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# MAHAWELI ENTERPRISE DEVELOPMENT

## MED/EIED PROJECT

(USAID/Sri Lanka Project No. 383 - 0090)  
(Contract No. C-00-0031-00)

### MED/EIED 1992 WORKPLAN



INTERNATIONAL SCIENCE AND TECHNOLOGY INSTITUTE, INC.

WTE :

ERNST & YOUNG CONSULTANTS (Sri Lanka)  
DEVELOPMENT ALTERNATIVES, INC.  
HIGH VALUE HORTICULTURE, PLC.  
SPARKS COMMODITIES, INC.  
AGROSKILLS, LTD

CONSULTANTS TO THE MAHAWELI AUTHORITY OF SRI LANKA

## The Mahaweli Enterprise Development Project

The Government of Sri Lanka and the international donor community have given high priority to the development of the natural and human resources of the Mahaweli river basin. The first phase of this development, the construction of dams, irrigation and power systems, roads and other physical infrastructure, is largely complete. The second phase, settling the land and forming an agricultural production base, is well under way. The third phase, the major challenge for the 1990's, is the building of a diverse and dynamic economy, improving employment and income prospects for Mahaweli settlers and their families. In this phase the private sector has a leading role to play.

The Mahaweli Enterprise Development Project (MED) is a USAID-supported initiative of the Mahaweli Authority of Sri Lanka to promote investment and business development in agribusiness, manufacturing, tourism, minerals and services. MED directly assists small, medium and large-scale investors with technical assistance, marketing support, training, business advisory services and credit. MED also provides policy assistance to improve access to resources, such as land, water and capital, and the legal and institutional framework for enterprise development.

The official MED implementing agency is the Employment, Investment and Enterprise Development Division of the Mahaweli Authority. The main MED technical consultancy is provided by a consortium led by the International Science and Technology Institute, Inc., a private consulting firm with head offices in Washington DC. Other firms in the consortium are Agroskills, Development Alternatives, Ernst and Young, High Value Horticulture and Sparks Commodities. Marketing services are provided by SRD Research and Development Group, Inc.

# MAHAWELI ENTERPRISE DEVELOPMENT

## MED/EIED 1992 WORKPLAN

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**SUMMARY OF 1992 MED/EIED ACTIVITIES\* AND TARGETS**  
 (Activities with an asterick require strong support from officials other than those of MED/EIED.)

ACTIVITY	TARGET
<b>MEDIUM AND LARGE ENTERPRISES</b>	
1. Provide support to investors through pre-investment programs	Implement 10 Pre-Investment Programs (PIPs).
2. Provide support to investors through special projects	Implement 3 Special Projects.
3. Promote Mahaweli investment in Sri Lanka and abroad	Approve 50 investor applications; breakground for 20.
4. Develop agribusiness sector with field based advisory services and training	Assist 15 commercial farms to export products.
5. Provide marketing services for export and local markets	Provide basic marketing services to 100 investors and special market development assistance to 15 high potential investors.
6. Develop tourism, minerals, manufacturing and property sectors*	Break ground for eight investments (three - tourism; three - manufacturing; one - minerals; and one - property).
<b>SMALL SCALE ENTERPRISES</b>	
1. Provide business advisory services	Deliver 6,000 business advisory consultations.
2. Facilitate access to credit*	Arrange 1,000 loans to SSEs and form 23 new Savings and Credit Societies.
3. Provide technical, entrepreneurship, credit and other training	Train 1,300 individuals.
4. Develop SSE-MLE export linkages	Carry out five SSE-MLE export deals.
5. Develop private associations and chambers	Implement assistance programs with 15 organizations.

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**ACTIVITY****TARGET****POLICIES, PROCEDURES AND REGULATIONS**

- |    |                                                                          |                                                                                                                                                                      |
|----|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | <b>Establish land policies which support enterprise development*</b>     | Issue 1,000 freehold titles (i.e., special grants without restrictions) to SSEs and 15 thirty year leases to MLEs.                                                   |
| 2. | <b>Improve physical infrastructure for enterprise development*</b>       | Make road, power or water infrastructure investments to support three private projects.                                                                              |
| 3. | <b>Privatize loss-making and underutilized MASL land and facilities*</b> | Transfer ten MASL farms, 100 buildings, three facilities and 500 new commercial and industrial plots to the private sector.                                          |
| 4. | <b>Improve MASL policies to support enterprise development*</b>          | Introduce five specific policy or procedural changes in the areas of water, tourism, minerals, housing and transport which improve business environment in Mahaweli. |
| 5. | <b>Improve MASL capacity to support enterprise development*</b>          | Improve official environment for private investment and confirm through MLE and SSE investor opinion surveys.                                                        |

**OTHER ACTIVITIES**

- |    |                                 |                                                                              |
|----|---------------------------------|------------------------------------------------------------------------------|
| 1. | <b>Plan, monitor and report</b> | Establish 1992 baseline data for enterprises and employment in the Mahaweli. |
|----|---------------------------------|------------------------------------------------------------------------------|

**EMPLOYMENT GENERATION TARGETS**

<b>Medium and large enterprises</b>	<b>1,500</b>
<b>Small scale enterprises</b>	<b>1,400</b>
<b>TOTAL</b>	<b>2,900</b>

## 1992 MLE ACTIVITIES

1. PROVIDE SUPPORT TO INVESTORS THROUGH PRE-INVESTMENT PROGRAMS  
Target: Implement 10 Pre-Investment Programs (PIPs).
  2. PROVIDE SUPPORT TO INVESTORS THROUGH SPECIAL PROJECTS  
Target: Implement 3 Special Projects.
  3. PROMOTE MAHAWELI INVESTMENT IN SRI LANKA AND ABROAD  
Target: Present 50 investor applications for approval.
  4. DEVELOP AGRIBUSINESS SECTOR WITH FIELD BASED ADVISORY SERVICES AND TRAINING  
Target: Assist 15 commercial farms to export products.
  5. PROVIDE MARKETING SERVICES FOR EXPORT AND LOCAL MARKETS  
Target: Provide basic marketing services to 100 investors and special market development assistance to 15 high potential investors.
  6. DEVELOP TOURISM, MINERALS, MANUFACTURING AND PROPERTY SECTORS  
Target: Ground broken for eight major investments (three - tourism; one - minerals; three - manufacturing; and one - property).
- 

## MLE EMPLOYMENT CREATION TARGETS

New jobs generated in MLEs:	500
New outgrower jobs generated:	1,000

MED/EIED 1992 PLAN

MEDIUM AND LARGE ENTERPRISE ACTIVITY #1

Provide support to investors through pre-investment programs

**Target** Implement 10 pre-investment programs (PIPs).

**Comments** PIPs are packages of assistance for medium and large investors. They provide training, technical consultants and, in selected cases, financial support to develop products, markets, feasibility studies and business plans, and project implementation assistance to Mahaweli investors to reduce their initial high costs and risks. PIP's normally include a specialist consultant to one or more companies to carry out technical investigations or market development prior to initiating an investment. Six PIPs were approved in 1991 and four were implemented. PIPs in 1992 will include several for major new commercial farms in System H and Uda Walawe.

- Tasks**
1. Advertise and promote PIPs.
  2. Assist companies to develop proposals for 10 PIP's. Possible projects include several identified in 1991: fruit drying and pulping, System H cold chain and storage, rambutan and foliage plants, fresh tomato production, fruit and exotic fruit crops production and procurement for juicing, fruit tree nursery, pickle production, bottling and marketing, organic rice and sesame production and exports.
  3. Initiate implementation of 10 PIPs.
  4. Develop linkages with GCEC, EDB and Ministry of Agriculture to reinforce PIP support with other incentives, information and expertise and to ease implementation problems.

**Schedule**

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MEDIUM AND LARGE ENTERPRISE ACTIVITY #2

Provide support to investors through Special Projects

**Target** Implement 3 Special Projects.

**Comments** Special Projects (SPs) have developed from Pre Investment Programs. They have a longer gestation period than PIPs and will involve a higher level of investment both equity and project funds. SPS will normally be financed directly by a USAID grant agreement with a private firm. The first SP, a cold chain in Uda Walawe with Aitken Spence Agricultural Development, is scheduled for implementation in 1992. Suggested new SPS for 1992 include a bottling plant and cold chains in systems H, C and G.

- Tasks**
1. Carry out a SP for development of the Uda Walawe cold chain.
  2. Develop and carry out a SP for a Girandurukotte bottling factory.
  3. Identify and develop other SPS.

**Schedule**

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MED/EIED 1992 PLAN

MEDIUM AND LARGE ENTERPRISE ACTIVITY #3

Promote Mahaweli investments in Sri Lanka and abroad

**Target** Approve 50 investment applications; breakground for 20.

**Comments** A growing number of local firms have indicated interest in investing in the Mahaweli and the potential for successful foreign promotion is improving. Some 200 firms made inquiries in 1991 and 22 presented investment applications. Applications result from promotional efforts including assistance to individual investors to prepare business plans and secure land and, in some cases, buildings. Efforts will focus on increasing the cost effectiveness of (i) promotional seminars for local investors, (ii) information materials, and (iii) pre-investment assistance for individual investors.

- Tasks**
1. Carry out eight local investment seminars.
  2. Publish and distribute Mahaweli investor guidebook including guidelines on investment incentives, tourism incentives, land policy, water policy and PIP assistance.
  3. Produce MED video promotional package.
  4. Collaborate with GCEC to promote Mahaweli opportunities to foreign investors.

**Schedule**

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MED/SEED 1992 PLAN

MEDIUM AND LARGE ENTERPRISE ACTIVITY #4

Develop agribusiness sector with advisory services and training

Target Assist 15 commercial farms to export products.

Comments During 1991 a field based advisory service was started. The clients are Mahaweli commercial farmers who have the potential to develop. Farm plans were prepared for six farms. Farm planning and on going advisory services will continue with these six plus four new ones. The service works closely with agribusiness investors receiving PIP and Special Project assistance. During 1992 this assistance will be extended to cover those commercial farmers in System B selected for a MARD commercialisation fund grant.

- Tasks
1. Prepare 10 crop production and marketing profiles for field base manuals in both English and Sinhala.
  2. Provide continual assistance to 10 selected commercial farm clients.
  3. Monitor commercial farm exports.
  4. Coordinate with MARD activities in System B.
  5. Provide training for agriculturally qualified youth trainees on commercial farms.
  6. Give three seminars to bankers on lending to Mahaweli farms; provide crop fact sheets.

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MED/EIED 1992 PLAN

**MEDIUM AND LARGE ENTERPRISE ACTIVITY #5**

**Develop export and local markets for Mahaweli products**

**Target** Provide basic marketing services to 100 investors and special market development assistance to 15 high potential investors.

**Comments** Marketing services will be coordinated with investment promotion, pre-investment programs and field advisory services. Selected investors with high employment potential projects, including those receiving PIP or SP assistance, will receive special market development assistance such as expanded market data, market testing, buyer contacts and trade fair participation.

- Tasks**
1. Produce eight Market Intelligence Profiles (MIPS) and hold eight seminars in Colombo and four in Kandy.
  2. Prepare 12 Quick Market Briefs (QMBs).
  3. Prepare ten Agronomic Viability Briefs (AVBs).
  4. Produce and update seven data bases including grapes, strawberries, pineapple and melon.
  5. Publish four Mahaweli Exporter newsletters.
  6. Collect and distribute local market information.
  7. Assist 15 high potential investors.

**Schedule**

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MEDIUM AND LARGE ENTERPRISE ACTIVITY 15

Develop tourism, minerals, manufacturing and property sectors

**Target** Ground broken for eight major investments (three - tourism; one - minerals; three - manufacturing; and one - property).

**Comments** During 1991, Uda Walawe and overall Mahaweli tourism studies were completed, initial sites advertized and investment proposals received. Required survey work for minerals was identified. Several textile investments were made in response to the availability of buildings and quotas. During 1992 tourism efforts will focus on site promotions. Mineral surveys will be completed and five investment profiles prepared. Potential manufacturing investments include packaging, agricultural tools and equipment. e.g., modified reefer trucks, packing tables and irrigation equipment.

- Tasks**
1. Promote five tourism sites and three facilities suitable for tourism sector investment.
  2. Complete mineral survey, five mineral project profiles and catalogue of mineral resources.
  3. Promote manufacturing investments through site and building advertisements and contacts with investors.
  4. Advertize sites available for housing development and hold discussions with investors.

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## 1992 SSE ACTIVITIES

1. PROVIDE BUSINESS ADVISORY SERVICES

Target: Deliver 6,000 business advisory consultations.

2. FACILITATE ACCESS TO CREDIT

Target: Arrange 1,000 loans to SSE clients and form 23 new Savings and Credit Societies.

3. PROVIDE TECHNICAL, CREDIT ENTREPRENEURSHIP AND OTHER TRAINING

Target: Train 1,300 individuals.

4. DEVELOP SSE-MLE EXPORT PRODUCT LINKAGES

Target: Carry out five SSE-MLE export deals.

5. DEVELOP PRIVATE SECTOR ASSOCIATIONS AND CHAMBERS

Target: Implement assistance programs with 15 organizations.

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## SSE EMPLOYMENT CREATION TARGETS

New jobs generated in SSEs:	800
Micro-enterprises (500)	
Small Enterprises (300)	
New self-employment jobs generated	600

SMALL SCALE ENTERPRISE ACTIVITY #1

Provide business advisory services

**Target** Deliver 6000 business advisory consultations.

**Comments** The eighth business center will open in April, 1992. The centers during 1992 will provide services to 700 SSEs and 1,100 aspiring and self-employed entrepreneurs. Emphasis will be on fully staffing the business centers and developing methods for extending high numbers of business consultancies to SSEs at low unit cost.

- Tasks**
1. Staff, equip and officially open 8 business centers with an average of 3 professionals per center.
  2. Train staff in small business consulting methods.
  3. Implement quarterly planning and monthly reporting.
  4. Set up administrative systems for business centers and introduce service fees in four.
  5. Organize participation in Mahaweli fair in February and in three other special events during 1992.
  6. Do three special consultancies (such as the 1991 one with the Mahaweli Venture Capital Company).
  7. Do ten feasibility studies to identify new business opportunities for SSEs.

**Schedule**

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SMALL SCALE ENTERPRISE ACTIVITY #2

Facilitate access to credit

**Target** Arrange 1,000 loans to SSE clients and form 23 new Savings and Credit Societies.

**Comments** Assistance in securing loans is provided to individual SSEs and to members of Savings and Credit Societies set up with MED assistance. An estimated 2,500 of the SSE consultancies provided by EIED staff and MED business consultants will address credit needs. They are expected to yield 650 loans (estimated total value of Rs13.0m) for individual SSEs and 350 (estimated value of Rs 10m) for members of SCSs. While the majority of SSE loans will be through commercial banks, an estimated 200 are expected to be through the Mahaweli Venture Capital Company. Also, 23 new SCSs will be formed for a total of 30; SCSs will be awarded Rs1.3m in grant funds for collateral funds and initial operating expenses.

- Tasks**
1. Form 23 new Savings and Credit Societies.
  2. Make grants to 30 Savings and Credit Societies.
  3. Conduct four workshops for bankers.
  4. Train staff in SSE credit needs assessment.

**Schedule**

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SMALL SCALE ENTERPRISE ACTIVITY #3

Provide technical, credit, entrepreneurship and other training

**Target** Train 1,300 individuals.

**Comments** Technical and other types of training are provided to SSEs based on needs identified at the field business centers. 1,000 people will be trained in technical and credit training programs to be conducted during 1992. Also, 300 persons will be trained in entrepreneurship development programs.

- Tasks**
1. Establish procedures at business centers for assessing needs and scheduling technical training.
  2. Conduct 60 technical training programs.
  3. Conduct 30 credit skills workshops including 12 workshops for SCS members.
  4. Conduct management training program for women micro-entrepreneurs.
  5. Redesign EDTP based on evaluation findings, conduct Kotmale EDTP and others (to be agreed).

**Schedule**

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**SMALL SCALE ENTERPRISE ACTIVITY #4**

Develop MLE-SSE export product linkages

**Target** Carry out five SSE-MLE export deals.

**Comments** The establishment of small enterprise linkages with larger firms for achieving exports is an important channel for SSEs who are not able to be direct exporters to enter higher value markets. To date, however, inspite of several attempts, these links have not been established in Mahaweli regions. Discussions will be held with craft and other exporting firms in early 1992 to identify specific product and contract opportunities. Based on the findings, product development, technology and business assistance will be provided to facilitate specific opportunities. As part of this activity, assistance will be provided for participation in trade fairs and the carrying out of special feasibility studies as necessary.

- Tasks**
1. Identify 15 potential export products (and buyers) for subcontract production by SSEs.
  2. Sign five deals between exporters and Mahaweli producers.
  3. Develop the technical and business skills and capabilities of the Mahaweli producers who are participating in the export deals.

**Schedule**

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SMALL SCALE ENTERPRISE ACTIVITY #5

Develop private sector associations and chambers

**Target** Implement assistance programs with 15 organizations.

**Comments** During 1991 a program was designed and approved by USAID and MASL for providing organizational assistance and grants to associations of people engaged in small businesses. At the end of 1991, with the exception of several informal associations established by graduates of entrepreneurship development training programs, there were no non-agricultural associations or chambers of small businesses in the Mahaweli. Assistance programs will be implemented through the business centers with an estimated 15 private associations and chambers. These will include matching grants (estimated total for 1991 is Rs1.0m) for start-up and initial operating and for the carrying out of special activities (e.g., exhibitions, training). Collaboration will be established with other organizations (e.g., national level chambers, associations) which can assist in the development of these organizational and their activities.

- Tasks**
1. Arrange legal provisions for registration of associations as legal entities.
  2. Develop assistance programs with 20 associations.
  3. Achieve MASL approval of 15 assistance programs.
  4. Implement the approved assistance programs.
  5. Develop activity and information links with three non-Mahaweli organizations which can assist SSEs.

**Schedule**

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## 1992 PPR ACTIVITIES

1. ESTABLISH LAND POLICIES WHICH SUPPORT ENTERPRISE DEVELOPMENT

Target: Issue 1,000 freehold titles (i.e., special grants without restrictions) issued to SSEs and 15 thirty year leases to MLEs.

2. IMPROVE PHYSICAL INFRASTRUCTURE FOR ENTERPRISE DEVELOPMENT

Target: Make road, power or water infrastructure investments to support three private projects.

3. PRIVATIZE LOSS-MAKING AND UNDERUTILIZED MASL LAND AND FACILITIES

Target: Transfer to the private sector ten MASL farms, 100 buildings, three major facilities and 500 new commercial and industrial plots.

4. IMPROVE MASL POLICIES TO SUPPORT ENTERPRISE DEVELOPMENT

Target: Introduce five specific policy or procedural changes in the areas of water, tourism, minerals, housing and transport which improve business environment in Mahaweli.

5. IMPROVE MASL CAPACITY TO SUPPORT ENTERPRISE DEVELOPMENT

Target: Improve official environment for private investment and confirm through MLE and SSE investor opinion surveys.

**POLICY, PROCEDURES & REGULATIONS ACTIVITY #1**

Establish land policies which support enterprise development

**Target** Issue 1,000 freehold titles (i.e., special grants without restrictions) to SSEs and 15 thirty year leases to MLEs.

**Comments** The absence of private land in the Mahaweli constrains enterprise development. While during 1990 and 1991 no leases or titles were issued, it was accepted that the cost of managing thousands of leases would be exorbitant and thus SSEs should be given title to their allotments. It was also accepted that commercial farmers require long term leases for the nucleus portion of estates and that tourism sites should be sold. MED will assist in drafting legal documents and in identifying and surveying MASL lands for transfer to private use. Business center staff will carry out an estimated 1,000 consultations for land permits, leases and titles. Potential for auctions of industrial and commercial lands will be reviewed.

- Tasks**
1. Draft and introduce into use freehold title deed and revised long term lease format.
  2. Promote issuance of Ministry statement on freehold titles (special grants without restrictions) for SSEs and thirty year leases to large investors.
  3. Identify lands presently occupied by MLEs and SSEs which are suitable for titles and leases.
  4. Employ private surveyors as needed.
  5. Assist RPMs to introduce titles and leases for survey and processing.

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**POLICY, PROCEDURES & REGULATIONS ACTIVITY #2**

**Improve physical infrastructure for enterprise development**

**Target** Make road, power or water infrastructure investments to support three private projects.

**Comments** The existing Mahaweli physical infrastructure was constructed mainly to generate power for non-Mahaweli areas and for small farmer irrigation and community development in the Mahaweli. Major gaps in basic infrastructure of roads, power and water supply are major constraints on business development. Additional constraints exist in housing, transport and telecommunications infrastructure.

- Tasks**
1. Survey physical infrastructure requirements for private investment and recommend an investment program.
  2. Identify three infrastructure investments which will enable specific investment projects.
  3. Introduce policy reforms or other measures which will encourage private sector to develop infrastructure.
  4. Coordinate with GCEC and other agencies to encourage private investment in Mahaweli infrastructure.
  5. Make infrastructure investments.

**Schedule**

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POLICY, PROCEDURES & REGULATIONS ACTIVITY #3

Privatize loss-making and underutilized MASL land and facilities

**Target** Transfer ten farms, 100 buildings, three facilities and 500 commercial and industrial plots to private sector.

**Comments** Six MASL farms were advertized during 1991 and investor response was very strong. Of a total of 14 farms, plus additional livestock farms, MED will assist to transfer 10 to the private sector during 1992. EIED's roster of available buildings will continue to be promoted to investors. MASL facilities at Digana and Kotmale were considered for transfer during 1991; promotion efforts during 1992 should generate concrete proposals for their privatization. 500 new commercial and industrial plots (5-40 perches) will be transferred to SSE entrepreneurs.

- Tasks**
1. Advertize at least monthly the MASL lands and buildings available to the private sector.
  2. Obtain Minister's approval for transfer of MASL farms.
  3. Prepare documentation for 10 farms.
  3. Identify lands available for MLE and SSE use (land audit), prepare details for presentation to investors (land bank) and maintain updated roster in each system.
  4. Advertize and lease out SEDF equipment.
  5. Determine how industrial parks might be utilized; survey and block seven; promote three to private sector.

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POLICY PROCEDURES & REGULATIONS ACTIVITY #4

Improve MASL policies to support enterprise development

**Target** Introduce five policy or procedural changes in the areas of water, tourism, minerals, housing, labor and transport to improve Mahaweli business environment.

**Comments** Streamlined and transparent policies and procedures which make it easier to bring Mahaweli resources into productive use are an objective of MED. Policy and procedures changes made during 1992 will be well defined and articulated strongly.

- Tasks**
1. Carry out study to ascertain possibility of year round irrigation in Systems other than B (Identify and introduce procedures required to make year round water available in Systems other than B).
  2. Set up Task Force to identify policy or procedures improvements.
  3. Develop Mahaweli land use planning and zoning policies to protect the environment and build confidence in tourism development.
  4. Identify and recommend action to encourage private housing development in the Mahaweli.
  5. Incorporate policy and procedures changes into official statements and promotional literature.

**Schedule**

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**POLICY, PROCEDURES & REGULATIONS ACTIVITY #5**

Improve MASL capacity to support enterprise development

**Target** Improve official environment for private investment and confirm through MLE and SSE investor opinion surveys.

**Comments** MASL has been long organized to manage infrastructure investments and the settlement of small farm families. Workshops and information campaigns will be mounted to augment capacities to support the development of an enterprise economy in the Mahaweli. During 1991 MED/EIED along with the Private Sector Policy Support Unit held three meetings with commercial farm investors in Mahaweli with a view to forming an association. These efforts will be renewed. Also, assistance including grants will be provided to private associations (SSE Activity #5).

- Tasks**
1. Support development of an Association of Mahaweli Investors.
  2. Conduct workshops for MASL field officials to increase capacity to assist investors.
  3. Conduct four meetings between central MASL officials and investors and eight between System officials and investors.
  4. Conduct two opinion surveys of SSE and MLE investors to measure quality of official business environment in Mahaweli and identify issues.

**Schedule**

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## 1992 OTHER ACTIVITIES

1. PLAN, MONITOR AND REPORT

Target: Establish 1992 baseline data for enterprises and employment in the Mahaweli.

2. EQUIPMENT

3. TRAINING

MED/EIED 1992 PLAN

OTHER ACTIVITY #1

Plan, monitor and report

**Target** Establish 1992 baseLine data for enterprises and employment in the Mahaweli

**Comments** During 1991 bids were solicited from local firms to carry out a census of Mahaweli enterprises and of non-farm employment. This will be done during early 1992 and will establish a baseline against which to measure MED impacts. Periodic surveys drawing upon census frame will provide indications of performance. Also, an integrated monitoring and management information system was designed during 1991 and will be introduced into use in January, 1992.

- Tasks**
1. Contract and carry out enterprise and employment census.
  2. Conduct first survey of progress.
  3. Introduce into use and maintain monitoring and management information system.
  4. Produce four quarterly plans and reports and one annual report and plan.
  5. Conduct three MED/EIED planning workshops.

**Schedule**

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