided into 230 Grama Niladhari divisions, 13 Local Government Authorities and 657 villages.

Table 2.1: Administrative units and local government

Divisi onal Secret ary	Grama Niladari Divisions	Villages	Local Government Bodies	
			UC	Pradesiy a
Town & Gravets	42	102	1	1
Kuchchaveli	24	78		1
Padavisripura	10	29		1
Gomarankadawela	10	50		1
Morawewa	10	38		1
Thampalagamam	12	48		1
Kanthale	23	43		1
Kinniya	31	108	1	1
Seruvila	16	35		1
Muthur	42	106		1
Verugal	10	20		1
T	230	657	2	1

Source: Statistical Handbook 2017, Planning division, Kachcheri, Trincomalee

3. DEMOGRAPHY

As per the 2016 census, the total population is 439,689 people from 125,510 families with the density of 710 people per sq.km. The highest density exists at Trincomalee town and grevets DS division while lowest density is recorded in Morawewa DS division. Ethnically, 43 percent are Muslim, 26% are Sinhalese and 30% are Tamils.

Table 2.2: Population and local government

S/N	DS Division	No of Families	Total Population
01	Trincomalee Town & Grevets	27,871	105,207
02	Kuchchaveli	10,777	38,319
03	Padavi Sripura	3,815	13,282
04	Gomarankadawela	2,892	8,576
05	Morawewa	2,933	9,584
06	Thampalakamam	9,522	33,515
07	Kanthale	15,309	56,104
08	Kinniya	20,373	75,674
09	Seruvila	8,176	16,066
10	Mutur	20,075	70,188
11	Verugal	3,767	13,174
	Total	125,510	439,689

Source: Statistical Handbook 2017, Planning division, Kachcheri, Trincomalee

Vision Statement

“To uplift the living condition of the People in Trincomalee District with efficient and effective Public Service”

Mission:

“To fulfill the needs of the people in the Trincomalee District with efficient, impartial, reasonable and friendly Public Service in line with Government Policy and through a co-ordination of correct planning and resource deployment”

4. ECONOMY AND LIVELIHOOD

4.1 Primary Sector

The major source of livelihood of the community is the agriculture and fishing which is the primary sector. Paddy cultivation stands as the main agriculture crop in the District. The Kanthale Tank, Wendrasawewa, Morewewa, Mahadiwulwewa, and Paravipankulama are some major tanks. There are three major irrigation projects; Kanthale, Alla Kanthale and Morewewa. Livestock & cattle breeding is another area of the primary sector.

4.2 Secondary Sector

Trincomalee District is blessed with natural resources and mineral deposits which can be used as industrial raw materials and value-added products. The industrial sector in Trincomalee district comprises a few large industries, small and medium scale enterprises (SMEs) as well as micro or household businesses that are based on self-employment activities. The world fifth largest natural harbour located in Trincomalee with 2,000 hectares water area is a vital resource for the district economy development. It is about 10 times larger than the Port of Colombo. Likewise, the longest river in Sri Lanka, Mahaweli ganga and Yan Oya river mixed with sea together with 210 km of coastal belt of Trincomalee district providing opportunities to develop industries.

The large industries include multinational entities like Prima Flour, Prima Logistics, Mitsubishi / Tokyo Cement, Fuji cement, Bio Mass Power Plant and the Indian Oil Company are functioning in Trincomalee district. According to the 2015 statistics, there are 15 industries in the district under the category of handloom, coir and carpentry

4.3 Tertiary (Service) Sector

There are 16,565 establishments for economic activities in Trincomalee (according to Sri Lanka Economic census 2013/14 report). Of the total, there are 3,064 establishments (18%) in the industries, 8,273 establishments (50%) in the trades and 5,228 establishments (32%) in the services in the districts.

Distribution of the economic activities under major sectors evidently showed that the trade sector is the largest in terms of the number of establishments contributing around 41% to the total economic activities in Sri Lanka. Also the service sector is the second largest activity, contributes around 33%. As a tourism-oriented city, Trincomalee tourism sector is seen as the main contributor to the economic development.

4.4 Educational Institutions

Trincomalee district has been divided into 5 Education Zones to provide primary and secondary education. There are 313 schools administered by the Provincial and National Ministry of Education with 98,506 students and 5434 teachers. Tertiary education is provided by three main institutions namely Advance Technical Institutes (ATI), Vocational Training Centers and NEITA, are belonging to the government. Further, two other institutions namely Sarvodaya and St. Antony's Vocational Training Centers are belonging to the private sector. Moreover, there is a campus called “Trincomalee Campus” functioning as the branch of the Eastern University, to conduct full time courses to the selected students in Trincomalee.

4.5 Transport

According to the official classification, the present road network which comprises of about 354.75 km of national highways, categorized as Class A and B roads fallen into the district. In addition to the road network, the railway transport is more accessible and second highest service provided in the district. Sea transport occurs with the existence of harbour which is the second best natural harbour in the world with available water and land area about 10 times bigger than the port of Colombo. Trincomalee was tentatively identified to cater for bulk and

break-bulk cargo and port related industrial activities including heavy industries, tourism and agriculture etc. Passenger transport in the ships to Trincomalee harbor is very low. In China Bay, there is a domestic airport functioning with low facilities. The airbase is situated close to the coast and has a long runway which is believed to be able to handle most modern aircraft. Presently, it is used for domestic tours for the tourism industry in Sri Lanka. Few number of flights in service twice a week up and down are being provided by the Sri Lankan Air Force.

4.6 Natural and Human-made Resources

Trincomalee is blessed with a variety of natural resources and human-made resources. It deserves a Long coast line with fisheries harbors and anchorages, deep-sea fishing, and shallow fish banks. Beautiful golden sandy beaches and network of lagoons spread all over. Large extent of forest and agricultural land supported by irrigation schemes provide greener surrounding for the district. Attractive eco-tourism places with historical interests, improved socio economic infrastructure facilities, road network with strong connectivity, community service for better living condition, educated and adaptable work force, large natural harbor and the port closer to major shipping routes, healthy livestock for increased production, etc.

5. ISSUES AND CHALLENGES IN THE DISTRICT

Following issues and challenges that need to be addressed for further development:

- Unemployment and poverty
- Lower capacity of the service providers, poor production and poor market facilities
- Over exploitation of, unlawful act on, and depletion of natural resources
- Need for reconciliation, reintegration and peace building

CHAPTER 03

SECTOR DEVELOPMENT PLANS - RESULTS FRAMEWORK

THE RESULTS FRAMEWORKS OF EACH SECTORS ARE PRESENTED IN EACH SEPARATE CHAPTERS AS DESCRIBED BELOW

CHAPTER 04 : AGRICULTURE SECTOR
SUB SECTOR CROP, IRRIGATION AND LAND USE

CHAPTER 05 : AGRICULTURE SECTOR
SUB SECTOR LIVESTOCK

CHAPTER 06 : AGRICULTURE SECTOR
SUB SECTOR FISHERIES

CHAPTER 07 : AGRICULTURE SECTOR
SUB SECTOR PLANTATION

CHAPTER 08 : AGRICULTURE SECTOR
SUB SECTOR ENVIRONMENT

CHAPTER 09 : AGRICULTURE SECTOR
SUB SECTOR COASTAL CONSERVATION

CHAPTER 10 : AGRICULTURE SECTOR
SUB SECTOR FOREST AND WILDLIFE

CHAPTER 11 : INDUSTRY AND TOURISM SECTOR
SUB SECTOR INDUSTRY AND SME

CHAPTER 12 : INDUSTRY AND TOURISM SECTOR
SUB SECTOR TOURISM

CHAPTER 13 : EDUCATION SECTOR

CHAPTER 14 : HEALTH SECTOR

CHAPTER 15 : SOCIAL SERVICE SECTOR
SUB SECTOR SOCIAL WELFARE

- CHAPTER 16 : SOCIAL SERVICE
SUB SECTOR CULTURE**
- CHAPTER 17 : SOCIAL SERVICE
SUB SECTOR SPORTS**
- CHAPTER 18 : LOCAL GOVERNMENT AND COMMUNITY
INFRASTRUCTURE SECTOR SUB SECTOR LOCAL GOVERNMENT**
- CHAPTER 19 : LOCAL GOVERNMENT AND COMMUNITY
INFRASTRUCTURE SECTOR
SUB SECTOR WATER SUPPLY AND SANITATION**
- CHAPTER 20 : LOCAL GOVERNMENT AND COMMUNITY
INFRASTRUCTURE SECTOR SUB SECTOR HOUSING**
- CHAPTER 21 : LOCAL GOVERNMENT AND COMMUNITY INFRASTRUCTURE
SECTOR SUB SECTOR ROADS AND OTHER FORM OF
TRANSPORTATION**

MONITORING PLAN