



HARTI REVIEW - 2018

INSTITUTIONAL REVIEW OF THE
HECTOR KOBBEKADUWA AGRARIAN
RESEARCH AND TRAINING INSTITUTE

ABSTRACT

This Review was conducted at the invitation of CARP starting from April to June 2018. The Review Team met with all the senior personnel at HARTI from the Chairman, Board Members, CEO, Heads and down. Some of the general non-executive employees were met. The review team has made its opinion clear by giving the observations and analysis in detail. All the submissions have been taken into consideration. The Executive Summary, Reviewers' Comments, Analysis and Recommendations are very important to get the final thoughts we wish to present to the reader.

Chandra Embuldeniya

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10 Sep 2018

EXTERNAL REVIEW OF THE HECTOR KOBBEKADUWA AGRARIAN RESEARCH AND TRAINING INSTITUTE (HARTI)

Sri Lanka Council for Agricultural Research Policy (CARP) appointed the following team of experts on 23 Feb 2018 to conduct a review of HARTI under the provisions of the CARP Act No.47 of 1987. This Review was conducted during April to June 2018 by meeting the relevant officers and employees of HARTI and examining the documents presented. The Review Team met with all the senior personnel at HARTI including the Chairman, Board Members, Director/CEO, Heads of Divisions and other key employees. Some of the general non-executive employees were met. The review team has made its opinion clear by giving the observations and analysis in detail. All the submissions have been taken into consideration. The Executive Summary, Reviewers' Comments, Analysis and Recommendations are very important to get the final thoughts we wish to present to the reader. The review report along with recommendations are presented herewith.

Yours Sincerely

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ACKNOWLEDGEMENTS

We acknowledge the cooperation extended by the officers and the employees of HARTI during our visits to conduct interviews. The HARTI officers provided the interview space and attended the discussions and meetings. Mr. B. Wijyaratne Chairman of the Board of Governors and several Board Members met the team. Mr. K. W. E. Karalliyadda, former Director/CEO, Mr.R.L.N.Jayatissa, Additional Director and the Heads of Divisions are particularly responsible for the information presented here and we wish to extend a special appreciation.

We thank Mr. Karunadasa Udage, the present Director/CEO and Mr.R.L.N.Jayatissa Additional Director for attendance at the presentation given to CARP Board Members and making their observations.

Dr.S.D.G.Jayawardena, Chairman SLCARP, Dr.J.D.H.Wijewardene, Secretary SLCARP and Dr.Frank Niranjan, Coordinator External Review SLCARP have been guiding us throughout for the successful completion of this review. We appreciate their guidance.

On behalf of the Review Team

Dr.Chandra Embuldeniya

HARTI REVIEW

Hector Kobbekaduwa Agrarian Research and Training Institute

APRIL - JUNE 2018

TABLE OF CONTENTS

TABLE OF CONTENTS.....	3
LIST OF TABLES.....	6
LIST OF FIGURES.....	7
ABBREVIATIONS.....	8
1. EXECUTIVE SUMMARY.....	9
2. INTRODUCTION.....	15
2.1. Review Team.....	15
2.2. Review Period.....	15
2.3. The TOR.....	15
2.4. Methodology.....	15
3. PREAMBLE.....	16
4. HARTI FUNCTIONS AND STRUCTURE.....	17
4.1. HARTI Act.....	18
4.2. Organizational Structure.....	18
5. ORGANIZATION of HARTI.....	19
5.1. Agricultural Policy and Project Evaluation Division (APPED).....	20
5.2. Agriculture Resource Management Division (ARMD).....	20
5.3. Environmental and Water Resources Management Division (EWRMD).....	21
5.4. Marketing, Food Policy and Agribusiness Division (MFPAD).....	21
5.5. Human Resources and Institutional Development Division (HRIDD).....	22
6. SUPPORTING UNITS.....	23
6.1.1. Supporting Units Under The Additional Director.....	23
6.1.2. Statistics and Data Processing [SDP].....	24
6.1.3. Data Development Unit.....	24
6.1.4. Computer Technology Unit.....	25
6.1.5. Data Processing Unit.....	26
6.1.6. HARTI Library.....	26
6.1.7. Program Division.....	28
6.1.8. Publications.....	29
6.1.9. Physical Resources.....	29
6.1.10. Vacant positions in publications unit.....	29
6.2. SUPPORTING UNITS UNDER THE REGISTRAR.....	30
6.2.1. Accounts Division:.....	30
7. HUMAN RESOURCES.....	31

8.	FIXED ASSETS	32
8.1.	Conference and Residential Facilities	32
8.2.	Residential Facilities	33
8.3.	Performance Based Budgetary System-2018.....	33
8.4.	KEY PERFORMANCE INDICATORS.....	34
9.	Action Plan 2018, 2019.....	39
9.1.	Market Price Information.....	40
9.2.	Research Consultancies.....	40
9.3.	Training Consultancies	40
9.4.	Program of Action for Research 2018	41
9.5.	Program of Action for Training 2018.....	44
9.6.	PUBLIC INFORMATION	46
9.7.	Repeat research 2018 & 2019.....	47
10.	RESEARCH AND TRAINING	47
10.1.	PROCESS adopted in Identifying Research	47
10.2.	MULTIDISCIPLINARY and Interdisciplinary Research.....	48
10.3.	METHOD Used in Identifying Research Excellence	49
10.4.	MARKET Intelligence Programme.....	49
10.5.	BUDGET and Expenditure & Income of HARTI	50
10.6.	PAST Performance	50
11.	COST AND ALLOCATION OF RESOURCES	54
12.	ANALYSIS.....	64
12.1.	WEAKNESSES IN THE REVIEW PROCESS	64
12.2.	RESEARCH	64
12.3.	SWOT Analysis with Reviewers' Comments	65
12.4.	STRATEGIES adopted by HARTI	69
12.5.	HUMAN capital	71
12.6.	TURNOVER Rate.....	72
12.7.	BUDGETING AND PLANNING	72
12.8.	INSTITUTIONAL Planning - Vision Mission Strategies Activities	72
12.9.	HARTI Act and Comments	72
12.10.	VISION & Mission.....	74
12.11.	GOALS	75
12.12.	KPIs at HARTI	76
12.13.	MARKET INFORMATION	77
12.14.	COMMENT on Multidisciplinary Research Capacity.....	77
12.15.	UNLICENSED software	78

13.	REVIEWERS' COMMENTS.....	78
14.	RECOMMENDATIONS	80
14.1.	HARTI ACT.....	80
14.2.	HUMAN CAPITAL	80
14.3.	RESEARCH and training.....	80
14.4.	STATISTICS AND DATA PROCESSING.....	81
14.5.	TRANSPORT.....	81
14.6.	STRATEGIC MANAGEMENT	82
14.7.	additional information.....	82
15.	ANNEXES	83
15.1.	Annex 1: Scope of the HARTI Review as determined by CARP	83
15.2.	Annex 2: List of interviews carried out during the review process.....	85
15.3.	Annex 3: Organization chart.....	87
15.4.	Annex 4: List of names and designation of research staff	88
15.5.	Annex 5: List of research carried out by HARTI during the four years 2013-16 with the names of principal researchers.....	97
15.6.	Annex 6: Project Total Costs.....	100
15.7.	Annex 7: LIST OF RESEARCH PLANNED FOR 2019	106
15.8.	Annex 8: Present Human Resource Plan of HARTI.....	108
15.9.	Annex 9: Corporate Plan 2018-2020 (printed).....	108
15.10.	Annex 10: HARTI Act of 1972.....	108
15.11.	Annex 11: Staff List other than Research at HARTI	108
15.12.	Annex 12: Divisional Reports Submitted by Respective Heads.....	108
15.12.1.	EWRM – ENVIRONMENT and Water Resources Management Division	108
15.12.2.	ARM – AGRICULTURAL Resources Management Division	115
15.12.3.	HRID – RESEARCHES conducted by human resources and institutional development division	120
	Human Resources and Institutional Development Division - 2017	120
	Human Resources and Institutional Development Division -2016	124
	Human Resources and Institutional Development Division - 2015	128
	Human Resources and Institutional Development Division - 2014	133
	Human Resources and Institutional Development Division - 2013	136
15.13.	Annex 13: ANNEX Action Plan 2020	143
15.14.	Annex 14: Residential Fees(With effect from 01.01.2017)	145
15.15.	Annex 15: 2009 - 2013 Completed Training Programmes	146
15.16.	Annex 16: Completed Research Unpublished 2014.....	147
15.17.	Annex 17 – Hiring Rates of HARTI Facilities.....	148

HARTI REVIEW

Hector Kobbekaduwa Agrarian Research and Training Institute

April – June 2018

LIST OF TABLES

<i>Table 1 Annual Budgets 2015-2018</i>	30
<i>Table 2 Number of Employees at HARTI 2016</i>	31
<i>Table 3 Research Staff Distribution</i>	31
<i>Table 4 KPIs at HARTI 2018</i>	34
<i>Table 5 Estimated Research Spend 2018, 2019</i>	39
<i>Table 6 Research Program of Action 2018</i>	41
<i>Table 7 Training Program of Action 2018</i>	44
<i>Table 8 Publications Count on NSF Website</i>	46
<i>Table 9 Publications Count HARTI</i>	46
<i>Table 10 Country wise Visits to HART Publications</i>	46
<i>Table 11 Repeat Research Titles 2018, 2019</i>	47
<i>Table 12 Publications Cadre Vacancies</i>	29
<i>Table 13 HARTI expenditure comparison (2018 budget) generated 19% on total expenditure 2015-18</i>	50
<i>Table 14 Researches and Training 2013 -2017</i>	51
<i>Table 15 Classification of Activities and Frequency at HARTI 2013-16</i>	54
<i>Table 16 Annual Detail Distribution of Activities 2013-16</i>	55
<i>Table 17 Project Costs Avg, Maxima and Minima 2013-16</i>	58
<i>Table 18 SWOT Analysis and Reviewers' Assessment - Strengths</i>	65
<i>Table 19 SWOT Analysis and Reviewers Comments - Weaknesses</i>	67
<i>Table 20 SWOT Analysis and Reviewers' Comments - Opportunities</i>	68
<i>Table 21 SWOT Analysis and Reviewers' Comments - Threats/Constraints</i>	69
<i>Table 22 AD's Strategies Adopted at HARTI</i>	69
<i>Table 23 Turnover Rate at HARTI</i>	71
<i>Table 24 Comments on the Applications of HARTI Act</i>	72
<i>Table 25 HARTI Goals</i>	75
<i>Table 26 List of Review Interviews</i>	85
<i>Table 27 List of Name and Designations of Research Staff</i>	88
<i>Table 28 List of Research Carried out During the Past Five Years</i>	97
<i>Table 29 Project Total Costs</i>	100
<i>Table 30 List of Research Planned for 2019</i>	106
<i>Table 31 Action Plan 2010</i>	143
<i>Table 32 Training Programs 2020</i>	144

HARTI REVIEW

Hector Kobbekaduwa Agrarian Research and Training Institute

April – June 2018

LIST OF FIGURES

<i>Figure 1 Elements of HARTI Evaluation.....</i>	<i>9</i>
<i>Figure 2 Performance Measurement.....</i>	<i>11</i>
<i>Figure 3 Agriculture Sector Relative Position (Source: WB Data).....</i>	<i>16</i>
<i>Figure 4 Sri Lanka in Comparison with India, Bangladesh & Vietnam.....</i>	<i>17</i>
<i>Figure 5 Value Added per Farmer Comparison.....</i>	<i>17</i>
<i>Figure 6 HARTI Budget Rs Mn and % Revenue.....</i>	<i>50</i>
<i>Figure 7 Researches and Training at HART 2013-17.....</i>	<i>51</i>
<i>Figure 8 Outbound Training by HARTI 2013-17.....</i>	<i>51</i>
<i>Figure 9 Total Activities 2013 -16.....</i>	<i>55</i>
<i>Figure 10 Research Spend Avg, Median and Frequency.....</i>	<i>56</i>
<i>Figure 11 Training Spend Avg, Median, and Frequency.....</i>	<i>56</i>
<i>Figure 12 Other Activity Spend Avg, Median and Frequency.....</i>	<i>56</i>
<i>Figure 13 All Activity Spend Avg, Median and Frequency.....</i>	<i>57</i>
<i>Figure 14 Total Count of Projects & Cost 2013-17.....</i>	<i>57</i>
<i>Figure 15 Average Project Cost 2013-17.....</i>	<i>57</i>
<i>Figure 16 No of Projects and Annual Project Total Cost.....</i>	<i>58</i>
<i>Figure 17 No of Projects and Average Project Cost.....</i>	<i>59</i>
<i>Figure 18 Average, Maximum and Minimum Costs of Activity 2013-17.....</i>	<i>59</i>
<i>Figure 19 Annual Project Activity Costs.....</i>	<i>60</i>
<i>Figure 20 No of Projects and Average Project Cost.....</i>	<i>61</i>
<i>Figure 21 No of Projects and Sum of Project Costs 2013-2016.....</i>	<i>62</i>
<i>Figure 22 No of Projects and Average Project Costs.....</i>	<i>63</i>
<i>Figure 23 Overview Strategy Architecture.....</i>	<i>70</i>
<i>Figure 24 Human Resources 2016 Vs 2015.....</i>	<i>71</i>
<i>Figure 25 No of Researchers per Project and Duration EWRM.....</i>	<i>113</i>
<i>Figure 26 No of Researchers per Project and Duration ARM.....</i>	<i>118</i>

HARTI REVIEW

Hector Kobbekaduwa Agrarian Research and Training Institute Review
April – June 2018

ABBREVIATIONS

ACT	HARTI Act No. 5 of 1972. To Provide for The Establishment of An Agrarian Research and CARP – Council for Agricultural Research Policy
APPE	Agricultural Policy and Project Evaluation Division
ARM	Agriculture Resource Management Division
EWRM	Environmental and Water Resources Management Division
HARTI	Hector Kobbekaduwa Agrarian Research and Training Institute
HRID	Human Resource and Institutional Development Division
ISIC	Agriculture corresponds to the International Standard Industrial Classification
L&G	Learning and Growth
MFPA	Marketing, Food Policy and Agribusiness Division
NFPC	National Food Policy Committee
NSF	National Science Foundation
RTC	Research and Training Committee
SLQF	Sri Lanka Qualification and Credit Framework
SOR	Scheme of Recruitment approved by the government

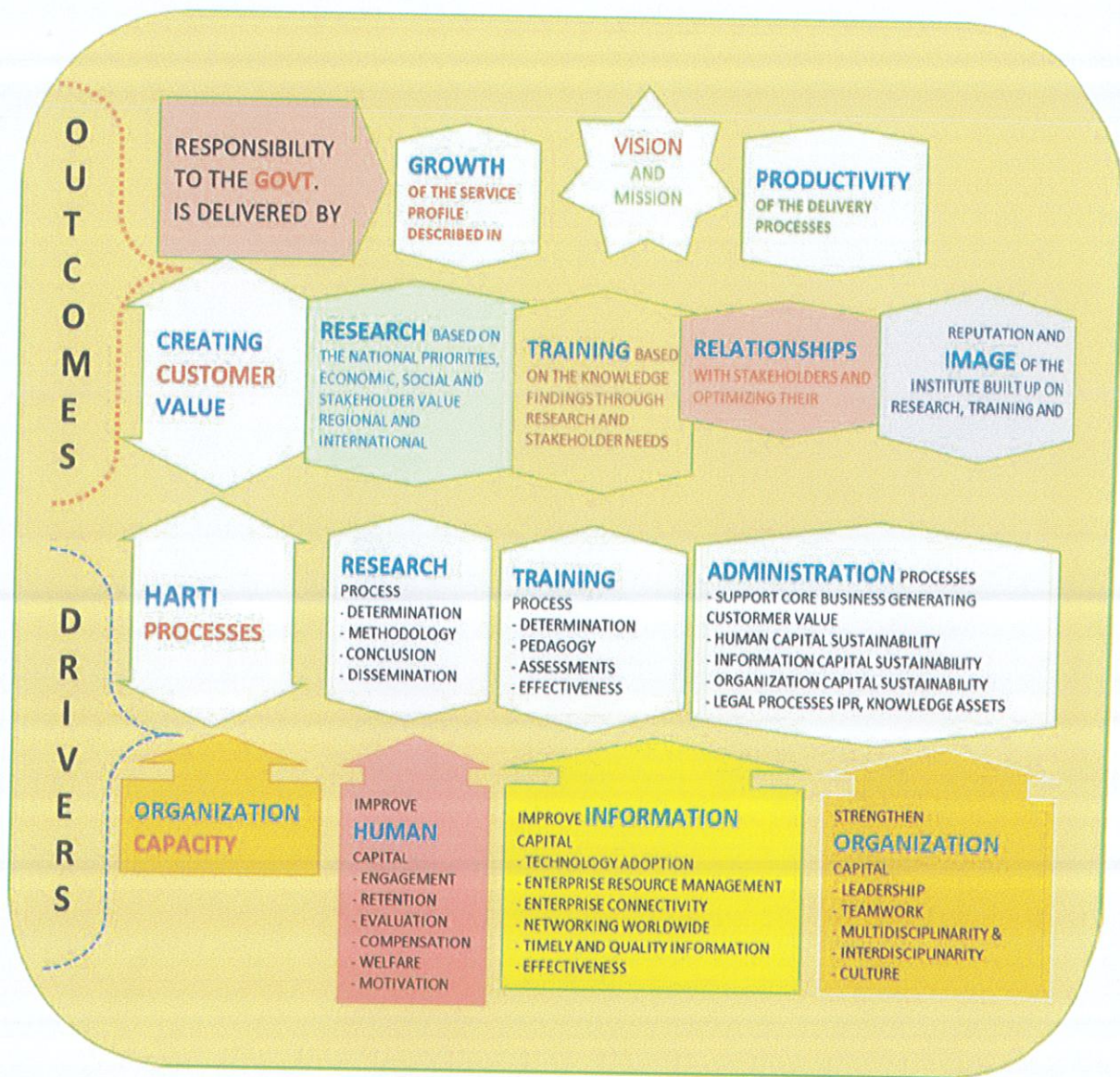
HARTI REVIEW

Hector Kobbekaduwa Agrarian Research and Training Institute Review
 April – June 2018

1. EXECUTIVE SUMMARY

The HARTI review has taken the review team through a process of understanding the structure and the delivery processes of the institution on a critical evaluation. We did the review based on our samples of interviews and listening to high level professionals at the institution. This may be regarded as a Delphi method of developing an opinion about an organization. In our observations we have seen through the following elements depicted in the chart below.

Figure 1 Elements of HARTI Evaluation



At the outset we state the purpose of this executive summary and the intent of the review is to highlight the weaknesses at HARTI, and help this institution regain its prestige and

usefulness that it is expected to live up to, whilst meriting performance appropriately where it is due.

HARTI has academically qualified human capital in general. Yet, HARTI needs essential skills to deliver the customer value and account for the fiduciary responsibility. We found that the human capital was not sufficiently aligned and motivated to deliver the policy level research. On the one hand, we found their competence on inferential research wanting. On the other hand, they have not been guided in the national level policy making type of research. This may have been due to a slack period of directing during the past five years. The only way this can be remedied is by putting researchers onto such high level research and monitoring progress and outcomes closely and by counselling for professional development.

Absence of a human capital development strategy vital for development at HARTI is a great disadvantage. There is no competence to plan and develop human capital at this centre of knowledge of agrarian research.

The HARTI research has a strong bias towards descriptive work that does not predicate from significance testing or inferential statistics. The absence of a competent Statistician at the top level to formulate research plans is one contributing factor to the abundance of descriptive work. We would recommend the creation of an Additional Director position at the top to recruit an experienced and qualified Statistician.

The HARTI's price information has to be complemented with quantities of food items in the market place. Modern technology methods should be adopted with professional advise instead of stopgap solutions. The price and quantity relationships should produce a wealth of time series information to enhance food security and revolutionize the socio economic decision making. This would give synergy to the government to take rational decisions on external trading and input subsidizations as well. Since a modern approach would use technology, it is pertinent that data on other influencing factors are gathered in with bigdata. This would include weather and demographic data.

The other aspect of L&G, information capital, should be coupled to this system driven by technology. The status of data processing and analytics is in a primitive state. Once new technology oriented data management and analytics are brought in, it could uptake the data automatically and the results could be seen by the researchers, management and externally connected stakeholders. This new system could also do many surveys online to get spontaneous socio economic data and become a data and information hub as envisaged in the Act.

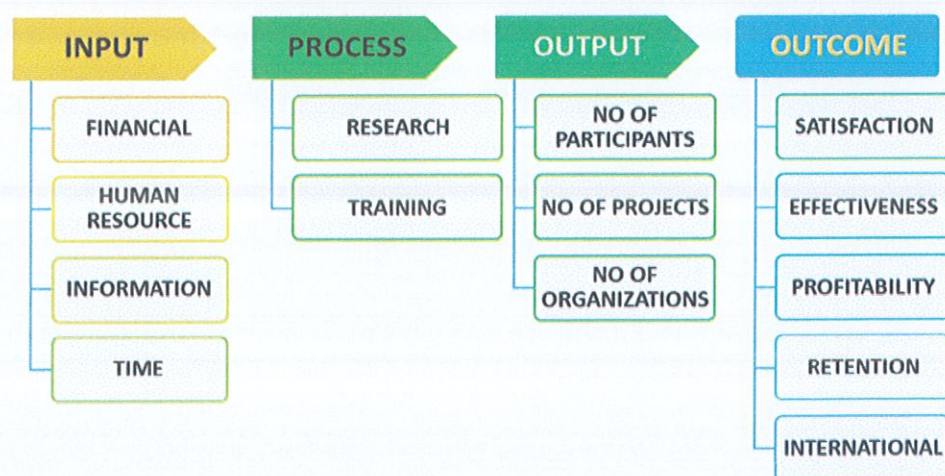
The times have changed since the formulation of the Act. It was in 1972 that the present Act was commissioned. Passing a new Act is a necessity to bring HARTI in line with evolving technology, different sources of information, integration with other stakeholders and the private sector that plays an essential role in the market economy. Sri Lanka now operate in a market economy, quite opposed to the subsistence economy that prevailed in the 70's.

All the divisional heads cooperated at the interviews but only three of them submitted information to take a peek at their internal operations during the past five years. Their reports are attached in this report.

It is timely to restructure the organization to materialize more interdisciplinary and multidisciplinary research and training work which forms an essential part of modern socio economic research in agriculture and training. The review team did not venture into a detail restructuring plan, but some ideas are offered in here. Present system is based on Agricultural Policy, Project Evaluation, Agriculture Resource Management, Environmental, Water Resources Management, Marketing, Food Policy, Agribusiness, Human Resource, and Institutional Development. A new theme on GIS is being evolved. These are the themes prevalent in the institute but not exhaustive or sufficiently impactful in the agrarian sector. The new structure should be relevant from a futuristic perspective. Thus, in restructuring the institute one should reckon the geographical system. This could couple in a matrix with organization with functionalities such as Agriculture, Statistics, Business & Entrepreneurship, Sustainable Development and Education. It would become more relevant than the system at present due to the prevailing provincial political system. Each division could become an expert center in a particular geographical area. Several provinces could come together under each division and thus cater to the provincial administration. The CEO could hold the responsibility for the entire Island. The Additional Directors could become functional specialists in aforementioned Agriculture, Statistics, Business, Entrepreneurship, and Education. The Geographical Area heads would have key responsibilities for irrigation, fertilizer, land, mechanization and accountabilities for their geographical areas in this matrix type organization. There would be a modern performance management setup with performance drivers and KPIs.

That brings us to an overlooked aspect of KPIs. All KPIs are based on process output indicators such as the number of meetings, reports, and people. A really effective measuring system is needed to feel that the fiduciary responsibility and the customer value have been justifiably delivered. We suggest including clever measures of outcome indicators based on the purpose

Figure 2 Performance Measurement



of research. On the training side these indicators are measures on the fulfilment of the needs of trainees.

Notwithstanding the recommendation to restructure, it is imminent that the training programmes be accredited by a suitable independent local or foreign body and gain recognition from SLQF. HARTI has not attempted to implement the powers given in the Act to conduct high level academic programs and elevate itself to the level of an accredited institution. The title itself is an 'Institution' and the body of learned men and women here could have been the resource base and made it a viable income source as well for HARTI. If the restructuring goes through, then HARTI should sign with each university an understanding to collaborate on research and provincial training.

The accommodation and facilities are moderately well maintained. It has generated a fair portion of its income relative to the budget. The full potential though has not been realized as we worked out the occupancy and the charges. There is evidence of external influence on occupancy without paying due rentals. These are illegal and would be subject to AG's inquiry. These anomalies should be regularized. The facilities for conferencing and accommodation should be marketed for raising income as the cost of maintenance is high.

HARTI is occupying a very high value property (Estimated Rs. 9 Billion). We recognize that the architect is Geoffrey Bawa and the significance. Nevertheless, the building has outlived its usefulness housing a modern research institution. It has to be completely overhauled and renovated to live with technology and interdisciplinary work.

The administration is running without a top team leader and there have been several complexities arisen due to bad decisions on appointments. The approved cadre positions at senior level have to be filled while at lesser levels it should be held back until a manpower plan in line with the human capital development strategy is adopted. One such high position is Registrar. It is obviously not possible to get competent top level people for poor salaries. Universities have overcome this by adjusting. We suggest that HARTI being a similar institution should get approval for a parallel SOR.

The transport section is not seen as a service but as a pain for those who are users as officers and engaged as drivers. The drivers suffer due to inadequate compensation (batta) on visits and extra time they have to spend waiting at the institute. There are breakdowns and vehicles garaged for long durations for repairs. The typical government approach of buying vehicles, recruiting drivers, engaging service providers, buying parts, attending to breakdowns, accidents, insurance, financing and budgeting could be avoided by procuring transport services. That would be 'one stop shop' where a transport service provider facilitates the 'mobility' of all at HARTI for official purposes. No one at HARTI knows the real costs of transport. The present drivers could be made use for other work by retraining.

Absence of a strategic approach to run the core business at the HARTI is puzzling. As the Chairman of the Board explained it is due to the advice from the Treasury to do away with Strategic Plans or Corporate Plans. This is a misnomer when one has to engage in long term research that elucidate information on long term projects and government decisions that has strategic impacts over a long period. The strategic approach is an essential tool for planning

research while keeping 'budgeting' as the tool that facilitate the procurement of resources as annual inputs into the strategic plan. There was a habit to have big hotel oriented corporate planning events and this habit has perhaps caused the government decision. A strategic plan could be accomplished domestically at the institute with support from one external resource person.

The effectiveness and the efficiency of resources spent on research and training cannot be analysed without all the details. We have done our best with the information received and details are explained in the main document. Even in the performance based budgeting we could obtain only the performance plan but not the actuals. The Action Plans of yesteryears were made available and appropriately analysed with the total costs as given. The analysis is presented in several charts that speak for themselves and one can get the sense of magnitudes and the numbers. There are no benchmarks for research expenditure, but resource costs (number of researchers, statistical officers, assistants, enumerators, service personnel such as drivers, vehicles, mileages, accommodation costs, batta, subsistence, etc.) be analysed if available. The budget for Market Information Collection and Dissemination Project is recurring annually and consumes by far the biggest resources over 70%. If technology finds a better solution these resources could be better used for other nationally important areas of research.

We have embarked on giving analysis separately from recommendations and comments. These are made separately so as the reader could make use of them as appropriate.

The customer value proposition is where the government and other related institutions derive value from the services paid for by the government. The farmers and traders also benefit from the research and price information released by dialling 6666 on Mobitel. We have highlighted the weaknesses in this aspect. In training too, there is no indication that the real needs are met as performances are measured by process indicators and not outcome indicators.

The relationship experiences are impacting the HARTI since the requests for work originating from outside sources are drying up. The organization needs a strategic approach to regain this market for agrarian research particularly from international organizations operating in Sri Lanka.

The HARTI image and reputation are still running on the steam that forefathers of HARTI generated many years ago. The market presence has to improve by being visible and heard in the highly visible and patronized media channels and newspapers. Web based marketing is paramount in image building by communicating and social marketing through social networks. There should be a strategy with assistance from dedicated technology services.

It was in the TOR of this review to assess the productivity of core business at HARTI. This is essentially an exercise to fulfil the fiduciary responsibility. We have made efforts to analyse the cost efficiency with the information available. However, we extracted only static information. One trend was clear though. The cost of research would be rising as seen from the averages. Activities show that the average cost has increased from Rs 283K to Rs 530K from 2013 to 2016, while the total cost in 2013 was around Rs 11.3 Mn in 2016 it was 12.1

Mn. However, the total costs were higher in 2014 and 2015. There are several informative charts that depict the situation. The other aspect of the fiduciary responsibility is the growth of services. We cannot say that there has been any growth. Growth is also a medium term effect in excess of about five years. We did not have the benefit of such data.

HARTI REVIEW

Hector Kobbekaduwa Agrarian Research and Training Institute Review

2. INTRODUCTION

The Council for Agricultural Research Policy (CARP) appointed a committee of three members in Feb 2018 with a TOR to conduct the review. This review is in keeping with the CARP mandate for maintaining good governance in the research institutions in the sector.

2.1. REVIEW TEAM

The review was carried out by Dr. C.S. Weeraratne, Prof. R. Abeynayake, and Dr. Chandra Embuldeniya (Team Leader). The review started after an introduction to HARTI by the present Director of HARTI, Mr K.W.E. Karalliyadda.

2.2. REVIEW PERIOD

The review was done during the period March 2018 to June 2018.

2.3. THE TOR

There are five objectives

1. To assess the quality, cost effectiveness, relevance and impact of the scientific programmes carried out by the Institute to be reviewed to ensure that Government funds are being effectively utilized to address the sector needs.
2. To investigate the appropriateness of the Institute research agenda to meet the emerging challenges in the future and in meeting with 2030 sustainable developmental goals and national targets ensuring food and nutritional security.
3. To investigate all the aspects of the Institute functions directed towards research and development, dissemination of technology through extension and services offered to its stakeholders and its impact and usefulness to address the timely needs.
4. To identify any deficiency in the procedures adopted by the Institute in recognizing the research needs of the sector
5. To give advices on effective planning and implementing of future programmes of the Institute.

The Scope of this review is given in Annex 1 - Scope of the HARTI Review as determined by CARP and is about the deliverables.

2.4. METHODOLOGY

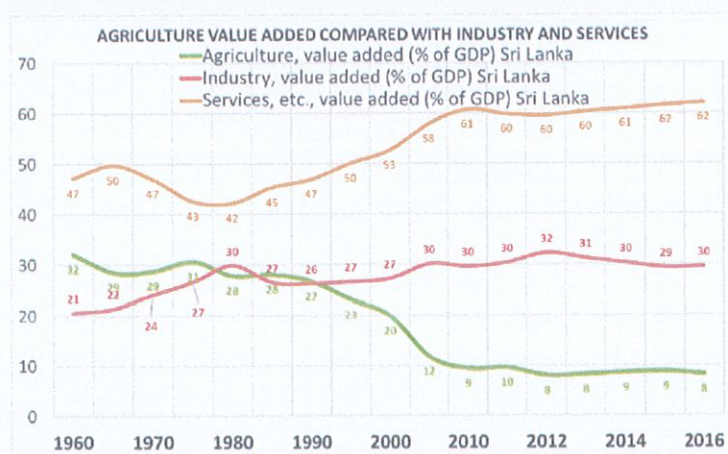
We followed the procedure of doing a review of the literature published on HARTI followed with interviews of the Heads starting with the Additional Director, Divisional Heads, Researchers, Board Members and the CEO. There were interviews with several units and their employees to

get a clear picture. The list of interviews is given in Annex 2. The report was prepared by the Team Leader and all members contributed in shaping the outcomes described in the report. The report is presented to the HARTI Chairman and then to CARP Chairman and the employees. All views expressed in the report will be subject to discussion by all stakeholders.

3. PREAMBLE

Agricultural development was the mainstay of the GDP way back in the 50s. The growth in other sectors surpassed agriculture growth and left those engaged in agriculture relatively less prosperous than those engaged in other sectors. Agricultural development in the country is not adequate for rapid economic growth. Agriculture value addition to the GDP¹ has been around 5% while its share of GDP has continued to decline rapidly of late. Figure 1 illustrates the situation.

Figure 3 Agriculture Sector Relative Position
(Source: WB Data)



The share of GDP declined from around 30% in 1960s, 26% in 1990 and decreased very rapidly to about 8% in 2016. This is due to the rapid growth in the Services and Industry Sectors.

There is high incidence of poverty in the rural sector in general and agricultural sector. The population engaged in agriculture has also decreased but their productivity has been relatively better than some of the South Asian and East

Asian countries. Undoubtedly development of agriculture is necessary for poverty alleviation, food security and rural development. The major challenge facing agricultural sector is transformation into a self-sustained viable business activity. This requires an increased farm income in relation to costs.

¹ Value added is the net output of a sector after adding up all outputs and subtracting intermediate inputs. It is calculated without making deductions for depreciation of fabricated assets or depletion and degradation of natural resources.

Agriculture corresponds to International Standard Industrial Classification (ISIC) divisions 1-5 and includes forestry, hunting, and fishing, as well as cultivation of crops and livestock production.

Industry corresponds to ISIC divisions 10-45. It comprises value added in mining, manufacturing, construction, electricity, water, and gas.

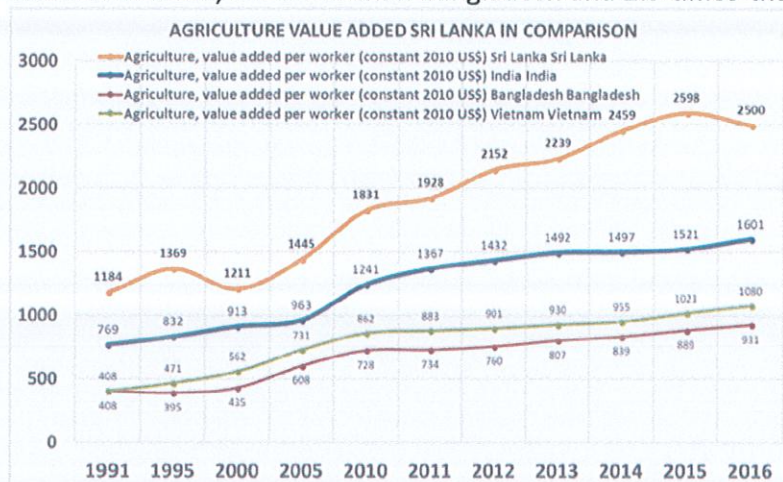
Services correspond to ISIC divisions 50-99 and they include value added in wholesale and retail trade, hotels and restaurant, transport, and government, financial, professional, and personal services such as education, health care, and real estate services. Also included are imputed bank service charges, import duties, and any statistical discrepancies noted by national compilers as well as discrepancies arising from rescaling.

The farmers have demonstrated their resilience against the growth in other sectors by remaining

Figure 5 Value Added per Farmer Comparison

Figure 4 Sri Lanka in Comparison with India, Bangladesh & Vietnam

1.6 times than India, 2.7 times than Bangladesh and 2.3 times than Vietnam (Figure 2)².



more productive than similar farmers in developing countries; e.g., India, Bangladesh and Vietnam - 1.6

The HARTI holds that rather than technical problems, socio-economic problems are the major reasons for slow growth in agriculture. According to HARTI, a second agricultural revolution led by socio-economists is necessary to transform agriculture into agribusiness. In this background, socio-economic research plays a key role in agricultural development and

such research must generate knowledge required to make wise decisions on producing, processing, marketing and policy planning.

4. HARTI FUNCTIONS AND STRUCTURE

Hector Kobbekaduwa Agrarian Research and Training Institute (HARTI) is located at Wijerama Mawatha, Colombo 7. HARTI functions as a statutory body under the Ministry of Agriculture. It was established under a parliament act mainly for the promotion of policy oriented agrarian research and for fulfilling training needs of the agrarian sector. Being a pioneer of agrarian research in the country, HARTI has experience spanning over forty-six years, in conducting socio-economic research, training and formulating agrarian sector development policies.

Collecting and disseminating information including market prices required to decide on essential food items as well as for agriculture planning, facilitating transfer of research findings to all stakeholders through publications and conducting workshops and seminars are the other functions. Changing attitudes, improving the knowledge, improving the knowledge and skills of other parties including farmers, officers and traders through training programmes in the respective field are also important functions of the institute.

² Value added per worker is a measure of labour productivity—value added per unit of input. Value added denotes the net output of a sector after adding up all outputs and subtracting intermediate inputs. Data are in constant 2010 U.S. dollars.

4.1. HARTI ACT

HARTI was established in 1972 under the Act Number 05, of 1972 as a statutory board 'for the promotion of policy oriented agrarian research and for fulfilling training needs of the agrarian sector in collaboration with the UNDP/FAO, which functions under the Ministry of Agriculture as a statutory body. The name of the Institute was changed as Hector Kobbekaduwa Agrarian Research and Training Institute in February 1995.

The present act has provided nine general objects for the functioning of HARTI.

1. To foster, assist, encourage and co-operate in agrarian research
2. To co-ordinate agrarian research undertaken by government departments, local authorities, public corporations and other institutions
3. To carry out investigations and research relating to institutional factors affecting the development of agriculture
4. To undertake investigations, research and studies relating to economic use of land for agricultural purposes
5. To carry out socio-economic research relating to agricultural and rural development
6. To provide or implement training facilities and programmes relating to agrarian research, either alone or in association with other institutions in Sri Lanka or abroad and to award diplomas, degrees, prizes and distinctions in connection therewith
7. To sponsor and hold conferences and seminars, and publish journals and magazines in connection with agrarian research and training
8. To carry out such research relating to problems of agrarian structure in co-operation with Asian countries to serve their regional needs and provide a centre for the collection and dissemination of information on agrarian problems and
9. To relate such research to problems connected with agrarian development and modernization with special reference to Sri Lanka and other Asian countries in general.

In our review these goals have been kept in mind as criteria to assess the HARTI performance over the past five years.

4.2. ORGANIZATIONAL STRUCTURE

Organization Chart is given in Annex 3.

The institute is administered by a Board of Governors that includes representatives from seven Ministries, eleven other representatives from Departments and Organizations concerned with the development of the rural agrarian sector in the country. Agriculture sector is represented on the board by three persons. The Secretary of the Ministry of Agriculture serves as the Chairman of the Board.

The Board of Governors is appointed by the Minister and responsible for the overall policy matters of the institute. The Director functions as the Chief Executive Officer (CEO) of the Institute. The Additional Director assists the Director to manage research and training activities, and the Registrar assists in administrative work. Currently the Registrar position is held by an

Acting Registrar (also working in his formal position as the Assistant Registrar Administration). HARTI efforts have not succeeded in filling this position according to the SOR with a full-time person.

Two Organizational Charts are annexed. (We received two which reflected the importance of Research and another showing the full organization as scheduled).

The Act mentioned that it should represent following members as Board of Governors

1. Chairman who shall be the Permanent Secretary to the Ministry of Agriculture
2. A representative from the Ministry of Agriculture
3. A representative from the Ministry of Planning and Empowerment
4. A representative from the Ministry of Irrigation, Power and Highway
5. A representative from the Ministry of Plantation Industries
6. A representative from the Ministry of Foreign and Internal Trade
7. A representative from the Ministry of Education
8. A representative from the Ministry of Labour

The other members are ex-officio nine from government departments, commissions and institutions, and two are from other institutions.

1. A representative from the Central Bank of Sri Lanka
2. A representative from the University of Ceylon
3. The Director of Agriculture
4. The Land Commissioner
5. The Director of HARTI
6. The Commissioner of Agrarian Services
7. The Director of Irrigation
8. The Commissioner of Co-operative Development
9. The Director of Rural Development
10. The Country Representative of Food and Agriculture Organization
11. The Representative of United Nations Development Programme

5. ORGANIZATION OF HARTI

The organization structure of HARTI is a hierarchical line and command structure headed by the CEO/Director reporting to a statutory Board. The CEO/Director has two principal officers directly reporting to the CEO apart from the ad-hoc arrangements of different line officers being asked to report directly to the CEO due to various organization deficiencies. The core activity of the institution is Research and Training. The other activity that supports the core function is Administration headed by a Registrar. The research and training activities are organized under five main divisions. A sixth division is taking shape under the present CEO to institutionalize GIS (Geographical Information Systems). The administration function under the Registrar is currently headed by an acting registrar serving in this position for the past six months.

The research divisions are as follows.

- 1) Agricultural Policy and Project Evaluation Division (APPE),
- 2) Agriculture Resource Management Division (ARM)
- 3) Environmental and Water Resources Management Division (EWRM),
- 4) Marketing, Food Policy and Agribusiness Division (MFPA),
- 5) Human Resource and Institutional Development Division (HRID)

A brief introduction to each division and their intended activities as given in the draft corporate plan are given below.

5.1. AGRICULTURAL POLICY AND PROJECT EVALUATION DIVISION (APPED)

Agricultural Policy and Project Evaluation (APPE) Division is mainly involved in conducting research studies associated with monitoring and evaluation of national as well as regional development projects and programmes of the government and non-governmental sectors. The studies cover diverse areas and fields including land, crop cultivation, livestock, micro –finance, gender studies, agriculture knowledge system and agrarian transformation. The division is involved in review and analysis of government policies in relation to development of smallholder farmers.

Human Resources in APPED: Currently the division has a Research Fellow, 2 Senior Research Officers (SRO) and 4 Research Officers (ROs).

The division undertakes research in the following broad thematic areas:

- Review and analysis of agricultural and rural development policies.
- Monitoring and evaluation of projects and programmes related to agrarian and rural development
- Impact assessment of agricultural projects and programmes
- Investigation of land issues
- Research on poverty and related studies
- Studies on labour and employment
- Analysis on decentralization and beneficiary participation in development

5.2. AGRICULTURE RESOURCE MANAGEMENT DIVISION (ARMD)

The primary focus of the division is to undertake research studies on the efficiency of agricultural resource management in relation to productivity, profitability, and sustainability in the farming systems of the agrarian sector of Sri Lanka with the ultimate objective of alleviating hunger, malnutrition and poverty of the population. Land, labour, agricultural inputs, farm power and extension are the main agricultural resources and services of concerned. Food crops, livestock and integrated farming systems receive central focus of many research studies carried out by the division. Agricultural transformation is duly taken into consideration for designing agricultural policies based on the study findings.

Human Resources in ARMD: The division has a Research Fellow and 7 ROs

The division undertake research in the following thematic areas.

- Agricultural Transformation

- Agricultural Policy
- Production Economics
- Agricultural Knowledge Systems
- Farming Systems
- Agro Industries
- Food Security
- Women in Agriculture

5.3. ENVIRONMENTAL AND WATER RESOURCES MANAGEMENT DIVISION (EWRMD)

The Environmental and Water Resource Management Division (EWRMD) conducts research and investigations relating to socio-economic and institutional aspects in environmental and water resources management issues with reference to small farming sector in Sri Lanka. The Division examines water and environmental resources management issues mainly from three perspectives: governance, environment and poverty reduction. In environment and water resources management it tends to cover water policy, water users' associations and other institutional arrangements, water related disaster management, environmental management and agrarian relations. The division deals with issues in environment and water resources management through holding and coordinating conferences, seminars, symposiums and workshops and knowledge dissemination through electronic and print media. The division manages projects, synthesizes research and publishes findings and recommendations on current and future water, environment, governance and agrarian development issues. EWRM builds professional capacity and understanding of the links between water-society-environment-economy. The related services include the development of training courses, institutional capacity building programmes, policy development and advisory services in the fields of water, and environment focusing on human resources and institutional development in the country.

Human Resources EWRMD: The division has 1 Research Fellow, 1 SROs and 6 ROs

The division conducts research related to the following broad areas:

- Revitalizing irrigation
- Managing water in rain fed systems
- Water governance issues
- Studies on farmer organizations, farmer companies and other institutional arrangements for water resources management
 - Feasibilities and assessment of alternative irrigation systems at farm level
 - Irrigation economics
 - Environmental economics and policy
 - Agro-environmental issues, resultant problems and possible solutions
 - Environmental impact assessment (EIA)
- Water related disasters and climate change induced water and agriculture development issues

5.4. MARKETING, FOOD POLICY AND AGRIBUSINESS DIVISION (MFPAD)

The government of Sri Lanka introduced agricultural marketing information system (AMIS) in 1979 at ARTI as a Market Research Unit (MRU) under the support of USAID. The MRU was re-

named as Marketing and Food Policy Division in 1980s and in 2000 it became the marketing, food policy and agribusiness division.

The activities of the MFPAD division include collection, analysis, compilation, and dissemination of prices of food commodities for policy makers, government officers, farmers, traders, academicians and the public. The mechanism for collection of market information was expanded further in 1996 with the financial and technical assistance from FAO and UNDP. The division conducts agricultural marketing research studies and training programs too. The main research areas are marketing intelligence, pricing policy, processing and storage, international marketing, nutrition, food policy and agribusiness.

The division collects producer, wholesale and retail prices of agricultural commodities throughout the country via a network of statistical assistants and investigators. dissemination of daily, weekly and monthly prices is done through print and electronic media. In addition, this division provides marketing extension service (MES) and marketing advisory service (MAS) through training programs to stakeholders.

The division publishes two bulletins regularly in both English and Sinhala languages namely, weekly food commodities bulletin and monthly food Information bulletin. "Food Commodities Bulletin" (FCB) is released every Friday which consists an analysis of the commodity outlook and some of the key price indicators. The "Food Information Bulletin" (FIB) provides a summary of the key indicators of prices, production, crop situation and food availability in the given month and is published monthly. The bulletin provides the overall food production and marketing situation of the country with relevant prices. It also provides quantity, value, prices and the country of imported food commodities. Both the weekly food commodities bulletin and monthly food Information bulletin provide wealth of information for the ministerial subcommittee on food security and cost of living which makes policy decisions regarding production and marketing of agricultural commodities at the president's office in Sri Lanka. The information was provided to the newly formed Food Security Ministry and to the Cost of Living Review Committee to be utilized in the decision-making process. Greater opportunities were made available for policymakers, producers, traders and consumers under this project which basically collects and disseminates daily information on food items.

Human Resource in MFPAD: The division has a Research Fellow and 11 ROs

5.5. HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT DIVISION (HRIDD)

Human resources and institutional development division (HRIDD) primarily designs and executes training programmes to enhance knowledge, develop skills and change attitudes of adults involved in agrarian and rural development activities with a view to improve socio economic standing of the farming community. The clients of HRID training programmes belong to a broad range of higher officials and field officers of government organizations and NGOs involved in the development activities in the rural sector, farmer leaders, and representatives at grass root level community-based organizations and ordinary farmers.

were also received either on complimentary or exchange basis. The library also subscribed to 08 foreign journals titles (which included 96 issues) and 06 local journal titles during the year.
Total book collection - 24819

Library Services

Requests for information and documentation services such as literature searches, reference services, current awareness services and photocopying services were provided to the research staff. Some outside users were facilitated.

Access to internet-based information facilities has been further extended for the research staff with the Wi-Fi facility being set up in the library. Collection of newspaper articles on various subjects and indexing of the articles for quick reference has continued for the use of research staff and outside users.

Inter Library Cooperation (ILC)

The library is a member of the Agricultural Libraries Information Network (AGRINET) and the CARP Library functions as the focal point. The library continued to participate in AGRINET SDCP scheme (Selective Dissemination of Content Pages database).

Supplied bibliographical references from the library collection to the following databases maintained by AGRINET

1. National Agricultural Bibliography (NAB)
2. Bibliography on Indigenous knowledge (With reference to Agriculture)

To update the National Union Catalogue for year 2016 bibliographical references were supplied from the library database to the National Library and Services Board

Digitization of Institute Publications

The National Digitization Project of the National Science Foundation has been digitizing our institute publications successfully and our site can be accessed at <http://harti.nsf.ac.lk/>

The aim of this project is to establish an institutional e- repository and provide a fast and enhanced online access to institute's publications.

See previous section under KPIs at HARTI

Publication Exchange Programme

Two hundred (200) Institute's publications (books/journals) were sent to under the mentioned libraries on exchange basis. The library received hundred and four (104) publications from these libraries.

1	Post Graduate Institute of Agriculture
2	Social Economic Center of Department of Agriculture
3	Department of Census and Statistics.
4	Center of Department of National Planning (Development Information)
5	Center for Poverty Analysis (CEPA)
6	Parliament Library
7	National Library & Services Board
8	National Science Foundation
9	Forest Department

10	Jaffna Public Library
11	International Water Management Institute
12	Central Environment Authority
13	Mahaweli Authority of Sri Lanka
14	University of Colombo
15	University of Kelaniya
16	University of Ruhuna
17	University of Sri Jayawardenapura
18	University of Peradeniya
19	University of Jaffna
20	University of Uva Wellassa
21	University of Rajarata
22	University of Sabaragamuwa
23	Eastern University
24	University of Moratuwa
25	University of Wayamba
26	Bhikshu University, Anuradhapura
27	Buddhist and Pali University.

Main divisions and services of the Library

1	Lending Section
2	Reading Section (Reference Section), Collection of newspaper articles
3	Journal Section (Local/Foreign)
4	HARTI Publications
5	Photocopy services
6	Wi-Fi services
7	Inter-library Loans (ILL)
8	Content pages services
9	E-Repository

6.1.7. Program Division

Administration support to the research activities is provided by the Programme Division which is handled by an Asst. Registrar (Programme). There are 2 Management Assistants attached to this division. The activities of this division are as follows.

- Administration of research projects, coordinating with the research coordinators.
- Monitoring of the financial aspects of the research projects.

- Monitor the physical and financial progress of research projects monthly and quarterly.
- Functions as Secretary to RTC.
- Coordinate with circuit bungalows to arrange accommodation to those going to the field.
- Activities related to staff development (Post graduate studies, agreements, selection of nominees to attend programmes/seminars of other institutions.
- Preparation of annual reports in collaboration with Heads of Divisions.
- Coordinate admin meetings and staff meetings.

6.1.8. Publications

This section is currently under the Director assisted by Senior Information and Publications officer and is responsible for publication of the research reports. This involves editing of the research reports, proof reading, printing and binding the report with the cover page. In addition to publishing research reports, this section also publishes the Journal of Agrarian Studies twice a year; News Letter (Govi Janatha) (in Sinhala) Govi Katayuthu (in Sinhala). This unit has 2 cadre positions for Publication Assistants but remain vacant. The editor-English attends to editing the research reports in both languages.

6.1.9. Physical Resources

Publication Unit has computers, fax machine, colour printers etc.

Printing Room is Equipped with Colour Photocopier, Photo copiers, Cutting Machine Riso machines etc).

The Sales Room does the (HARTI Publications)
There is a need to fill vacancies or promote suitable staff. Create new posts for publication unit Translator relative writer (English) (examine this idea carefully)
Modern Printing/Photocopy Machine (Colour)
Scanner

6.1.10. Vacant positions in publications unit

There are few vacant positions in the Publications Unit, which requires filling to keep the publications running efficiently.

Table 1 Publications Cadre Vacancies

Human Resources	Qualified Staff
Senior Information & Publication Officer	None
Editor (English)	01

Editor (Sinhala)	01
Information & Publication Officer (Sinhala)	02
Information & Publication Officer (Tamil)	01
Confidential Secretary	None
Typesetter	None
Book Binder	None
Other Support Staff	None

6.2. SUPPORTING UNITS UNDER THE REGISTRAR

Administrative Division is headed by the Registrar. Currently an Acting Registrar is heading the division for the past six months and carries out administrative activities of the institute. In addition, there are supporting units:

- Administrative Division
- Account Division
- Programme Division

6.2.1. Accounts Division:

Account section is under the supervision of Accountant who handles all finance matters and procurement.

The history of Budgets of the Institute is given below.

Table 2 Annual Budgets 2015-2018

Year	Recurrent (Rs.Mn)	Capital (Rs.Mn.)	Other Income (Rs.Mn.) Used for recurrent expenditure
2018	160	34	38.019
2017	142	15	32.71
2016	194	15	31.32
2015	160	13	36.27

Finance Committee:

Audit and Management Committee: Matters of Finance & Audit are discussed in Audit & Management committee which consists of five members. The committee meets in each quarter.

Procurement Committee:

Following the government procedure for procurement this committee deals with the Bid opening committee, technical committee for bid opening and purchasing are made according to requirement in the Institute.

Financial Progress and Institutional Earnings

The earning of the Institute has increased significantly since 2010 due to contribution from conference and accommodation facilities. In 2010, earning of the Institute was Rs. 15.5 million and it has increased to 38.019 million. The major share of income came in from

institution income. The financial progress achieved at the conference and accommodation facilities during 2013-2016 are shown in Table 13 and Figure 6 (pages 47, 48).

The reasons identified for this improvement were positive changes in attitudes of employees, improvement in residential and conference facilities, and market strategy applied to conference and hostel facilities.

Transport Section

This section is supervised by the Additional Director. There are 18 drivers in this division. 18 vehicles are listed but only 10 are in running condition. 5 are permanently parked and not running. 3 are in garage for repairs. Outside consultations on issues such as vehicle repairs are taken from Maradana Tech and paid Rs 7500 per month. The responsibility of supervising the transport section is vested on AD. All vehicles are fully insured.

7. HUMAN RESOURCES

Workforce of HARTI was 159 in 2016 according to a report in the Corporate Plan 2018-20. This was a decrease from 166 in 2015. With the recruitment of new research officers in 2017 there are 39 researchers working at HARTI. The researchers' qualifications are listed and three have PhDs. HARTI has the provision to recruit consultants, field investigators and research assistants on casual basis depending on the requirement of projects.

Table 3 Carder Positions of Employees at HARTI 2016

Designation	Count Position as at 31.12.2016
Director	1
Additional Director	1
Research Staff	48
Administrative Staff	7
Senior Staff of Library	2
Computer Unit	2
Publication Unit	3
Statistical Staff	22
Technical Staff	5
Clerical, Secretarial & Parallel Grades	43
Operative & Allied Grades	44
Total	178

The research staff are distributed as given in the table below

Table 4 Research Staff Distribution

	RO	SRO	RF	Total
Working	23	15	5	43

Overseas	1	1		2
Vacant	1	4		5
Total	24	19	5	48

There are 48 research officers as indicated above. Out of the 48, 5 are in the Research Fellow category, 19 are in Senior Research Officer category and others (24) are Research Officers. All ROs are graduates, mostly in Agricultural Economics. The majority of researchers have post graduate qualifications and three have PhDs. HARTI has the provision to recruit consultants, field investigators and research assistants on casual basis depending on the requirement of the particular project. There is an issue about retention of qualified staff. Absence of thorough performance evaluations to identify merits and promotions is a serious lapse that adds to the absence of career paths and retention plans.

8. FIXED ASSETS

The institute is located in a four-acre land in Wijerama Mawatha, Colombo 7. Late Geoffrey Bawa designed the building with office, conference and residential facilities for research, training, workshops and seminars. The building has outlived its usefulness housing a digital era research institution and training activities. It has a data bank in which agricultural statistics collected by various agencies are deposited. The institute has pipe borne water, electricity supply, telephones etc up to the required standards.

8.1. CONFERENCE AND RESIDENTIAL FACILITIES

HARTI offers conference and residential facilities on hire for training and other related programmes. We found the conferencing and residential facilities kept in good condition. We inspected two rooms and found one was not ready to occupy since it had not been cleaned but one was ok. The excuse given was the keeper was on leave the previous day. These keepers need training at the Hotel School or at other training institutions from time to time to keep their careers in line with industry standards. The house keeping must be kept alert and working like in a professional guest house.

The facilities include an Auditorium, Conference halls, Lecture hall, Committee rooms and residential wing under one roof. Those who hire conference facilities could also have the use of audio-visual equipment, Internet facilities and the services of a photographer/video documentary technician on payment of additional charges.

The Auditorium is air-conditioned and equipped with a public address and recording system with seating capacity for 200 persons. The air conditioned Narayansamy and Subasinghe conference halls, specially designed for conferences and seminars, are equipped with a public address and recording system and other training aids. The Narayansamy conference table accommodates 30 persons with additional chairs for 45 more and a separate room for secretarial staff. The Subasinghe conference table has the capacity to accommodate 30

persons with additional chairs of 25. The Lecture hall can accommodate 40 persons and each committee room can accommodate 12 persons.

Applications for reservations of the Auditorium, Conference halls, Lecture hall, Committee rooms and Residential facilities should be made on forms obtainable from the Institute or downloaded from below.

See Annex X for hiring rates of these facilities.

8.2. RESIDENTIAL FACILITIES

The residential wing of the Institute consists of 15 single rooms and 15 double rooms with attached bath and toilet facilities. The rooms are fully furnished and provided with linen. Meals and other refreshments are available to the residents and users of conference facilities in the Institute refectory. Payments for meals and refreshments should be made directly to the caterer.

See Annex for Residential facility charges

8.3. PERFORMANCE BASED BUDGETARY SYSTEM-2018

With the instruction of Department of National Budget, the institutional Action is prepared based on the performance based budgetary system. With the introduction of performance-based system, institution would create performance culture in the future. As an initial step of the process HARTI identified output, outcome and impact of the institution's programme and Key Performance Indicators (KPIs) were formulated in relation to the outcomes.

8.4. KEY PERFORMANCE INDICATORS

Table 5 KPIs at HARTI 2018

Thrust Area	Key Result Area	Preliminary Outcomes	Key Performance Indicators	Total for 2018	Q1	Q2	Q3	Q4
Research	Make policy making process more effective	Preliminary Outcome 1: Policy makers are more aware about issues in the agrarian rural sector and possible solutions for them	No of forums organized to make key policy makers knowledgeable	10	1	2	4	3
		Preliminary Outcome 2: Policy makers/officers are exposed to sharing of agrarian and rural development experiences through seminars/workshops /symposia	No of officers participated for local seminars/w orkshops/sy mposia	30	5	10	10	5
			No of officers participated for international seminars/w orkshops/sy mposia	10	3	2	3	2
		Output 1: Research, seminar / workshop reports, policy brief and journals released	No of research reports and working papers	31	10	3	6	12
			No. of seminar/wo rkshop proceedings	1	-	-	1	-

Thrust Area	Key Result Area	Preliminary Outcomes	Key Performance Indicators	Total for 2018	Q1	Q2	Q3	Q4
			No. of English and Sinhala Journals	4(2S) (2E)	1(S)	1(E)	1(S)	1(E)
			No of magazines Govijanatha) released	5	1	1	1	2
			No of Newsletters (English)	4			1	
			No of Newsletters (Sinhala)		1	1		1
			No of research abstracts	31	10	3	6	12
		Output (Process outputs)						
		Output 1: Prepared proposal	No of studies their proposal preparation was completed	28	15	2	1	10
		Output 2: pretested questionnaire	No of studies pretesting of their questionnaire was completed	18	11	5	2	-
		Output 3: Completed field survey	No of studies their field survey was completed	19	1	6	8	4
		Output 4: Completed analysis of data	No of studies their data	16	-	2	9	5

Thrust Area	Key Result Area	Preliminary Outcomes	Key Performance Indicators	Total for 2018	Q1	Q2	Q3	Q4
			analysis was completed					
		Output 5: Completed draft report	No of studies their draft report preparation was completed	17	1	1	1	14
Training	Efficient and effective functioning of different agrarian and rural development stakeholders (officers, farmers, traders etc.)	Attitudes, knowledge and skills of different agrarian and rural development stakeholders are enhanced						
		Output 1 Trained officers, farmers and other stakeholders of the training programmes	No of trained officers	740	60	170	40	470
			No of trained farmers and other stakeholders	3025	700	525	875	925
		Outputs (Process output)						

Thrust Area	Key Result Area	Preliminary Outcomes	Key Performance Indicators	Total for 2018	Q1	Q2	Q3	Q4
		Output1: Prepared course materials	No of programmes course materials prepared	4	4	-	-	-
		Output 2: Logistic arrangements to conduct the programme was done	No of programmes their logistic arrangements were done	103	27	43	30	3
		Output 3:Conducted trainings	No of training programmes conducted (Local)	103	22	20	26	35
			No of training programmes conducted (International)	1	1	-	-	-
Market Information Dissemination	Key result Area 3 : Decisions related with effective functioning of markets (to stabilize prices) are taken by officers, traders and other market	Awareness of the stakeholders, in the supply chain, about market information are strengthened						

Thrust Area	Key Result Area	Preliminary Outcomes	Key Performance Indicators	Total for 2018	Q1	Q2	Q3	Q4
	stakeholders							
		Output 1: Released Weekly Food Commodities Bulletin	No of Weekly Bulletins(Sinhala, Tamil, English) released	156	39	39	39	39
		Output 2: Released Monthly Food Information Bulletin	No of Monthly Food Information Bulletins (Sinhala, Tamil, English) released	36	9	9	9	9
		Output 3: Released market information through mobile phone daily	No of days released market information to mobile phone	365 Days	91	92	91	91
		Output 4: Released market information for the web users daily	No of days released market information to web	365 Days	91	92	91	91
		Output 5: Continues supply of market Information to fortnightly food	No of cost of living and food security committee	48	12	12	12	12

Thrust Area	Key Result Area	Preliminary Outcomes	Key Performance Indicators	Total for 2018	Q1	Q2	Q3	Q4
		security and cost of living committees	meetings attended					

9. ACTION PLAN 2018, 2019

The research action plan is prepared for budgeting the year ahead. This is the only plan and the means of Treasury funding from. HARTI provided the 2018 and 2019 plans. The plans contain projects identified for research and training in separate schedules. There are no time lines given with the plans. The estimated costs of these projects are indicated. The totals do not add up due to exclusion of the main research item.

Annually treasury funds were allocated for the identified research studies, and allocation was made to carry out special studies to address implementation of the action plan. When preparing institutional Action Plan activities have been identified mainstreaming the Sustainable Development Goals (SDGs) and the outcomes and impact of these activities support to achieving the targets of SDGs.

The sectional heads assist the Additional Director for implementing and monitoring the annual plan. For each research study, a coordinator is appointed based on the specialty. The coordinator who acts as the principal researcher is responsible for timely completion of the study. The progress of the research studies is discussed monthly at the Research Officers' meeting.

A coordinator is appointed for each training programme to organize the concerned programme. Head of the division of Human Resources and Institutional Development (HRID) is in-charge of overall training activities. The three-year action plan is presented in this section.

Table 6 Estimated Research Spend 2018, 2019

Finances for Action Plan	2018	2019
A: Research Studies 2018	59.57	53.9
Research Studies 2018 without Market Information Collection	16.57	10.9
B: Training Programmes 2018*	9.2*	8.9
*Appears to be an error in totalling		

9.1. MARKET PRICE INFORMATION

HARTI provides a useful set of data to the National Food Policy Committee operating since 1977. This gives the necessary price information to the NFPC. Many data collectors and processors are employed daily to gather this information. As it is this is the most impactful information provided by HARTI for socio economic benefit.

The enumerators gather price information only and report. The arrangement is made with Mobitel to issue this on dialling 6666. These data are collected daily and then summed up in a daily, weekly and monthly and issued to the public.

This activity is one of the objectives in the Corporate plan and the Action Plan. The Action Plan has budgeted Rs.43 Mn (72% of research) in 2018 under research for Market Information Collection and dissemination Project with the objective to provide food security related information to the policy makers and public. This is by far the largest amount in the research budget and an equal amount is budgeted for the 2019.

9.2. RESEARCH CONSULTANCIES

One of the mandatory functions of HARTI is to provide research consultations to government organizations, NGOs, and international organizations. The range of assignments undertaken include feasibility studies, planning, monitoring and evaluation, impact assessment and policy analysis relating to integrated rural development, people centred development, water and natural resources management, land settlements, agricultural marketing, poverty alleviation, agricultural knowledge system, livestock development, food policy analysis, agribusiness development, crop diversification and commercialization.

9.3. TRAINING CONSULTANCIES

HARTI provides training consultancies for government organizations, NGOs and private sector organizations in broad areas of agrarian sector development which plays a pivotal role for improving knowledge skills and behavioural changes in adults. The training consultancies provide tailor made training programs, individual consultancies initiated by external organizations and organize workshops/seminars.

9.4. PROGRAM OF ACTION FOR RESEARCH 2018

Total Budget allocation for Research in 2018 is Rs 59.57 million distributed as follows.

Table 7 Research Program of Action 2018

Research Title	Research Objectives	Budget Rs. Mn
Market Information Collection and dissemination Project	To provide food security related information to the policy makers and general public	43
Climatic change vulnerability of selected farming systems in the Dry Zone of Sri Lanka	To assess climate vulnerability of selected farming systems in the dry zone of Sri Lanka and To provide scientific basis for decision making in climate action	1.65
Finding the potentials of promoting rainwater harvesting for the requirement of safe water consumption in CKDu affected areas in Sri Lanka.	To promote rain water harvesting for the safe water consumption in CKDu affected areas	1.5
Possibilities to minimize existing pesticide use in Sri Lankan agriculture: with regard to seasonal crops	To identify possibilities to minimize existing pesticide use in terms of technical aspect and farmer perception	1.5
Fluctuations of market prices of agricultural products and quantities available: A flexibility analysis	To determine imports of agricultural products based on price fluctuation and other price determination factors	1
Northern Province Dairy industry	To examine the liquid milk consumption patterns of different income groups and identify the possibilities to enhance the liquid milk	1
Sustainability of Vegetable Farming Systems in Sri Lanka Prasanna/ARM	To analyze sustainability of the Up-country and Low-country vegetable farming systems using composite indicators in order to social, economic and environmental dimension	0.9
Status and Empowerment Needs of SITAMU Women's Farmer Organizations	To benchmark SITAMU WFO typologies as a reference for future interventions on empowerment of farm women in Sri Lanka	0.85

Research Title	Research Objectives	Budget Rs. Mn
Potentials of using Plant-Based Substitutes and Polymers for Conventional Polymer Lunch Sheets and Polythene Bags in Western Province, Sri Lanka	To identify the potentials of using plant-based substitutes and polymers for conventional polymer lunch sheets and polythene bags	0.82
Evaluation the Role of Women Entrepreneurs in Sri Lanka: The Case Study of Concept of Hela Bojun Hal	To Evaluate the Present Situation ,Constraints and Future Prospect	0.8
Impact of government policy to ban use of Glyphosate in agriculture	To study the implications of banning Glyphosate in non- plantation agricultural sector	0.8
Increasing climate resilience through rehabilitation of abundant village tanks in Monaragala District	To prioritize village tank rehabilitation for sustainability of associated rural communities	0.8
Public – Private Partnership Prospects for Quality Seed Potato Production in Sri Lanka	To evaluate the effectiveness of using tissue culture based G0 seeds for potato production at farmer level in Sri Lanka.	0.8
Analysis of factors affecting non implementation of good agricultural practices (GAP)	To find out what are the reasons for non-implementation of GAP and possibility of promoting GAP	0.7
Causality, Nature and Magnitude of Human-Wildlife Conflict (HWC) in Uva and Eastern Wildlife Regions in Sri Lanka	Ascertain the nature and magnitude of HWC with causality behind the same with reference to agricultural production and agrarian communities in the Uva and Northern wild life regions	0.7
Micro-financing for Poverty Reduction in Sri Lanka: Outreach and Effectiveness	To ascertain the outreach and effectiveness of micro-finance as a means of poverty reduction in the country.	0.65
Study of the Performance of Index Based Agricultural Insurance Schemes and Indemnity Based Agricultural Insurance Schemes in Sri Lanka	To study the present Agricultural Insurance Systems in Sri Lanka.	0.6
Study on agricultural water management issues in Jaffna peninsula	To study water management issues in agricultural sector in Jaffna peninsula	0.6

Research Title	Research Objectives	Budget Rs. Mn
Study on water management issues in eastern slopes of central highland region	To study prevailing agricultural water management issues in the area and to identify potential threats for sustainability of water resources	0.6
Investment in Research and Development of Agriculture	To review the budget of R &D activities of each institution in order to understand the actual situation of expenses of the project and programmes implemented	0.3

9.5. PROGRAM OF ACTION FOR TRAINING 2018

Total Budget allocation for Training in 2018 is Rs 9.2 million distributed as follows.

Table 8 Training Program of Action 2018

Training Title	Training Objectives	Budget Rs. Mn
Training Programme on Strengthening of Farmer Organizations (1 day) (25 Prog.)	Empowering the farmer leaders on decision marketing operation.	1.3
Training Programme on Agriculture for Healthy Generation (1day) (25 Prog.)	Empowering the farmers on use and management of agro chemical	1.3
Training programme on climate change adaptation Farmer- (1day)(10 prog)Officer- (2day) (5 prog)Farmer- (1day) (10 prog) Officer- (2day) (5 prog)	Enhancing the theoretical and practical knowledge and skills of farmer leaders on climate change adaptation	1.3
Training programme on women farmer empowerment (1day) (25 Prog)	Empowering women farmers on decision making operation	1.3
Training programme on data collection, data analysis and report writing (4 days) (03 Prog.)	Enhancing the theoretical and practical knowledge and skills of Development Officers on data collection, data analysis and report writing	1.2
Training Programme on Social Mobilization (4 days) (03 Prog.)	Enhancing the theoretical and practical knowledge and skills of social mobilizes/extension officers on participating development and social Mobilization	0.9
Training Programme on Application of Participatory Techniques (RRA,PRA &PCM for Planning & Management of Rural/Community Development Project (5 days) (02 Prog.)	Enhancing the theoretical and practical knowledge and skills of development officers on rural planning and management	0.7
Training Programme on Marketing Extension (4 days) (02 Prog.)	Enhancing the theoretical and practical knowledge and skills of extension officers on marketing extension	0.6

Training Title	Training Objectives	Budget Rs. Mn
Training programme on information technology for agriculture and rural development (2 days) (2 Prog)	Enhancing the theoretical and practical knowledge of agricultural development officers on information technology for agriculture and rural development	0.3
Training Programme on Training Methodology (4 days) (01 Prog.)	Enhancing the theoretical and practical knowledge and skills of training officers on training methodology	0.3

Table 10 Publications Count (ARP)

The ARP has provided the following information on publications	Collection Name	Collection Vols
Annual Publications	Annual Report	433
	Annual Report Tamil	37
	AR	342
Journals	Sri Lanka Journal of Agrarian Studies	433
	Journal of Agrarian Studies	228
	Journal of Agricultural Extension	714
Periodicals	Journal of Agricultural Extension	631
	Monthly Special English	434
	Monograph Sinhala	1377

Country wise distribution of views is also given below.

Table 11 Country wise Views to ARP Publications

Country Name	No. of Views
India	106
USA	250
United States	720
Germany	133
Russia	804
France	85

South Korea	50
Côte d'Ivoire	8
EU	61
Australia	10
India	8
Italy	6
United Kingdom	7
Philippines	5
China	17
AP	4
United Arab Emirates	6

9.7. REPEAT RESEARCH 2018 & 2019

Table 12 Repeat Research Titles 2018, 2019

Research Title	Research Objective	Budget
Evaluation the Role of Women Entrepreneurs in Sri Lanka: The Case Study of Concept of Hela Bojun Hal	To Evaluate the Present Situation, Constraints and Future Prospect	Rs.0.8 Mn
Market Information Collection and dissemination Project	To provide food security related information to the policy makers and public	Rs.43 Mn

10. RESEARCH AND TRAINING

The procedure followed in Research identification and Developing Study Proposals was stated by officers. by HARTI.

10.1. PROCESS ADOPTED IN IDENTIFYING RESEARCH

The identification of research questions is primarily discussed among the researchers at division level. The prime attention is mostly given to analyze the root causes of and to recommend possible solutions to the current issues i.e. irrigation and water management, input supply, marketing, agricultural credit, agricultural resource management, etc. The theoretical and practical knowledge of researchers and field experience they have gained through working very closely with the regional, divisional and village level officers and farming communities in the agrarian and rural sectors have been useful for researchers to identify research problems in these sectors.

Research priorities identified by the Socio-economic Sub-section of the National Agricultural Research Policy framework of the Sri Lanka Council for Agricultural Research Policy is also used by HARTI researchers in identifying the research gaps and selecting research questions.

To identify the institute-specific research questions related to the agrarian and rural sector, HARTI usually requests from various government institutes to provide their research needs. It is also an effective method followed by HARTI to identify issues to be researched.

Apart from addressing issues related to agrarian and agricultural sector through conducting research activities HARTI researchers conduct agricultural policy, projects and program evaluation activities as well. Mostly, project and program interventions made by various governmental and non-governmental institutes, in agrarian and rural sectors are evaluated and lessons learnt from such exercises are disseminated for various stakeholders including implementers of such projects/programs. The projects and programs implemented in agrarian and rural sectors by various institutes are evaluated by HARTI at the requests of implementing agencies.

HARTI researchers are quite often requested by various organizations in both government and non-government sectors to undertake research and training activities in the areas such organizations are interested in and relevant to the agrarian and rural sector. Government ministries, departments, institutes, and private sector and local non-governmental organizations are seeking the service of HARTI.

Further to that, HARTI also undertakes research studies and evaluations at the United Nations affiliated organizations such as World Food Program (WFP), United Nation's Development Program (UNDP), Food and Agriculture organization (FAO) and IUCN. In some instances, researchers/scientists from such organizations do collaborate with HARTI researchers, in the capacity of Co-researchers, in conducting such studies and training programs.

The individual researcher or a group of researchers develop a research concept note based on the identified research problem. The concept note is reviewed and improved by the Head of the respective research division prior to bringing it into the perusal of the Additional Director. The concept notes further developed with the comments and suggestions by the Additional Director is presented to the whole research community of HARTI at the forum called Study Circle Seminar to get different views to enrich the research project. In some cases, the concept note is presented to the same audience in a second study circle seminar to have the consent from the researchers before it is presented to the Research and Training Committee.

The research proposal is prepared and completed and be sent to the RTC members well in advance so that they could study it by the time of RTC meeting is held. RTC meeting is the most critical point for a research proposal to be approved. Well recognized researchers and academia of the country serve as the members of the RTC. The comments and suggestions made by the RTC members are incorporated into the research design and accordingly improved research proposal is sometimes requested to be presented in the following RTC if such proposal needs major revisions.

10.2. MULTIDISCIPLINARY AND INTERDISCIPLINARY RESEARCH

According to the AD the research studies originated from different research divisions are much related to the fields of interests of researchers in such divisions. In several

instances multidisciplinary or inter-disciplinary studies were supposed to have been formulated with the collaboration of researchers with different expertise, working in different research divisions.

10.3. METHOD USED IN IDENTIFYING RESEARCH EXCELLENCE

In recognizing the performance excellence by HARTI researchers, an awarding procedure is also followed at the institute. In the annual research colloquium of HARTI, awards are given to the outstanding research studies and research presentations.

10.4. MARKET INTELLIGENCE PROGRAMME

Cost of living committee meetings held weekly Headed by his Excellency the President and Prime Minister and top-level Cabinet Ministers. According to the research conducted by Marketing Food Policy Division the behaviour of food marketing prices, food crops availability and all other information related to the food security is presented to the above committee for policy making. All the decisions related to food security is taken by the government on marketing is based on this information provided by Market and Food Policy Division.

This statement is not validated by the NFPC, which has a history since 1977. From personal experience HARTI supplied data for NFPC decisions. Considering the technology and advancements of data science we think FP decisions need to consider not only prices but also quantities. HARTI continues to do the same report as they used four decades back. HARTI's claim that food crops availability must be justified by the quantities and geographical locations. There is no such information we could find at HARTI.

Evaluation Study on Fertilizer Cash grant programme in Sri Lanka

The fertilizer subsidy programme consumes a large amount of government funds. In 2016 the government decided to change this programme to a cash grant programme. The findings of HARTI evaluation study was used by the government in 2018. The policy was changed in 2018 based on those findings

Export Market for Organic Food

Based on the findings of this study export of organic food in Sri Lanka was initiated by the national organic authority under the Ministry of Export development.

Study on Traditional Rice Varieties in Sri Lanka

Based on research findings in above study a stake holder workshop was conducted. HARTI prepared a brief for the relevant stake holders.

Evaluation Study of Dedicated Economic Centres

Based on research findings of the above study HARTI prepared a policy document for the Ministry of Rural Economy.

Cardamom cultivation in Knuckles Conservation Forest – Impact of Environmental & Socio Economic

Based on this study findings a stakeholder meeting was held, and decision was taken to ban cultivation of cardamom in Knuckles conservation forest.

Stake Holder Feedback and Utilization for Improving Research (ARM)
Improving Research and Development Through Local International Linkages

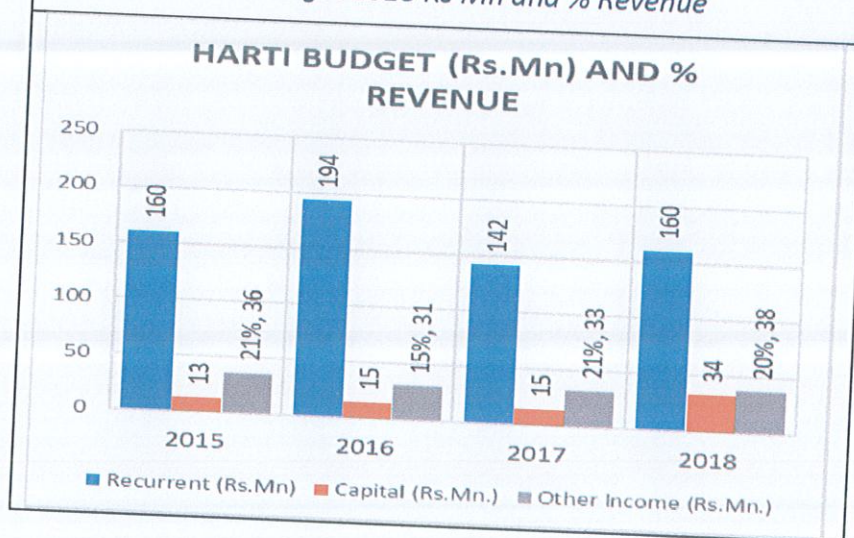
Modern methods of evaluation take into consideration the outcomes and not activities as relevant in evaluation of success. Starting with the Mission, Vision, Goals and taking Objectives with specific, quantifiable, realistic targets, must be achieved. Then it can be considered success. Normal HARTI tendency is to quote ACTIVITY as opposed to RESULTS (OUTCOMES are considered more appropriate than RESULTS).

10.5. BUDGET AND EXPENDITURE & INCOME OF HARTI

Table 13 HARTI expenditure comparison (2018 budget) generated 19% on total expenditure 2015-18

Year	Recurrent (Rs.Mn)	Capital (Rs.Mn.)	Other Income (Rs.Mn.)	% Income
2015	Rs. 160	Rs. 13	Rs. 36	21%
2016	Rs. 194	Rs. 15	Rs. 31	15%
2017	Rs. 142	Rs. 15	Rs. 33	21%
2018	Rs. 160	Rs. 34	Rs. 38	20%
	Rs. 656	Rs. 77	Rs. 138	19%

Figure 6 HARTI Budget 2018 Rs Mn and % Revenue



10.6. PAST PERFORMANCE

HARTI holds that performance could be evaluated in two ways: output and impact. According to this the number of research reports is the indicator to measure the output.

Dissemination and use of research output for policy formulation are the indicators that show the impact of research that measure the accomplishment of a goal.

Between 2013-2017, the number of completed studies and training are as follows

Table 14 Researches and Training 2013 -2017

Year	Researches	Training Programmes	No of Officers trained	No of Farmers
2013	26	31 + 50	1924	3334
2014	18	06 + 29	234	4476
2015	17	05 + 39	158	3084
2016	13	38	440	3789
2017	09	80		8479

In 2017, five research studies initiated and with ongoing four researches a total of 09 researches have been implemented. In addition, APN funded consultation which started in 2016 on "Capacity Development of Agrarian Research Policy-Technology personnel in Sri Lanka on Global Change and Sustainability" was successfully completed during the year 2017

Figure 7 Researches and Training at HARTI 2013-17

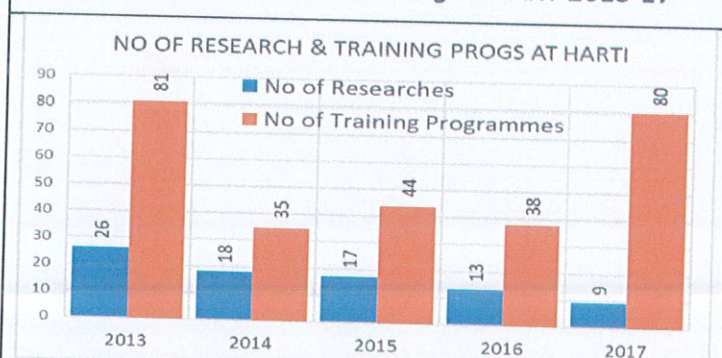
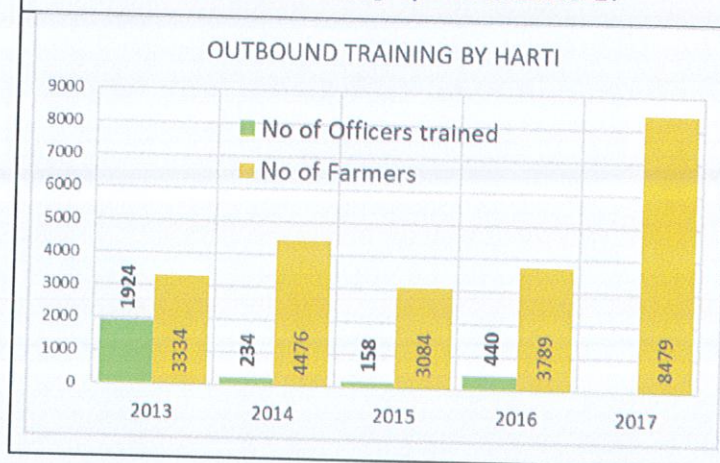


Figure 8 Outbound Training by HARTI 2013-17



Till early 1990s most of the research studies were focused on information on demographic, economic and social factors for formulation of development

programmes. After 1990s most of the researches were focused on analysing problems of input use, support services and marketing. These are presentations to the Board of Governors where key policy makers are represented, policy notes to the Minister of Agriculture, annual research seminar and published research reports.

Utilization of research findings in decision making is not easily measurable but there are some indicators. The review team suggests elucidating these indicators and have them as a dashboard to measure effectiveness.

HARTI provides daily prices through mobile phones. Market information provided by the institute is used by policy makers as well as, traders and farmers. Policy makers mainly use market information to stabilize prices through imports and domestic procurements. Traders need farm prices to decide where purchase are to be made and at what price. Farmers use price information to decide where to sell and at what price.

Institute provides daily wholesale price information collected from Pettah, Kandy, Dambulla, Meegoda, Norochcholai, Thambuththegama, Nuwaraeliya and Kappetipola markets. Information is fully verified and validated by HARTI and entered to the system according to the market and product availability.

Customer needs to dial 6666 to connect in to the IVR which is available in Sinhala and Tamil Languages. Information can be browsed product wise or market wise. If product wise selected, required product code needs to be entered. In the case of a wrong code is entered, the list of products will be readout to the customer. If customer wishes to select by the market, they can get all the products of Pettah, Kandy, Dambulla, Meegoda, Norochcholai, Thambuththegama, Nuwara Eliya and Kappetipola.

HARTI research has pointed out that agricultural marketing system is disorganized and stressed the need for forward trading that ensure orderly marketing. Central Bank of Sri Lanka has been implementing forward trade agreements since 1999 and it is progressing well. Gains of the open economic policies were not achieved as expected in the agricultural sector due to lack of efficient farmer's organizations. Existing organizations lack of organizational and business skills. Farmer's organizations today function as a vehicle to support government programmes such as distribution of subsidized fertilizers and operation and maintenance of feeder channels of irrigation schemes rather than addressing farmers' needs. Having identified this problem, the institute conducts training programs for farmer empowerment.

The HARTI research has also contributed to the establishment of participatory irrigation management system where farmer organizations are involved in operation and maintenance of irrigation channels.

HARTI research identified the need to enhance knowledge, skills and attitudes of the stakeholders for transforming subsistence agriculture into commercial agriculture or more precisely agriculture into agribusiness. In this regard, the Institute has designed a marketing extension training programme for extension staff aiming at enhancing their

capacity towards training farmers on what to produce, when to produce, where to sell and at what price.

Outcomes of the training programme of the district level are documentation of roles of the extension officers in the 21st century, preparation of a marketing plan and drafting of a proposal for establishment of market information system to the district concerned. This has become a very popular training program mainly because it addresses the current problem of low farm incomes. Increasing productivity has no value if farmers cannot sell the produce.

In 2016 A programme was conducted to provide theoretical and practical exposure on application of agri-business and marketing extensions to 74 final and second year undergraduates of the Agri-business and Management Faculty of the Jaffna University. Promoting national integration and reconciliation is another objective of the programme.

HARTI research studies found that major bottlenecks in the development of the agricultural sector in the country are infrastructure, water, credit, extension, seeds, and marketing. It was also found that these problems are interrelated. For instance, better extension has no meaning if there is no better market for the produce. Hence, any development plans need to address all the problems associated with agriculture simultaneously. This refers to the system approach which focuses on the entire system. Most development projects often address one or few components. Projects formulated based on this piecemeal approach does not produce the expected results. HARTI strongly argues that a project should be formulated using the system approach where a team of multi-disciplinary professionals are required to identify the problems and solutions to them in their specialized area.

The Institute has developed linkages with local as well as international agencies. Senior researchers of the Institute serve as visiting lecturers and external supervisors in national universities. WFP, IUCN and World Vision in collaboration with HARTI conducted a series of studies on various fields. The Institute also serves as link agency of the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP). There were several International training programmes that our research staff participated.

11. COST AND ALLOCATION OF RESOURCES

The following section deals with the data supplied as image files on research costs at HARTI. Usually data are given as text files for analysis and since it was given as images the time cost and effort taken to extract the data onto an analytical frame was quite high.

Table 15 Classification of Activities and Frequency at HARTI 2013-16

Classification in Activities	Count of Projects
Research	55
Training	53
Workshops	20
Publications	8
Exhibitions	7
Committees	5
Special Projects	5
Lectures	4
Colloquium	1
Videos	1
Grand Total	159

The activities conducted during the four years from 2013 to 2016 were taken in to this analysis. The data for 2017 were not available. The data were classified into 10 Activities as Research, Training, Workshops, Publications, Exhibitions, Committees, Special Projects, Lectures, Colloquium and Videos.

The analyzed list of projects and classification of activities that has been taken into this analysis is annexed for reference.

There were 55 Research, 53 Training projects and 20 Workshops conducted during this period. The remainder should be understood as given in the table. One Colloquium has been conducted

These activities have been distributed during the four years as given in the chart below. Year 2014 has been the heaviest while 2016 shows a marked decline.

The detail distribution of activity is shown in the analysis below and the accompanying chart. It reflects that the training activities focusing on farmers and outside officials have declined from 2013 to 2016 from 24 to 3. This would not serve well for the purpose of HARTI

Similarly, research projects have also declined over the years from 19 projects in 2014 to 11 projects in 2016. This does not speak well. The total activities have declined from 40 in 2013 to 23 in 2016.

Cost Analysis

The project costs were supplied without details of the number of researchers and therefore we kept the analysis simple by examining the annual expenditures and the activity related expenditures.

Figure 9 Total Activities 2013 -16

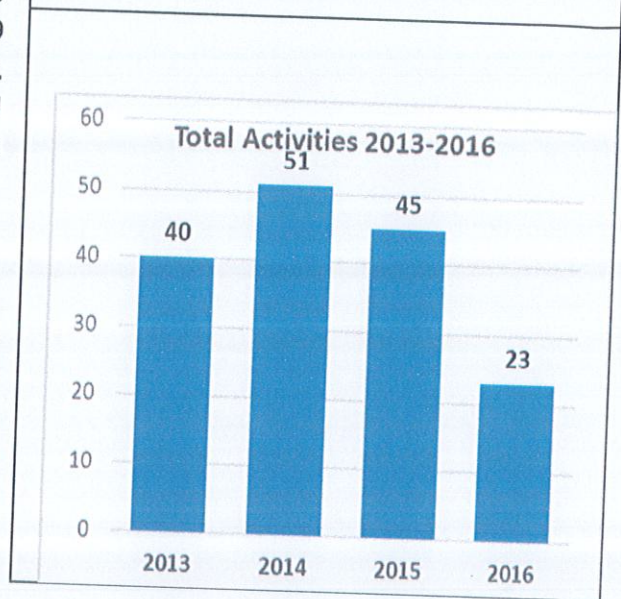


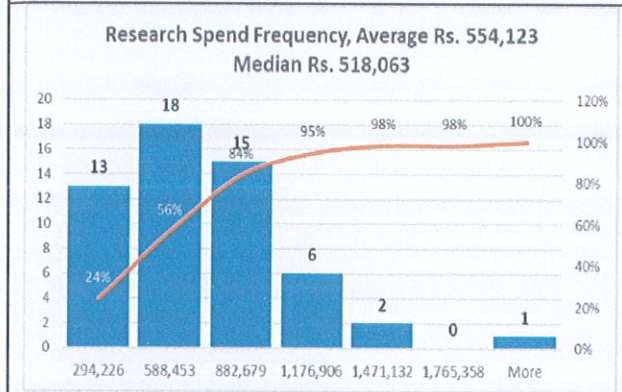
Table 16 Annual Detail Distribution of Activities 2013-16

The Detail Distribution of Activity at HARTI					
ACTIVITY	YEAR				Grand Total
	2013	2014	2015	2,016	
Research	9	19	16	11	55
Training	24	13	13	3	53
Workshops	1	9	8	2	20
Publications	2	3	2	1	8
Exhibitions	1	3	1	2	7
Committees	1	1	2	1	5
Special Projects	1	2	2		5
Lectures	1	1	1	1	4
Colloquium				1	1
Videos				1	1
Grand Total	40	51	45	23	159

At the outset we take a look at the distribution of the costs in the three main spending areas Research, Training and All other costs.

The research spend shows that all four years (2013 to 2016) has a distribution with a mean of Rs.554K and median Rs.518K.

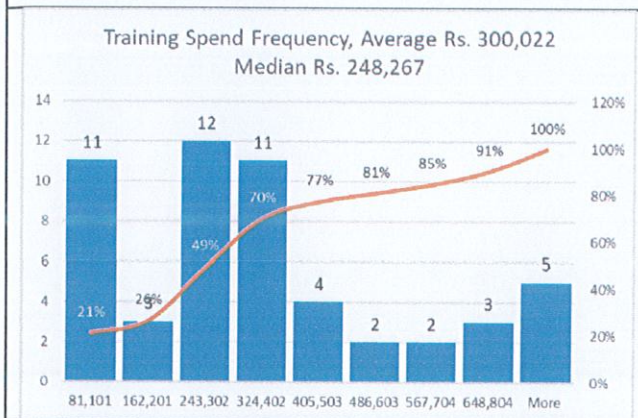
Figure 10 Research Spend Avg, Median and Frequency



The training spend shows a mean of Rs.300K and median of Rs.248K. All other expenses have been clubbed together and the analysis shows the mean is Rs. 165K and the median Rs. 52K. The latter has more distribution on the lower side of spending.

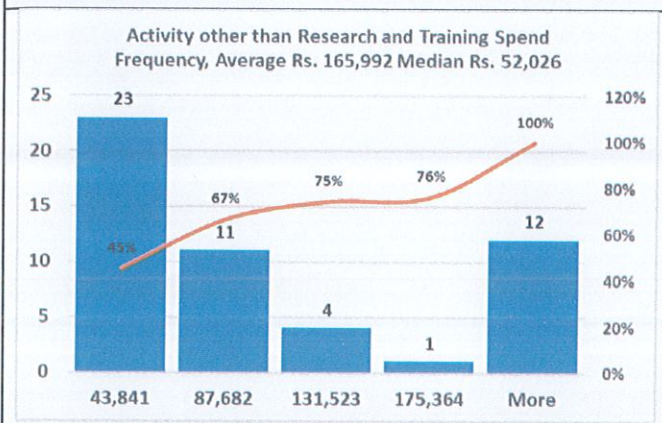
The entire population of spending has distribution with mean Rs.346K and median Rs. 254K

Figure 11 Training Spend Avg, Median, and Frequency



Bearing this analysis in mind we could now venture out to understand in more detail how HARTI has incurred spending in the activities.

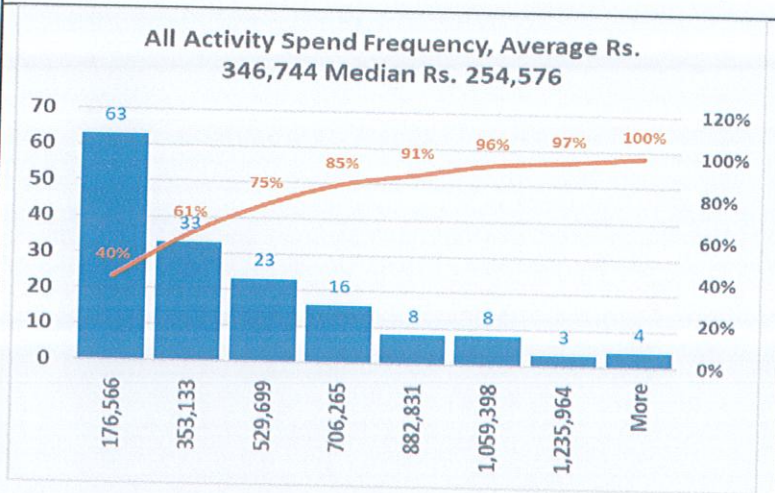
Figure 12 Other Activity Spend Avg, Median and Frequency



The charts are intended to replace many words and illustrate the relative positions in total costs as well as average costs. The labeling should be carefully studied to understand the number of projects involved in producing these totals and averages.

The total cost picture of the four years was analyzed, and the result is given below which shows that the research has taken around Rs. 30.4 Mn and Training Rs. 15.9 Mn. The other activities have remained relatively at a low key. 40% of expenditure is in the range below Rs.176,500

Figure 13 All Activity Spend Avg, Median and Frequency



These charts speak for themselves instead of descriptions.

Figure 14 Total Count of Projects & Cost 2013-17

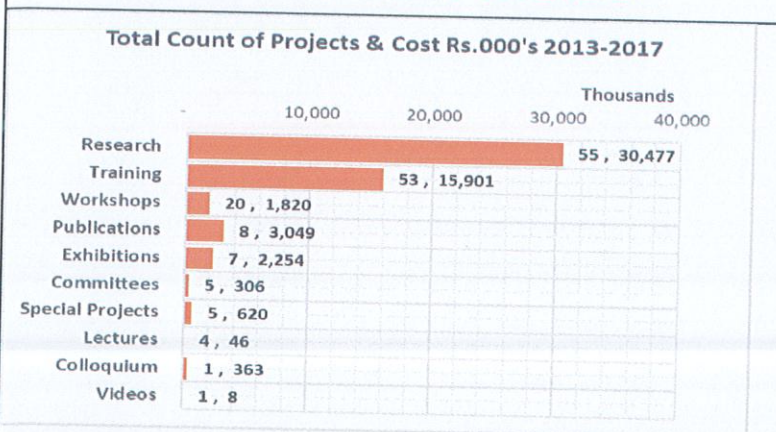
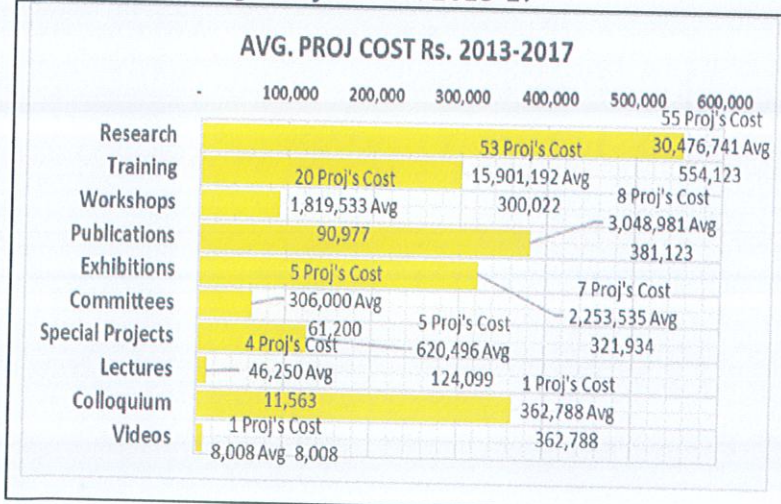


Figure 15 Average Project Cost 2013-17



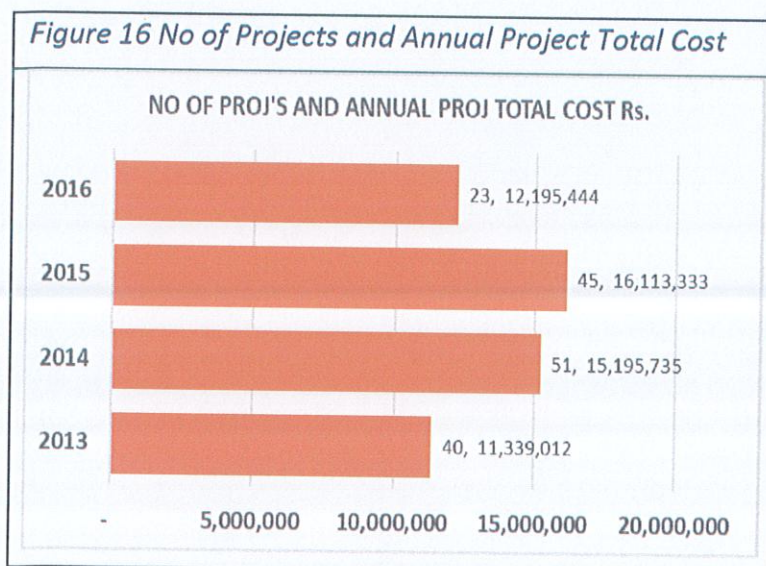
The analysis also shows the average cost of publications is higher than the training cost.

Activities show that the average cost has increased from Rs 283K to Rs 530K from 2013 to 2016, while the total cost in 2013 was around Rs 11.3 Mn in 2016 it was 12.1 Mn. However, the total costs were higher in 2014 and 2015.

Table 17 Project Costs Avg, Maxima and Minima 2013-16

Row Labels	Total Number of Projects	Sum of Project Costs	Average Project Cost	Min Project Cost	Max Project Cost
2013	40	11,339,012	283,475	1,750	883,670
2014	51	15,195,735	297,956	37	1,315,266
2015	45	16,113,333	358,074	1,900	1,218,408
2016	23	12,195,444	530,237	8,008	1,765,699
Total	159	54,843,524	344,928	37	1,765,699

Figure 16 No of Projects and Annual Project Total Cost



This could also be illustrated by taking the average costs. The rising average costs must be analyzed to understand the reasons, but we do not have the necessary data.

It is also interesting to take note of the minimum and maximum costs of the four years

Figure 17 No of Projects and Average Project Cost

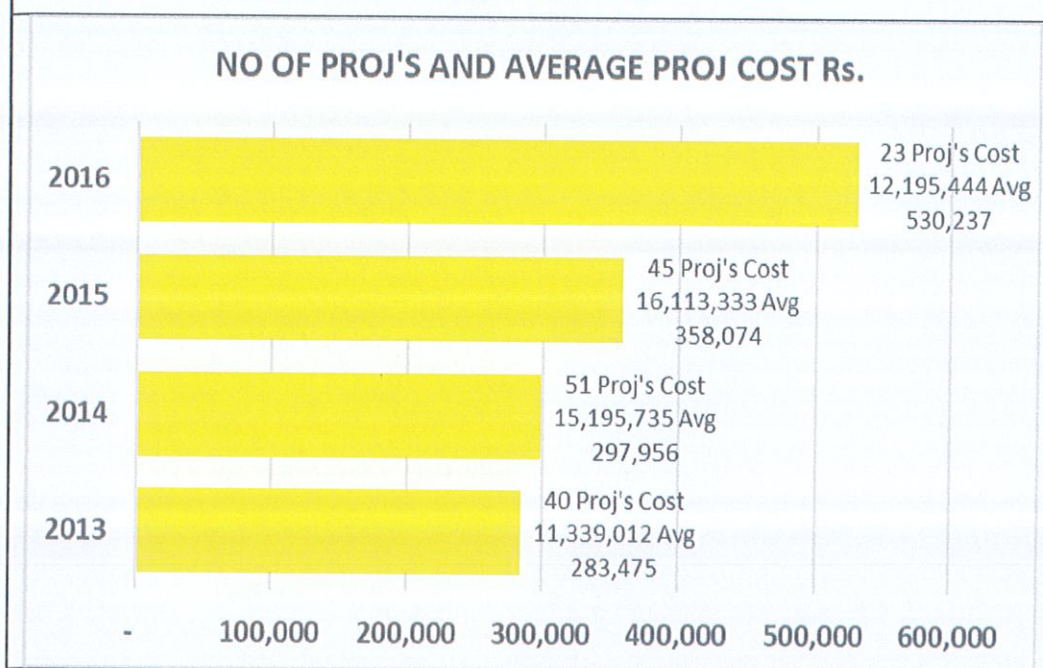
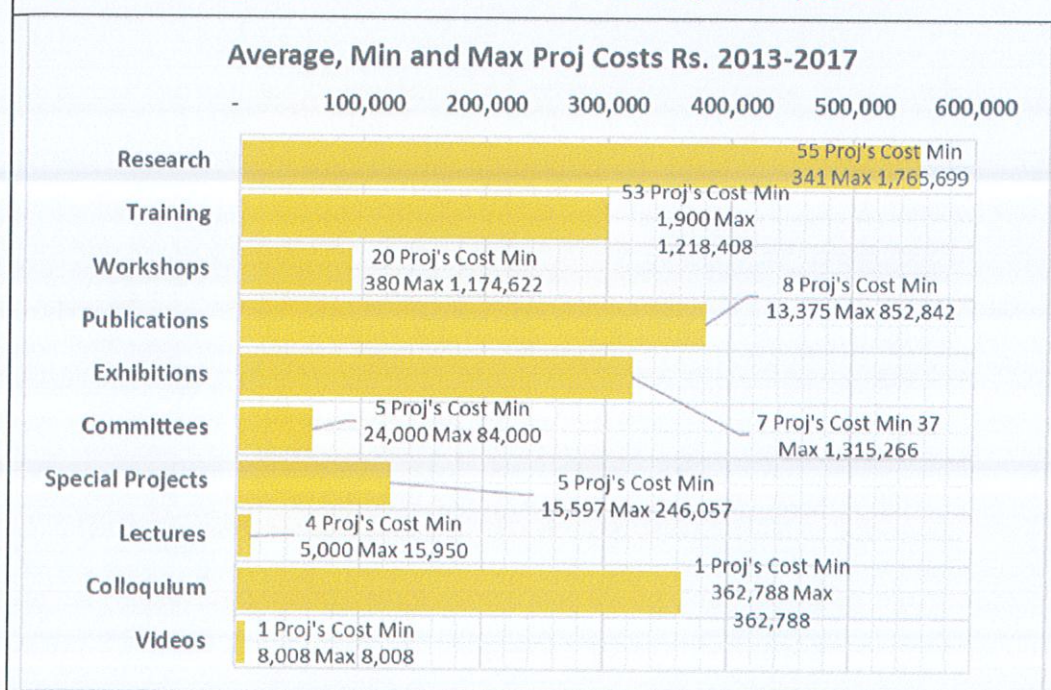
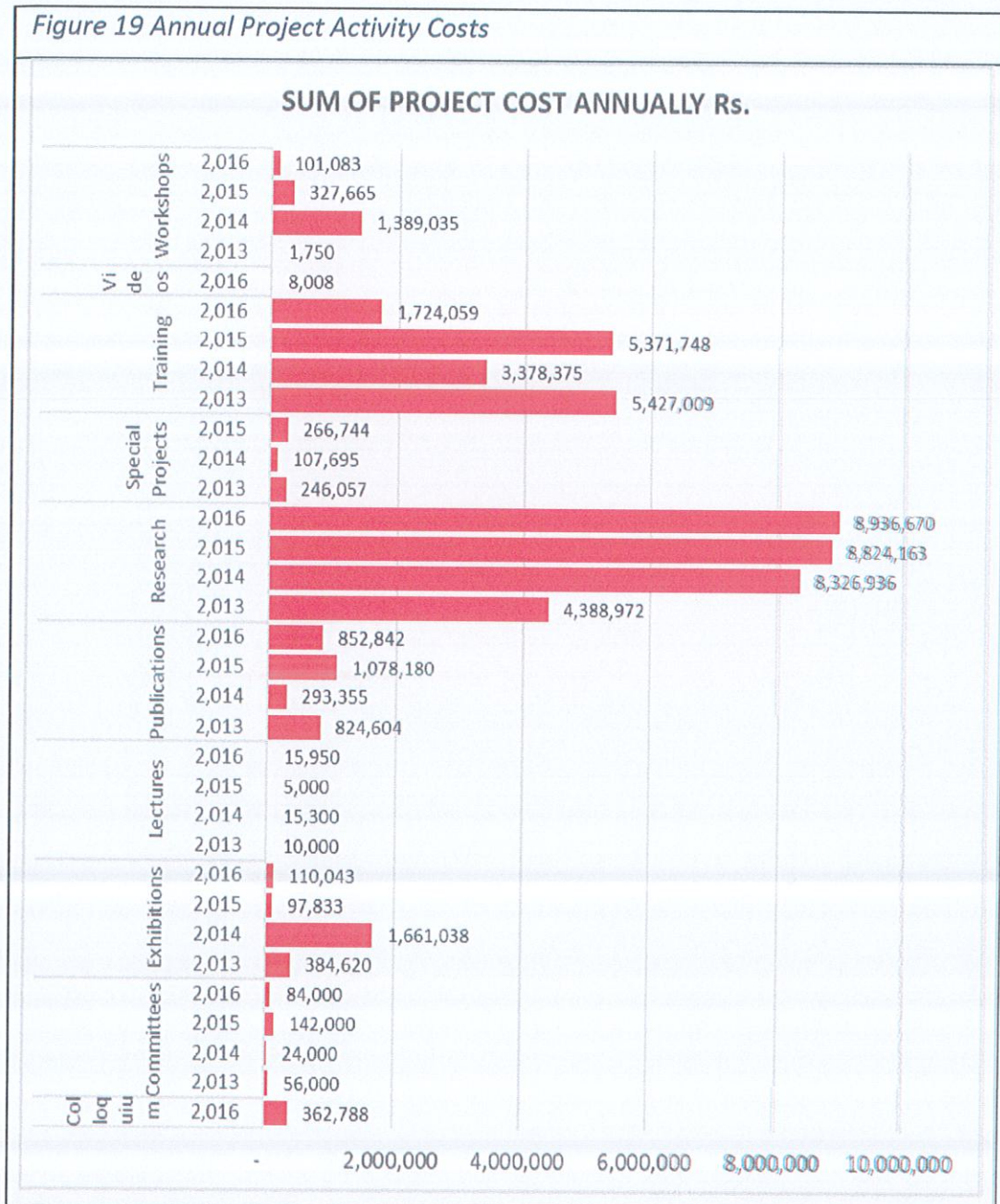


Figure 18 Average, Maximum and Minimum Costs of Activity 2013-17

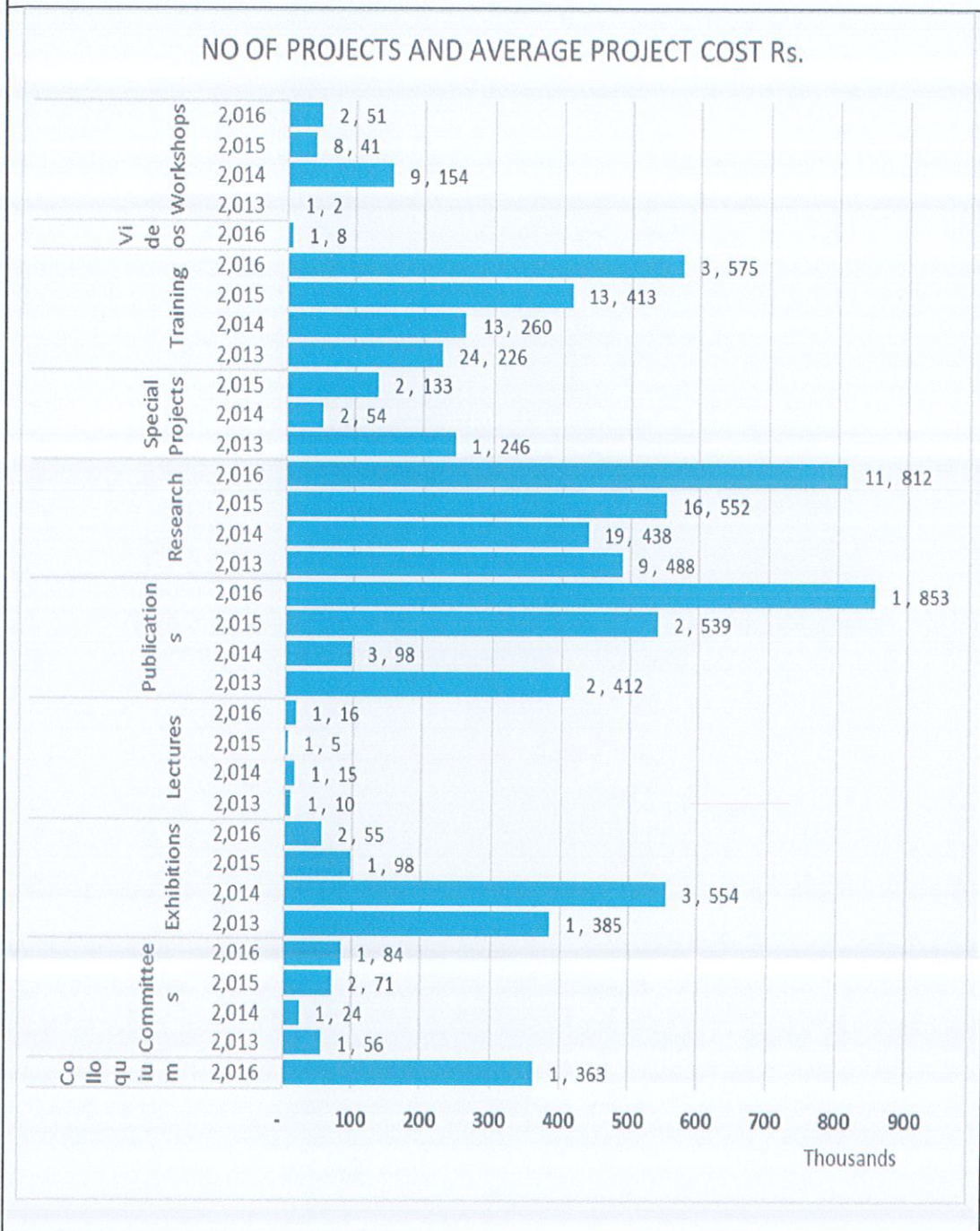


Analysis shows that the sum of project costs annually shows the magnitude of the expenditure. The average costs give more information on the relative magnitude for greater control



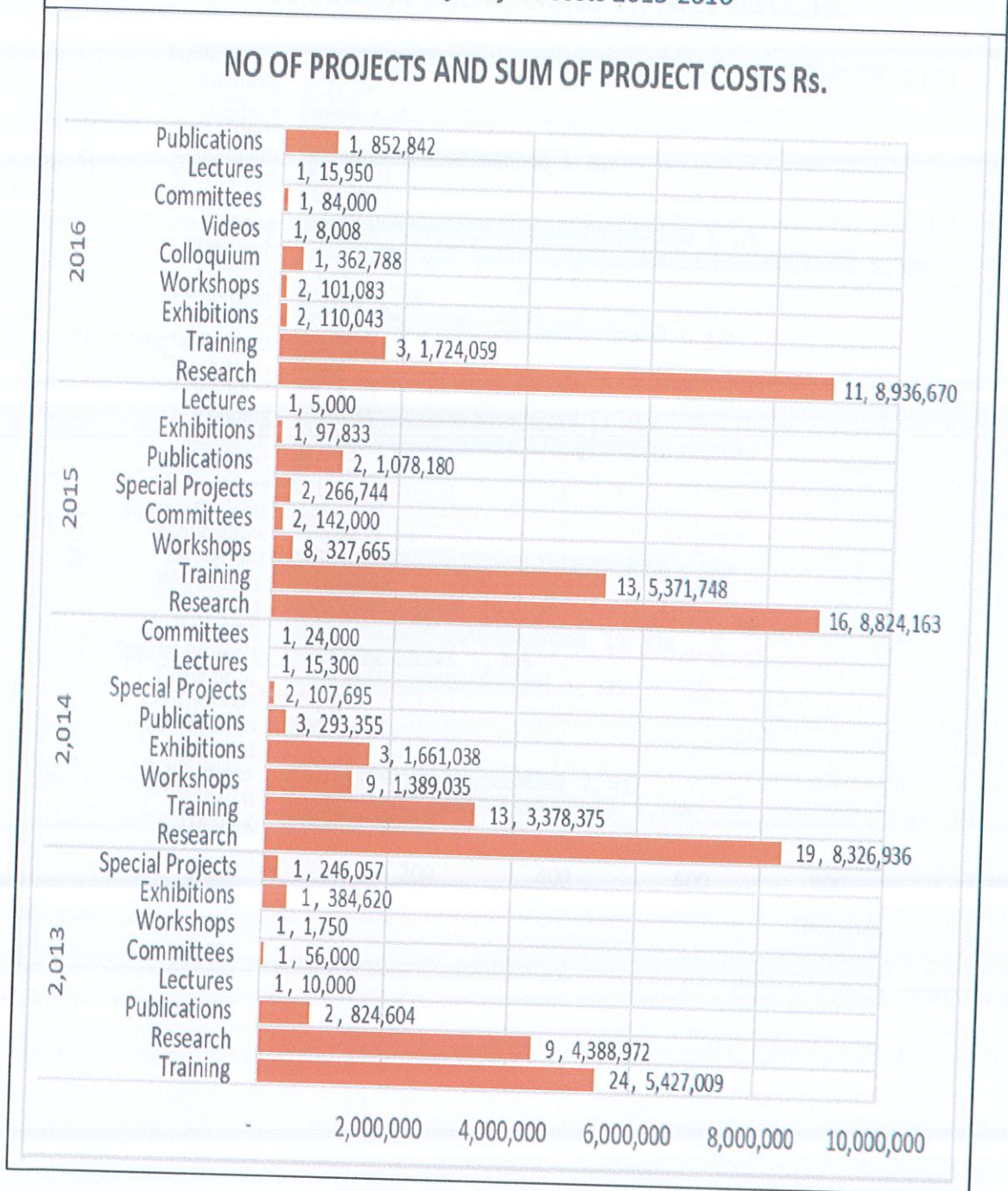
The average costs of projects in each year showing the increasing nature of these costs. Research, Training and Publications have shown this rising trend. Even though we cannot attribute the costs to any particular reasons at this juncture it is good to keep track of these costs by using more digital control measures that we discuss elsewhere in this report.

Figure 20 No of Projects and Average Project Cost



The analysis of the number of projects annually brings the insights of total costs during each year on each project and could be analysed further for effective utilization of funds. The chart below shows the general picture of the total costs. The next chart brings close up view with average costs of each project each year

Figure 21 No of Projects and Sum of Project Costs 2013-2016



It is notable that in 2016 publications have taken more funds than research on average. This observation has limited implication since there has been only one publication while 11 researches have been recorded. If future costs were to rise, then this is an indication.

<i>Table 18 SWOT Analysis and Reviewers' Assessment - Strengths</i>		
AD's Assessment of Strengths	Reviewers' Assessment	
	Reviewers' Comments	Strength % left
6. Strategic location in Colombo	Very high value Rs 9 Bn worth asset is under utilized	10%
7. Representative composition of the Board of Governors chaired by the Secretary, Ministry of Agriculture	The Board Meetings are poorly attended. See comments elsewhere though high powered	40%
8. The largest research library for agrarian studies providing diverse services; repository of publications with online access, Agrinet service and inter-library exchange service	Agrinet has no live connection on HARTI Website. A google search did not produce even a single piece of information on Agrinet HARTI contributions. Colombo University Science Faculty is maintaining this site with CARP and there are 30 contributing institutions. The focal point is CARP Library.	60%
9. Possession of printing facilities within the premises	Having printing facilities for large scale printing is a liability because this is a service that could be outsourced quite effectively.	30%
10. Availability of own computer unit for data processing and well-established data bank	We did not see the effectiveness of the computer services unit. The CEO has acted to service old computers inhouse instead of replacing. The software is outdated and unlicensed. Data processing here is divided between the researchers and the data processing unit. The competences need upgrading.	20%
11. Well-equipped conference, seminar and residential facilities	These are a strength	70%
12. Linkages with International Partners in Agrarian and Rural Development Sector	There is no evidence recently of having used this link	15%
13. Well established system of knowledge dissemination	This is a main function but not quite convincingly planned to combine with research outcomes as well as	35%

AD's Assessment of Strengths	Reviewers' Assessment	
	Reviewers' Comments	Strength % left
	knowledge outcomes learned elsewhere. There is no evidence of coordinating research with other organizations to fulfil their needs at national level.	
14. Well established Agrarian Journal	Not published during the last three years.	20%

AD's Assessment of Weaknesses	Reviewers' Comments
1. Inadequate performance-based management system	There is no performance-based assessment. The CEO recently gave a deadline to complete outstanding work or to forfeit professional allowances. Meritocracy has not been practiced.
2. Lack of staff development opportunities	There has been poor human capital recruitment, retention and development plan with strategic action. Many are holding acting positions. Present CEO is taking an effort to fill the gaps in leadership
3. Limited coordination between research divisions and administration division	The organization is not structured to meet the deficiency. Restructuring is essential.
4. Lack of conducive environment for punctuality in performing duty related activities	It must be practiced from top down to become a practice. If flexi hours are practiced, then performance rules must be made clear.
5. Weak collaboration with other relevant institutes	There is no institutional effort mechanism strategically in place to drive relationships.
6. Limited opportunities for promotion	Career paths must be made clearly visible and competencies must develop. Modern practices must be learned. Every person should have a personal file with the career paths and job descriptions and outcomes expected periodically. These must be reviewed frequently.
7. Manual system of operation in the library	The librarian is responsible for the stock of books. Today books are also available online

Table 19 SWOT Analysis and Reviewers Comments - Weaknesses

AD's Assessment of Weaknesses	Reviewers' Comments
and lack of a security system	services and should be considered as alternatives. The manual system should be integrated with the general network at HARTI.

Table 20 SWOT Analysis and Reviewers' Comments - Opportunities

AD's Assessment of Opportunities	Reviewers' Comments
1. Contributing to Agrarian and Rural Development	This is exactly right. The question is what has HARTI done to capture these opportunities. Are these opportunities been detected by the researchers to fulfil their aspirations or are they being done fulfilling national needs as detected by the government?
2. Growing demand for socio-economic research and trainings	There is no evidence of a growing supply to match the demand or earning more due to increasing demand by fulfilling the needs. There is not even a strategy to capture the market demand.
3. Cooperation and support from line ministries and other government institutes	Being a government research institution mandated for agrarian research the line ministries must feel that HARTI is having the right capacity to meet their needs. There is a reluctance at the top to even organize a consultative meeting with high level people in other organizations such as the universities due to weaknesses in the level of competences
4. High demand for market information from public and private sector	Once again market information is not fulfilled but pricing information is provided on selected varieties.
5. Requirement of information for knowledge-based decision making and policy formulation	The agriculture changes impact agrarian sector. HARTI must be able to claim that unique spot of being wanted for consultative work on policy by demonstrating high level capacity through publications and discussions.
6. Demand for diploma and degree courses in Agrarian studies	Please mention a few of these as at present.

Table 21 SWOT Analysis and Reviewers' Comments - Threats/Constraints

AD's Assessment of Threats/Constraints	Reviewers' Comments
1. Multiplicity of socio-economic research & training centres & consultancy agencies.	This is about competition. If we did not have a multiplicity of career paths for graduates, they will be without jobs besides the society will be fed by only one set of weak information. HARTI being pioneer in the field of Agrarian research should strategize to come to the leading position in their field.
2. Adoption of malpractices by external agencies in competitive bidding	This is to be investigated by complaining to the right authorities and through transparency
3. Reluctance of donor agencies to work with public agencies	HARTI could reverse this attitude by improving competencies
4. Provision of better benefits by Universities/ NGOs for academics	The universities do not have that much research time. HARTI should be the leader of first choice.
5. Limited benefits compared to other government sector employees	These matters must be investigated by doing a compensation and benefits study.
6. Limited carder allocations from relevant authorities.	The board must take note and do a proper study after doing the restructuring

12.4. STRATEGIES ADOPTED BY HARTI

According to AD, HARTI strategies are as given here

Strategies

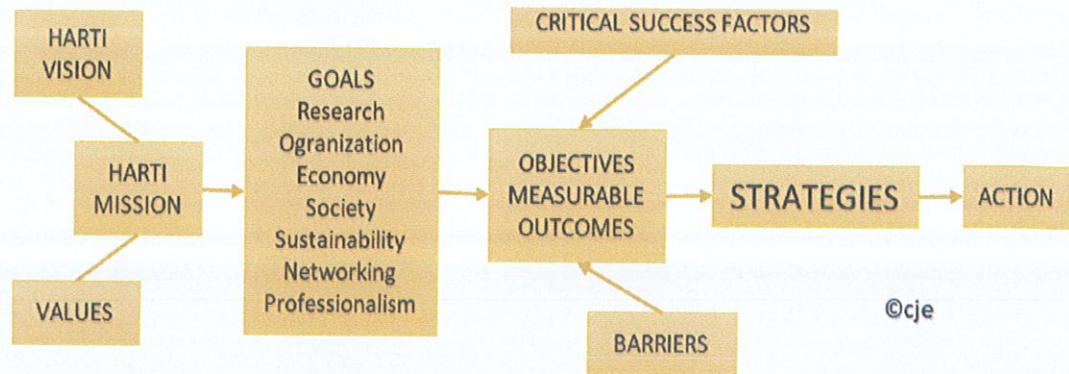
Table 22 AD's Strategies Adopted at HARTI

1)	Ensuring uniformity of different types of publications – layout, cover page, pagination, fonts and styles
2)	Conducting external and peer review of all publications
3)	Improving the quality of printing
4)	Assigning the responsibility of each issue of the journal to the respective division
5)	Obtaining donor assistance to secure the services of a professional editor
6)	Increasing research outputs in local languages
7)	Recruiting researchers at senior level
8)	Exploring the possibility of getting the service of experts through the UNDP

- | | |
|-----|---|
| 9) | Establishing linkages with Universities |
| 10) | Disseminating research findings at the Annual Research Colloquium |

These strategies must be studied in comparison with the goals and objectives and the barriers.

Figure 23 Overview Strategy Architecture



The path to get there is illustrated in the above figure.

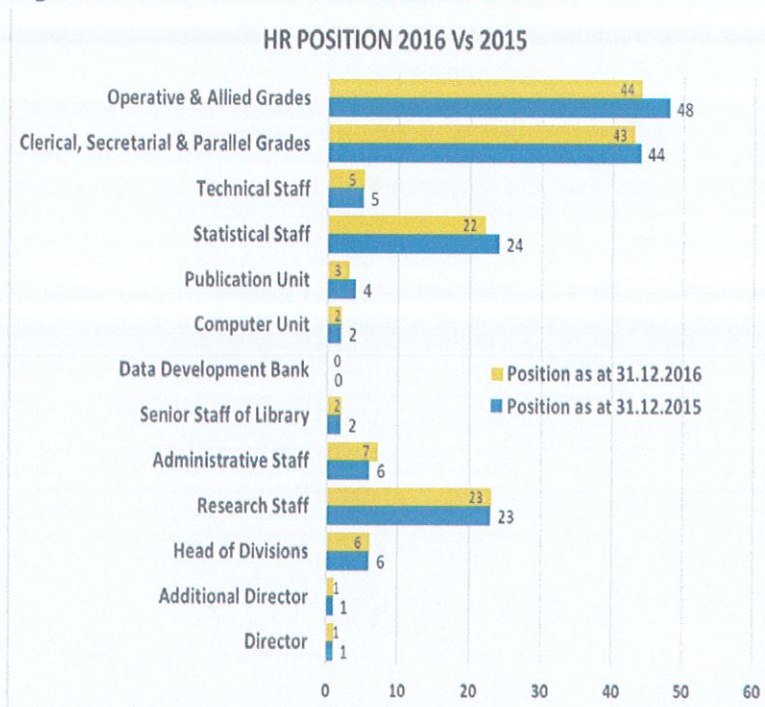
HARTI organization must develop this map in detail without having illusions about the present status. Then the organization could launch into a process of excelling in research.

The strategies identified without the measurable outcomes and not knowing the CSFs and Barriers are of no use.

12.5. HUMAN CAPITAL

HARTI as a national research organization consist of research staff whose age distribution and experience distribution are shown below. The supporting staff assist in

Figure 24 Human Resources 2016 Vs 2015



conducting research and training activities. According to 2016 workforce of HARTI is 159. With the recruitment of new research officers in 2017 there are 39 researchers working at HARTI. The researchers' qualifications are listed and three have PhDs. HARTI has the provision to recruit consultants, field investigators and research assistants on casual basis depending on the requirement of projects.

Table 23 Turnover Rate at HARTI

Designation	HR Position 31.12.2015	Terminations Resignations during the year	Appointments	Position as at 31.12.2016	Employee Turnover Rate
Director	1	-	-	1	-
Additional Director	1	-	-	1	-
Head of Divisions	6	-	-	6	-
Research Staff	23	-	-	23	-
Administrative Staff	6	-	1	7	-
Senior Staff of Library	2	-	-	2	-
Data Development Bank	0	-	-	0	-
Computer Unit	2	-	-	2	-
Publication Unit	4	1	-	3	28.6%
Statistical Staff	24	2	-	22	8.7%
Technical Staff	5	1	1	5	20.0%

Clerical, Secretarial & Parallel Grades	44	1	-	43	2.3%
Operative & Allied Grades	48	4	-	44	8.7%

12.6. TURNOVER RATE

The HARTI had 166 employees on payroll as at the end of 2015 and during the following year 9 of them left and 2 were recruited with a total of 159 on the payroll at the end of 2016. The overall Employee Turnover as a result is 5.5% which is not an unusual position for a similar organization. However there need to be some more analysis on attrition and turnover. There are the employees who leave after a short stint having been on the permanent payroll. Such information has to be reviewed for much closer examination, but we do not have such information.

12.7. BUDGETING AND PLANNING

HARTI's budgeting process is not sufficiently aligned with its objectives given in the Act. The participants are unable to clearly articulate the connections to the goals outlined in the Act. If we consider the Act as the backbone of the institute, then the goals must be carried through the mission of the institute by understanding the nationally vital projects which in a way is strategic for the contribution to the economic development. It requires funding for a strategic plan to be implemented. The organization should ensure that funding is aligned to the strategy. There are no desired long-term goals in the absence of the Act. Thus, it is also necessary to have a desired medium-term plan to carry out the purpose of the Act. Budget is the annual means of funding the necessary activities by paying for the talent and services necessitated in carrying out the strategy. A disconnect between the budget and the strategy can result in the organization riding a path which has no destination. Budgeting should be treated as a mechanism to fund specific activities that help to achieve strategic results. The budgeting process involves as many stakeholders as possible to determine where to allocate resources most effectively and create a sense of ownership.

12.8. INSTITUTIONAL PLANNING - VISION MISSION STRATEGIES ACTIVITIES

The organization does not have an institutional strategic plan due to the stated directive (circular) from the Treasury. The work that was begun in 2014 to prepare such a plan was abandoned due to this instruction. The copy that was prepared as a corporate plan is not a complete fulfilment of the corporate plan but serves as a lead to understand the institutional thinking.

12.9. HARTI ACT AND COMMENTS

<i>Table 24 Comments on the Applications of HARTI Act</i>	
The Objectives of the Act	Comments on Application
To foster, assist, encourage and co-operate in agrarian research	This could be interpreted as the core connection to action in HARTI Action Programs

Table 24 Comments on the Applications of HARTI Act

The Objectives of the Act	Comments on Application
To co-ordinate agrarian research undertaken by Government departments, local authorities, public Corporations and other institutions	The coordination of work undertaken by Government departments is visible in water, climate, environment, and agriculture
To carry out investigations and research relating to institutional factors affecting the development of agriculture	There have not been any discernible efforts
To undertake investigations, research and studies relating to economic use of land for agricultural purposes	There is one research in 2018 on water management issues in eastern slopes of central highland region. There is no directly connected research on agriculture land
To carry out socio-economic research relating to agricultural and rural development	<p>There are two researches; and two training programs, one research in 2019 the rest are in 2018</p> <p>Capacity of rural agricultural sector for resolving current development issues: analysis of forward and backward relations of the agriculture of the dry zone in Sri Lanka (2019)</p> <p>Investment in Research and Development of Agriculture</p> <p>Training Programme on Application of Participatory Techniques (RRA,PRA &PCM for Planning & Management of Rural/Community Development Project (5 days) (02 Prog.)</p> <p>Training programme on information technology for agriculture and rural development (2 days) (2 Prog)</p>
To provide or implement training facilities and programmes relating to agrarian research, either alone or in association with other institutions in Sri Lanka or abroad and to award diplomas, degrees, prizes and distinctions in connection therewith	Training programs have been conducted. According to the action program there are 10 training programs listed for 2018. However, HARTI has not evolved as an academy of postsecondary or tertiary level education institution. Since HARTI is empowered by HARTI act, there has not been any accreditation or certification of the programs.
To sponsor and hold conferences and seminars, and publish journals	The Colloquium was held in 2017. There is a workshop mentioned in the report from AD Study on Traditional Rice Varieties in

<i>Table 24 Comments on the Applications of HARTI Act</i>	
The Objectives of the Act	Comments on Application
and magazines in connection with agrarian research and training	Sri Lanka (year?). The institute has run into arrears in publishing a journal since 2015. There are magazines in Sinhala published over the years. Sri Lanka Journal of Agrarian Studies ගොවි කටයුතු අධ්‍යයනය ගොවි ජනතා ගොවි ජනතාව Monographs(English) Monographs(Sinhala) are published
To carry out such research relating to problems of agrarian structure in co-operation with Asian countries to serve their regional needs and provide a centre for the collection and dissemination of information on agrarian problems and	The researchers claimed and was confirmed by supporting administrators that there has been no investment by funding agencies or multilateral agencies recently on collaborative research.
To relate such research to problems connected with agrarian development and modernization with special reference to Sri Lanka and other Asian countries in general.	The work carried out has been having local origins mostly due to the initiatives taken by the research staff.

12.10. VISION & MISSION

Integrity of the Vision and Mission defines the overall purpose strategy and activities of the Institute. There are three statements in three different locations we came across inconsistent with a research institution intending to be the leader. (Sometimes, the English was incorrect)

In the printed version of the Corporate Plan 2018-2020 it is stated as,
Vision: Be the leader for generating & disseminating knowledge for sustainable rural & agrarian development.

On the internet website of HARTI it is stated as,
Vision: Be the leader for generating and disseminating knowledge for sustainable agrarian and rural development

Ironically the e-copy of Performance Based Budgetary System-2018, Key Performance Indicators (KPIs) at HARTI states as,

Vision : To the leader for generating and disseminating knowledge for sustainable agrarian and rural development

Note the error in Vision intended probably as "to be the".

The Corporate Plan 2018-2020 printed version Mission is stated as,

Mission: Strengthening agrarian sector through conducting research & training activities.

The internet website of HARTI it is stated as,

Mission : To strengthen the agrarian and rural sector through conducting research and training activities

The Performance Based Budgetary System-2018, Key Performance Indicators (KPIs) at HARTI states this as,

Mission: To strengthen agrarian and rural sector through conducting research and training activities

Even though these discrepancies may appear insignificant to some, it reflects a disrespect for the overarching purpose of this institute by the people at decision making level. People may think these are of no consequence. It is of no consequence if the outcomes too are of no consequence. The whole concept relies on integrity of these statements that gives a unique message to the world outside and the staff inside.

Presenting a solid image of a resounding institution begins with the Vision and Mission ingrained in memory with a consistent set of words and understood by everyone in the organization.

There are five goals stated in the internet website and the printed versions have five goals.

12.11. GOALS

Internet Website of HARTI	Printed Corporate Plan 2018-2020
To make policy process more effective through knowledge generation and timely dissemination;	Make policy process more effective through knowledge generation & timely dissemination
To keep the public informed by providing independent assessments on national policy issues;	Design rural development models through action research
To strengthen the capacity for socio-economic policy analysis by investing in the capacities of its staff and the institute's knowledge base;	Improve market intelligence for stakeholders in the supply chain
To increase the capacity of rural development stakeholders through training;	Increase the capacity of rural development stake holders through training
	Improve Resource Management of the Institute

The printed version is different having five goals of which two are matching the four goals listed in the internet version. This is another glaring reflection of the inconsistency and negligence. Any organization should have a unique set of goals always bearing in mind to revise all sources of information and discarding the outdated versions.

The printed version goes into details of Objectives that are listed under each Goal and the Activities. No measures of performance are indicated by the Objectives. For example, the objective "To disseminate market information to policy makers, farmers and traders" or to "Undertake research on marketing issues" have not measurable outcomes. An objective must be measurable to be meaningful. The strategy and activities are determined to overcome considering the barriers and challenges. Being a research institution HARTI could play a leading role in introducing well thought out objective assessment and strategic activities into the Agrarian sector.

The KPIs listed under the Performance Based Budgetary System 2018 sets out Key Result Areas and Preliminary Outcomes. However how much has been achieved in the first two quarters has not been disclosed yet.

12.12. KPIS AT HARTI

The list of KPIs at HARTI deserves a comment. The list of KPIs are given here. This list counts 26 and it is a reasonable number. The numbers of people participating at any event is naturally a success factor. There is more to the numbers attending because it does not speak for the impact on the attendees, impact on organizations, impact on the economy, the quality of the program in terms of its content, relevance and delivery, etc. Therefore, it is suggested to think about setting up more outcome-based success indicators. See Executive Summary comments on KPIs.

Key result Area 1 : Become policy making process more effective

1. No of forums organized to make key policy makers knowledgeable
2. No of officers participated for local seminars/workshops/symposia
3. No of officers participated for international seminars/workshops/symposia
4. No of research reports and working papers
5. No. of seminar/workshop proceedings
6. No. of English and Sinhala Journals
7. No of magazines Govijanatha) released
8. No of Newsletters (English)
9. No of Newsletters (Sinhala)
10. No of research abstracts
11. No of studies their proposal preparation was completed
12. No of studies pretesting of their questionnaire was completed
13. No of studies their field survey was completed
14. No of studies their data analysis was completed
15. No of studies their draft report preparation was completed

Thrust Area 2: Training

16. No of trained officers
17. No of trained farmers and other stakeholders
18. No of programmes course materials prepared
19. No of programmes their logistic arrangements were done
20. No of training programmes conducted (Local)
21. No of training programmes conducted (International)

22. No of Weekly Bulletins(Sinhala, Tamil, English) released
23. No of Monthly Food Information Bulletins (Sinhala, Tamil, English) released
24. No of days released market information to mobile phone
25. No of days released market information to web
26. No of cost of living and food security committee meetings attended

12.13. MARKET INFORMATION

As an objective in the corporate plan to disseminate market information this project is a failure for the simple reason that market is defined as a relationship between price and quantity whereas this project provides only price information. The assessment of quantity available in markets such as ours could be easily achieved using the technology available on hand held tools or on mobile phones. It could also be a project for the app developers to work out solutions. One could innovate a solution using digital images to pick the volumes. The entire process could be computerized in a manner to leave out human factor using modern analytics when technology tools are used for data collection. The employees who are now engaged in this data analysis could be well used for other more intelligent work.

Similarly, this project has valuable extensions into the farmers by giving them information on many factors that influence their decisions.

- a) The quantities and prices traded in the nearest wholesale market.
- b) The seasonal production levels with the prices and quantities
- c) The planting needs to even out the seasonality and the weakening due to oversupply.
- d) Timing of harvesting when the supply is needed at the market.
- e) The engagement of wholesalers to buy in advance
- f) The policy direction on seed supplies particularly those imported seeds
- g) Geographical distribution of supplies to avoid disruption of supplies due to regular climatic reasons.

This project is aiming to have a positive impact on food security. These suggestions could become very useful in enhancing food security. The bottom line of this project could be used as a galvanizing factor to maximize revenue for the farmers and traders while it would minimize the hardships on the consumers due to inconsistent supplies.

12.14. COMMENT ON MULTIDISCIPLINARY RESEARCH CAPACITY

HARTI has been undertaking multidisciplinary as well as inter-disciplinary research studies and training activities since 1972 until about five years ago. The capacity to conduct multidisciplinary work has diminished and there is no evidence to demonstrate such organized activity here.

HARTI consists of 5 research divisions with different specialized thematic areas established many years ago and it has remained so despite the environmental changes in the sector. Quite recently a GIS unit has been added by the present CEO and assigned to a Research Fellow with IT skills to develop the activities.

12.15. UNLICENSED SOFTWARE

We have seen HARTI using unlicensed software from renowned brands. This software are operating systems, applications in word processing, and analytical software. Because of these being not licensed, the versions in use are much outdated. (We restrain from mentioning the identities of software). The negative impact on the work is obvious. The editing functions, sharing functions, team work, uploading, analytical work, could improve tremendously using the modern software applications. It is advisable to use a technology adviser available freely from the universities or the graduates passing out from the universities to update the software in use with licensed copies that can be used on a network such as what HARTI should have. More comments on this on Technology.

Evidence of the Impact of Research on the Development of the Agrarian Sector

13. REVIEWERS' COMMENTS

Relevance	Comment
Customer	Mainly the research problems are developed based on CARP research priority document and ROs own experiences. They are not taking views from relevant stakeholders.
Fiduciary	Contribution to national policy from projects are very low.
Fiduciary	Most of the directors served HARTI for past years are not aware about research culture (not from the field Agriculture) therefore researchers are not getting proper guidance on researches.
Fiduciary	Appointments appear to have been made on an ad-hoc basis. A number of vacancies such as Registrar, Senior Data Analyst, remain vacant for a long time.
Fiduciary	HARTI Act was developed in 1972, almost 50 years ago based on the agricultural and economic conditions at that time. The HARTI act needs to be revised bearing in mind there is a strong technology revolution and the effects of depleting manpower resources in the Agriculture sector and the impact on food security and sustainable development.
Fiduciary	According to the HARTI Act, among the general objectives of HARTI is (section 3 f) "provide or implement training facilities and programmes relating to agrarian research, either alone or in association with other Institutes in Ceylon or abroad and to award diplomas, degrees prizes and distinctions in connection there with" However, HARTI has no programme to award diplomas or degrees relating to agrarian research.
Fiduciary	It appears that there have been no proper skills required at HARTI leadership level to direct/guide proper research.
Fiduciary	Subsistence paid during field work extending to several days is inadequate.
HR	Serious shortages in data analysts (Statisticians) to help the analysis of the research data.
HR	There is no proper Human Capital Development Plan. There is no person trained in human capital development issues.
HR	ROs and other staff going to the field do not get adequate accommodation facilities.

IPR	Research publications in terms of Journal publication from completed projects are not in satisfactory level.
Process	All Researchers are not following unique procedure to identify research problems, even though they explain the one common process
Process	Most of the research proposals are not following scientific procedure
Process	Research methodology and statistical analysis of projects are not up to the standee level of scientific research and most of the projects conclusions are based on descriptive statistics not based on inferential statistics
Process	ROs don't have more autonomy in carrying out their projects, and no more flexibility in allocating resources and staff.
Process	Administration of HARTI appeared to have failed to live up to standards of excellence predicated by the Vision and Mission.
Process	Research projects are not planned with rigorous statistical methodology and not inclined on inferential methods.
Process	Research carried out are mostly qualitative on nature and cannot be subjected to significance testing to prove any hypothesis
Process	Research work is usually descriptive and not planned for deriving statistical inferences based on a proper sampling frame.
Process	Even though there has been an RTF it does not appear that proper evaluation of the research reports has been practiced from the outset.
Productivity	Time taken to publish projects are more than one year. Specially for printing cover page of the projects
Productivity	All the projects are reviewed by the AD, therefore there is a queue in this point
Productivity	ROs from some division expressed their displeasure on cooperation of administrative officers towards researches.

14. RECOMMENDATIONS

14.1. HARTI ACT

- Revise the HARTI Act. Some thoughts are given in Executive Summary.
- Restructure the organization to suit the modern era and to operate with future technology (see comments in the Executive Summary). HARTI should become an Agrarian knowledge hub for Sri Lanka with strong international networking and operating on sound technology platforms.
- Conduct a diploma /degree courses on agrarian research and award appropriate diplomas /degrees. This may be done in collaboration with one of the universities. Gain accreditation and SLQF rating for recognition.
- Establish research projects in collaboration with other similar local and overseas institutions
- Director appointed by the respective Minister need to be conversant in socio economic research or any of the disciplines connected with the themes of research at HARTI and be familiar with the Agrarian sector.

14.2. HUMAN CAPITAL

- Appoint a full time registrar as early as possible.
- A designated person should take charge of human capital development and prepare such plans with strategic intent.
- Revise the Scheme of Recruitment.
- Hostel housekeepers need to be given a training at the Hotel School or at other training institutions from time to time to keep their careers in line with industry standards.
- SOR could be brought in line with the universities to facilitate recruitment of high calibre researchers and retain them.
- The services such as transport, IT, printing & publication, could be procured on tender basis to improve focus on the core activities such as research, training, networking with high level institutions, etc.

14.3. RESEARCH AND TRAINING

- The editing time for research reports should not exceed one month.
- Research reports should be released within one month from completion of the report by the author having got approval for release.
- The general meetings of the ROs should have the presence of a senior member from Administration.
- Increase the cadres of Research Fellows to enable career path development of qualified senior ROs based on performance. In this regard an evaluation system need to be decided. RFs need not be filled unless minimum standards of RF criteria are fulfilled. The cadre is necessary for budgeting purposes only but not to restrict the career path development of excelling officers.
- The leadership failure to guide the researchers on inferential methods is apparent and should be changed by transforming leadership with proper skills at the institute.
- A Statistician/Econometrician/Biometrician should be deeply involved in every research to develop the proposal with a firm statistical foundation. As

- explained in the Executive Summary this position could be at an Additional Director level.
- The performance outcomes of the institutional development work and farmer training should be identified rather than measuring by the numbers of conducted programs and the attendees.
 - The needs of farmers and officials should be targeted by the trainers in developing programs and should form the basis of approval for funding.
 - The divisional structure need to be reorganized to bring more dynamism to the HARTI. Some restructuring suggestions are given in the Executive Summary.
 - Suggested procedure for Research problem formulation
 - Research should be identified within the national priority areas in the country and impacting social interest to produce scientific evidence to formulate policy.
 - Formulation of the research problem should be based on discussions with relevant parties in order to achieve proper conclusions and recommendations.
 - Research objectives should be formulated with respect to the identified research problem
 - Before starting with the actual study work, it is necessary to properly design the experiment or survey in consultation with a qualified Statistician.
 - Proper sampling techniques should be followed to draw the sample from a population. Proper sample size is indispensable to make precise estimates of the population parameters.
 - Data should be analysed descriptively and inferentially using proper statistical tools.
 - Results should be interpreted scientifically, and policy formulation should be done based on these scientific evidence

14.4. STATISTICS AND DATA PROCESSING

- All vacancies in this unit need to be filled.
- A very strong statistical unit with IT and digital knowhow is essential.
- Statistics, Data Processing and Analytics (in view of technology oriented Bigdata and Analytics) should be developed as a strong HARTI capacity. The statistical officers in the divisions should be attached to the statistics unit and assigned to projects undertaken by the Research Divisions.
- Data management should be extended to HR, Web based information, Market Information and thus data processing function could be integrated with other work.

14.5. TRANSPORT

- Provide proper accommodation to the drivers when they are on field work.
- It appears there is a case for paying the cost of driving license renewal.
- Vehicles should be sent to the agents or a registered supplier secured under procurement guidelines for repairs.
- German Technical College could join in the procurement procedure for vehicle repairs.

- Those vehicles with cost of maintenance per kilometre and levels of breakdown per visit exceeding predetermined standards should be disposed with proper approval.

14.6. STRATEGIC MANAGEMENT

- The absence of a proper strategic path for HARTI is a great disadvantage and does not speak well for a strategic institution. It has many negative impacts on the experts working at the HARTI. Therefore, preparation of a strategy should commence at least to be implemented from 2019. The institution needs a written down strategic approach to solving Agrarian issues in the country. This is a plan for several years with very specific outcomes expected in the end. A flow chart was given in figure 23 in the report to explain the overall structure of the plan. The figure 1 in the Executive Summary gives a complete picture of the strategic needs of the organization. The national policy statements made by the leaders of Sri Lanka should be taken into consideration as the starting point.
- The SWOT analysis given in tables 19 & 20 would be very useful to gauge the present status of strengths and weaknesses. Apart from these externalities have to be gauged from the opportunities and threats. This has to consider the political, economic, social, technological, environmental, legal, and demographic factors. Time spent on this analysis with an open mindset would be very useful in getting down to a proper strategy to drive HARTI up the ladder.
- The institute may be renovated to be a more conducive facility for technology based interdisciplinary socio economic research.
- The annual budgeting should be the funding needed to move on the strategic path determined by the institute.

14.7. ADDITIONAL INFORMATION

- Please read through the Reviewers' Comments, Section 14 and Analysis, Section 13 to get useful additional information.

15. ANNEXES

Annex 1: Scope of the HARTI Review as determined by CARP	83
Annex 2: List of interviews carried out during the review process	85
Annex 3: Organization chart	86
Annex 4: List of names and designation of research staff	89
Annex 5: List of research carried out by HARTI during the past five years with the names of principle researchers	98
Annex 6: Project Total Costs	101
Annex 7: LIST OF RESEARCH PLANNED FOR 2019	107
Annex 8: Present Human Resource Plan of HARTI	109
Annex 9: Corporate Plan 2018-2020 (printed).	109
Annex 10: HARTI Act of 1972	109
Annex 11: Staff List other than Research at HARTI	109
Annex 12: Divisional Reports Submitted by Respective Heads	109
EWRM – ENVIRONMENT and Water Resources Management Division	109
ARM – AGRICULTURAL Resources Management Division	115
HRID – RESEARCHES conducted by human resources and institutional development division	120
Annex 13: ANNEX Action Plan 2020	143
Annex 14: Residential Fees(With effect from 01.01.2017)	145
Annex X – Hiring Rates of HARTI Facilities	146
ANNEX 15: 2009 - 2013 Completed Training Programmes	146
ANNEX 16: Completed Research Unpublished 2014	148

15.1. ANNEX 1: SCOPE OF THE HARTI REVIEW AS DETERMINED BY CARP

The Scope of HARTI Review determined by CARP is about the deliverables. The following list of eight scope criteria and the underlying determinants are exhaustive and the keywords are highlighted.

1. The **mission** of the Institute and its interpretation with respect to
 - **Research** and development focuses on immediate and long-term needs in Sri Lanka
 - **Transferring** technological recommendations/Research outcomes to relevant stakeholders.
 - The policies and directive of the **SLCARP** and the relevant Ministry regarding the appropriateness of Institution's Mission in the light of important changes taking place in production and product development in Sri Lanka
 - Appropriateness of the roles of relevant **partners** in the formulation and implementation of the Institution's research strategy and priorities
 - **Conservation** of the natural resources, impact of Institution's practices on natural environment and long-term environmental sustainability
2. The **objectives** and relevance of the present programme of work, budget and its forward plans for the next five years in relation to:

- The Institution's mandate and its criteria for **allocation** of resources and planning procedures adopted by the Institution and the mechanisms for their formulation
 - The Institution's **rationale** for its present allocation of resources among research, extension, information exchange and other activities
3. The content and quality and **relevance** of the scientific work with reference to:
- The **results** of research during the past 5 years and their practical applicability and economic feasibility including the impact on the Relevant Sector
 - The current and future research **plan** and the role of the various scientific disciplines therein
 - The degree and extent to which the specific **needs** of the various stakeholders were studied and analyzed in the formulation of the past and current research plans
 - The **information** exchange and extension programmes and the participation of the research staff therein
 - The adequacy of research **support** and facilities
 - The **management** of the scientific and financial resources of the Institution and the coordination of its activities
 - Level of national and international **recognition** of the Institution and its scientific staff
 - Cooperation/**collaboration** with universities, regional and international research organizations
 - Adequacy of **publications** of research findings
4. The **impact** and usefulness of the Institute activities in relation to:
- The recorded and potential **impact** of the Institution's research
 - **Cooperation** with other research institutes and with national development programmes, private sector organizations and other stakeholders
5. Examine the **extension** programme of the Institution to determine:
- Its **effectiveness** in the relevant sector
 - The effectiveness of its **information** exchange programmes and the timelines, quality and relevance of the technologies generated and its publications
 - The effectiveness of **transferring** technological recommendations based on research outputs
 - Mechanism adopted to get the **feedback** of stakeholders on research outputs and then planning future R&D
 - The identification of **problems** and constraints impeding the extension programmes/ dissemination of technological recommendations to the stakeholders.
6. The quality and effectiveness of the **management** of the Institution in relation to
- **Constitution** of research, advisory or sub-committees of the Board
 - Adequacy in coordination to ensure **excellence** of the research programme and related activities

- **Competency** and professionalism of the directorate and the senior management of the Institution and the definition of roles, organization and quality of the leadership of the Institution and rapport with staff
- Nature of the budgetary review and evaluation processes and the involvement of important stakeholders in the above stability of funding and the relationships between budget, institutes policies and plans and the effectiveness of **utilization** of resources
- Procedure for determining **staffing** requirement at all levels for selection, evaluation and compensation of staff
- Administrative of fiscal, purchasing and supply, personal computers, housing and other **facilities** including transport and general management services and their effectiveness in supporting the scientific staff

7. **Services** provided by the Institution:

- Consultancy and Advisory Services
- Laboratory Services
- Pest Control and Fumigation of warehouses

8. Overall analysis through A **SWOT** analysis to identify internally controllable and uncontrollable factors

We sincerely hope these challenging scope elements have been addressed adequately in our report. We have strived to keep the material to the bare minimum to reduce the overload of information.

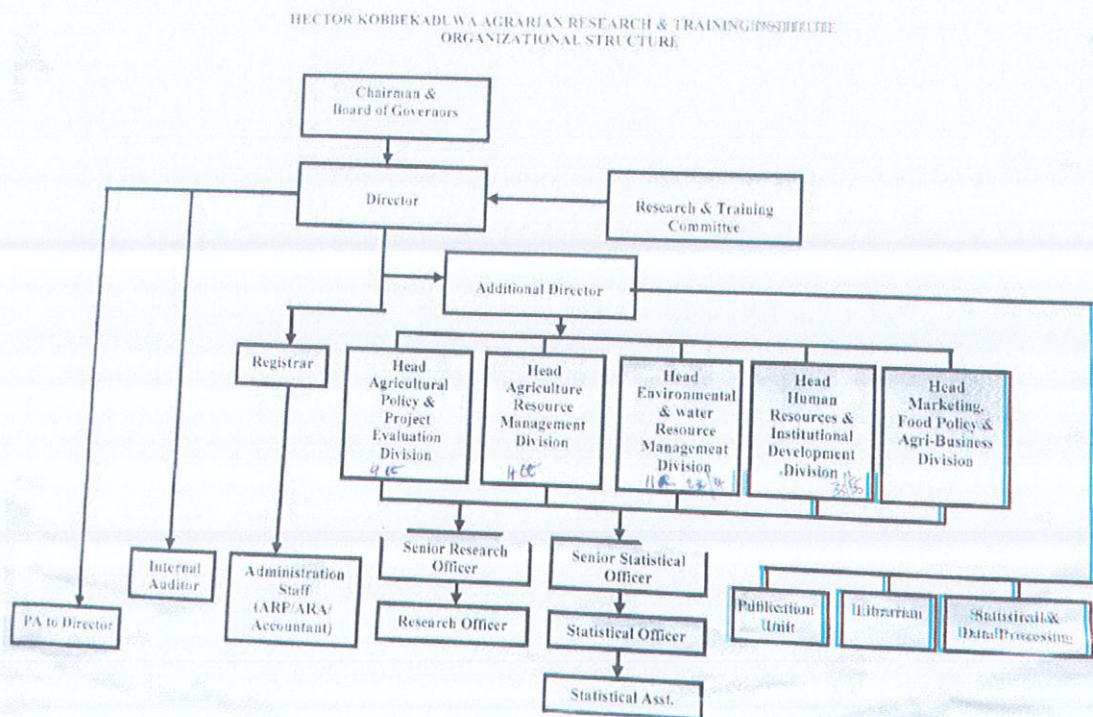
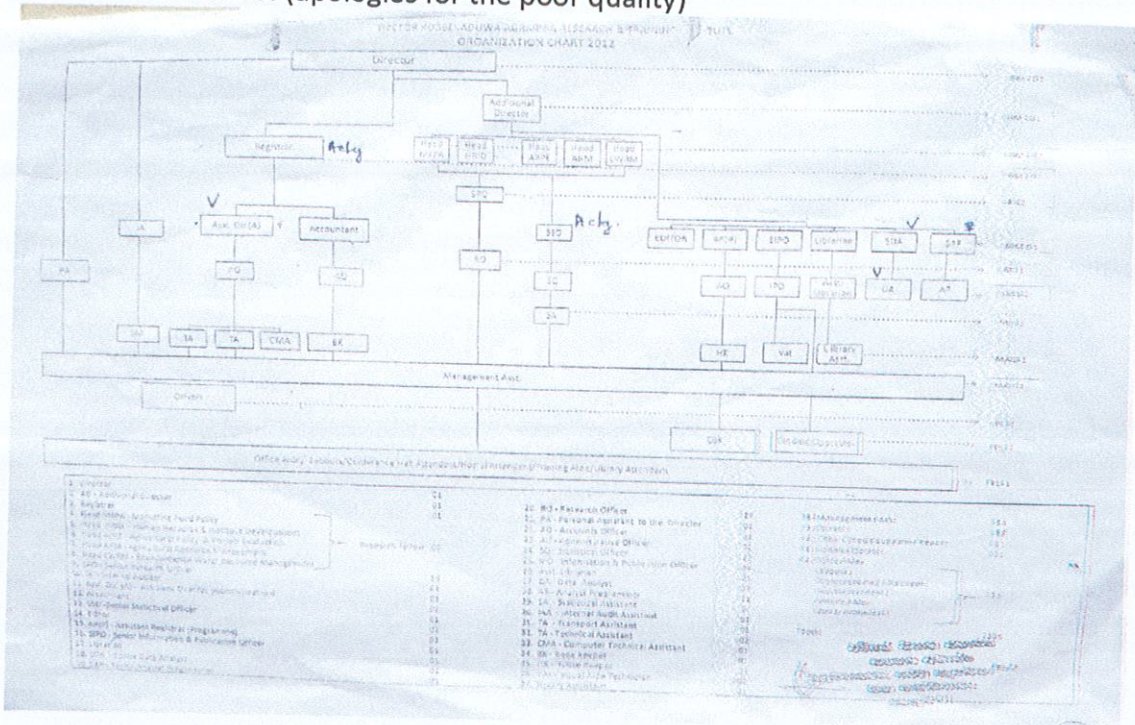
15.2. ANNEX 2: LIST OF INTERVIEWS CARRIED OUT DURING THE REVIEW PROCESS

<i>Table 26 List of Review Interviews</i>	
Date	Meetings
9-Apr-18	Agrarian Policy and Project Evaluation Division
11-Apr-18	Agricultural Resource Management Division
24-Apr-18	Environment and Water Resources Management Division
3-May-18	Human Resources and Institutional Development Division
	RO General Meeting, Chaired by Additional Director
8-May-18	Marketing, Food Policy & Agribusiness Division
15-May-18	Acting Registrar: Mr. J.J.S.Jayamanne
21-May-18	Statistics and Data Processing Unit, Acting Senior Analyst
	Publications Unit, Senior Information and Publications Officer
	Editor
	Transport Assistant
	Drivers
15-May-18	Asst Registrar Program
	Internal Audit
	Care Taker, Accommodation Facilities.
	PA to Director
	Office Secretary MA Gr 1

31-May-18	Board Members, Chairman, Director /CEO, Director of Education, Ministry of Education, Additional Secretary, Ministry of Plantations; Director of Irrigation
06-Jun-18	CEO/Director

15.3. ANNEX 3: ORGANIZATION CHART

There are two organization charts we used to refer to during the interviews and both are illustrated here. (apologies for the poor quality)



15.4. ANNEX 4: LIST OF NAMES AND DESIGNATION OF RESEARCH STAFF

HARTI EMPLOYEE AND INFORMATION [http://www.harti.gov.lk/index.php/en/about-us/2014-11-11-08-59-33/research-staff-ordered-by-](http://www.harti.gov.lk/index.php/en/about-us/2014-11-11-08-59-33/research-staff-ordered-by-24)
24 May 2018

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
K W E Karalliyadda	Director / Chief Executive Officer
	Attorney at law; Retired Ministry Secretary
Email	director@harti.gov.lk
Telephone	+94-11-2689554, +94-11-2698539-41 Ext 200
Fax	+94-11-2696743
Jayatissa, R.L.N.	Additional Director
	MA. (Rural Social Development), University of Reading (U.K.); B.A. (Economics), University of Kelaniya;
Main areas of interest	Poverty, Rural Development and Community Development, Youth in Rural Development, Traditional Culture and Rural Peasants, Participatory Rural Social Development, Food habit
Email	jayatissarl@gmail.com
Telephone	+94-11-2689553, +94-11-2698539-41 Ext 243
Fax	+94-11-2689553
Weerakkody, P.R.	Research Fellow - Head/ Agricultural Resources Management Division (ARM)
	Ph.D., University of Sri Jayawardenapura (Reading); M.Sc., in Forestry and Environmental management, University of Sri Jayawardenapura.; B.Sc. in Agriculture (Hons), University of Ruhuna.
Main areas of interest	Agricultural Sustainability Assessment.; Farming System Research; Agricultural Knowledge Management; Gender and Agricultural Development
E Mail	renukaweerakkody28@gmail.com
Telephone	+94-11-2698539-41 Ext 215; +94 76 361 6486
Samarakoon, S.M.A.	Research Fellow - Head/Human Resources and Institutional Development Division
	M.S. in Rural Sociology, University of the Philippines, Los Banos.; B.A. (Sociology), (Hons), University of Peradeniya.
Main areas of interest	Rural Sociology; Agrarian Transformation; Community Development.
E Mail	samare1@gmail.com
Telephone	+94112678134, +94-11-2698539-41 Ext 269
Fax	+94112678134
Senanayake, M.S. (Dr.)	Research Fellow
	Ph.D. (Western Economics), Huazhong University of Science & Technology, China; B.Com (Hons), University of Ruhuna; Diploma in Regional Industrial Development, RVB. The Netherlands; And NIBM, Sri Lanka.; MM-ABM (Agri-business Management) University of the Philippines, Los Banos; Certificate in Agri-business Development, AIT, Thailand.
Main areas of interest	Agri Business Management; Agricultural Resource Management; Small Scale Enterprises Development, Poverty and Rural Development.
Email	

Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)

Telephone	+94-11-2678135, +94-11-2698539-41 Ext 243
Fax	+94-11-2678135
Herath, H.M.J.K.	Research Fellow - Head / GIS Unit
	M.Sc. (Forest Science and Environmental), Japan; B.A. (Geography), (Hons), University of Peradeniya; Certificate GIS (USA); Certificate in Preparation and Analysis of Rural Development Project Hyderabad, India
Main areas of interest	Geographic Information System and Computer Cartography, Agro-forestry, Climate change.
Email	herathda@yahoo.com
Telephone	+94-11-2698539-41 Ext 224
Wickramasinghe, W.A.R (Dr.)	Research Fellow - HEAD/ Marketing Food Policy and Agri business Division (MFPA)
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Fax	+94-11-2696981
Priyadarshana, W.H.D.	Senior Research Officer
	M.Phil., (Agricultural Economics) Post Graduate Institute of Agriculture, (PGIA) University of Peradeniya.; M.A. (Economics), University of Kelaniya; B.A. (Economics)(Hons), University of Sri Jayawardenapura.; Expert Certificate in "Developing Research capacity for sustainable development in Sri Lanka bridging research and policy", Monash; University, Australia.; Took part in training in Australia, Thailand, South Korea, Malaysia, India
Main areas of interest	Agricultural economics, Agricultural Marketing, food security, poverty and rural development.
E Mail	whdumidu@yahoo.com; dumindapriyadarshana123@gmail.com
Telephone	+94-112679764, +94-11-2698539-41 Ext 229
Fax	+94112682283
Shantha, W.H.A.	Senior Research Officer - Head/Environmental and Water Resource Management Division
	MSc. in Environmental Science and Technology, University of the Ryukyus, Japan - 2011; Post Graduate Diploma in Applied Statistics, University of Peradeniya, Sri Lanka - 2007; BSc. in Agriculture, Faculty of Agriculture, University of Ruhuna, Sri Lanka - 2001
Main areas of interest	Environmental Science; Food Security; Agricultural Extension
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Telephone	+94-11-2698539-41 Ext 232
Fax	+94-11-2692423
Samarasinha, G.G. de L.W.	Senior Research Officer
	M.Phil. in Integrated Water Resource Management, Postgraduate Institute of Agriculture, University of Peradeniya, Sri Lanka.; B.Sc. in Agriculture (Hons.), Faculty of Agriculture, University of Peradeniya, Sri Lanka
Main areas of interest	Climate Change; Water Resource Management
Email	geeahan@yahoo.com,
Telephone	+94-11-2694164, +94-11-2698539-41 Ext 236
Fax	+94-11-2694164
Bandara, M.A.C.S.	Senior Research Officer
	MSc in Environment, University of Melbourne, Australia; M.Phil. in Integrated Water Resource Management, Postgraduate Institute of

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
	Agriculture, University of Peradeniya, Sri Lanka; B.Sc. in Agriculture, Faculty of Agriculture, University of Peradeniya, Sri Lanka. - 2001
Main areas of interest	Irrigation and Water Resource Management; Food Security Analysis; Climate Change and Environmental
Email	chaminda.sidath@gmail.com
Telephone	+94-11-2698539-41 Ext 217
Fax	+94-11-2692423
De Silva, P.C.J.	Senior Research Officer
	B.A. (Special), University of Peradeniya.; M.Sc. Human Resources Management, University of Science and Technology, Huazhong, China.; Main areas of interest
Human Resource Development	
Telephone	+94-11-2698539-41 Ext 231
Email	chathura1@yahoo.com
Hitihamu, H.M.S.J.M.	Senior Research Officer
	Masters in Rural Development, The University of Queensland, Australia.; M.Sc. (Animal Science), PGIA, University of Peradeniya.; B.Sc.(Agriculture) (Hons), University of Peradeniya
Main areas of interest	Livestock Economics; Poverty; Rural Development; Organic farming; Project Evaluation
Email	
Telephone	+94-11-2698539-41 Ext 310
Lurdu, M.D.S.	Senior Research Officer
	M.A. (Mass Communication) University of Kelaniya.; B.A. (Hons.), Sinhala Language University of Colombo.;
Main areas of interest	Rural Development Communication; Development Communication for Agriculture; Women in Agriculture
Email	susilalurdu@yahoo.com
Telephone	+94-11-2698539-41 Ext 230
Rambukwella, R.Y.D.M.R.N.K.	Senior Research Officer
	M.Sc. University of Kelaniya.; B. Com, University of Kelaniya.; ICASC, Stage I.
Main areas of interest	Agriculture Marketing, Agriculture Economics.
Email	
Telephone	+94-11-2698539-41 Ext 262
Samantha, N.P.G.	Senior Research Officer (on study leave - abroad)
	B.A. (Economics) (Hons), University of Sri Jayawardenapura.
Main areas of interest	Poverty, Rural Development, Rural Credit, Agricultural Marketing.
Email	samanthanpg@yahoo.com
Telephone	+94-11-2698539-41 Ext
Vidanapathirana, R.P.	Senior Research Officer
	M.Sc. (Agriculture) University of Peradeniya.; B.Sc. (Agriculture), (Hons) University of Peradeniya.
Main areas of interest	Agriculture Marketing, Food and Nutrition.
Email	ruviniepa@yahoo.com
Telephone	+94-11-2698539-41 Ext 263
Bamunuarachchi, B.A.D.S.	Research Officer
	M.Sc. (Organizational Management), Postgraduate Institute of Agriculture, University of Peradeniya, Sri Lanka, 2012.; B.Sc.

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
	(Agriculture Special), Rajarata University of Sri Lanka.; Certificate in Business Accounting (CIMA, UK)
Main areas of interest	Agrarian Livelihood Development; Agricultural Extension; Poverty and Finance; Food Security
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Champika, P.A.J.	Research Officer
	Master in Agri - Business management, (MABM), University of Ruhuna, Sri Lanka.; B.Sc.(Agriculture) (Specialized in Agricultural Economics), University of Ruhuna, Sri Lanka; Preliminary Certificate in Marketing, Sri Lanka Institute of Marketing.
Main areas of interest	Agricultural Marketing; Agric. Business management; Food Security
Email	jayamchampika@gmail.com
Telephone	+94-11-2698539-41 Ext 283
Edirisinghe, I.	Research Officer
	Masters in Development Studies, Faculty of Graduate Studies, University of Colombo; Diploma in Participatory Governance and Local Leadership, Sri Lanka Institute of Development Administration in Collaboration with the Open University of Sri Lanka and Northern Illinois University, USA.; B.Sc.(Agriculture)(Hons), University of Peradeniya.
Main areas of interest	Rural Development; Gender; Poverty
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Telephone	+94-11-2698539-41 Ext 301
Jayasinghe, J.A.U.	Research Officer (On Study Leave)
	Master of International and Development Economics, Crawford School of Public Policy, Australian National University, Australia-(Reading); MSc. in Agriculture Economics, Post Graduate Institute of Agriculture, University of Peradeniya, Sri Lanka. - (Reading); B Sc. in Agricultural Technology and Management, Faculty of Agriculture, University of Peradeniya, Sri Lanka.; Professional Diploma in Marketing, Chartered Institute of Marketing, UK.
Main areas of interest	Food Security; Impact of Climate Change in Agriculture; Agricultural Economics
Email	uthpaljaya@gmail.com
Telephone	+94-11-2698539-41 Ext 223
Fax	+94-11-2692423
Jayasooriya, H.J.C	Research Officer
	M Sc.in Crop Science, Post Graduate Institute of Agriculture, University of Peradeniya, Sri Lanka; B Sc. Agriculture, Faculty of Agriculture, University of Peradeniya, Sri Lanka.
Main areas of interest	Water Resource Management; Sustainable Agriculture; Climate Change Adaptation
Email	chinthakahj@gmail.com
Telephone	+94-11-2698539-41 Ext 323
Fax	+94-11-2692423
Padmajani, M.T.	Research Officer
	Master of Environmental and Resource Economics, Crawford School of Public Policy, Australian National University, Australia; BSc. in Agriculture, Faculty of Agriculture, University of Peradeniya
Main areas of interest	Agricultural and Environmental Economics.; Water Resource Management

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
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Priyankara, E.A.C.	Research Officer (On Study Leave)
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Main areas of interest	International Economics, Agricultural Economics, Agricultural Co-operatives, Agricultural Marketing, Rural Development
Telephone	+94-11-2698539-41 Ext
Rambodagedara, R.M.M.H.K.	Research Officer
	Master in Development Studies, Faculty of Graduate Studies, University of Colombo, Sri Lanka; Postgraduate Diploma in Development Studies, Faculty of Graduate Studies, University of Colombo, Sri Lanka; BA in Sociology, Faculty of Arts, University of Peradeniya, Sri Lanka
Main areas of interest	Environmental Sociology; Water Resources Management; Food Security
Email	malathiel@gmail.com
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Fax	+94-11-2692423
Wijesinghe, R.D.	Research Officer
	Master in Economics, University of Colombo.; B.Sc. in Agriculture, University of Ruhuna.
Main areas of interest;	Agricultural Economics, Agricultural Resource Management, Food Security; Sustainable Agriculture
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Telephone	+94-11-2698539-41 Ext 245
Wijesinghe, I.P.P.M.	Research Officer
	Masters in Economics (Reading), University of Colombo; B.A.Economics (Specialized in Econometrics), University of Colombo.
Main areas of interest	Agricultural Economics; Livelihood Development.; Sustainable Agriculture; Agricultural Production Economics
Email	maduraippw@gmail.com
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Wijesooriya, W.A.N.	Research Officer
	Master in Development Studies, Faculty of Graduate Studies, University of Colombo.; Post-graduate Diploma in Development Studies, University of Colombo.; B. Sc. (Agriculture) Eastern University of Sri Lanka.; Diploma in Agriculture, Sri Lanka School of Agriculture, Kundasale.
Main areas of interest	Agriculture Economics, Agricultural Marketing, Food Security and Rural Development
Email	nalwijesooriya@yahoo.com
Telephone	+94-11-2698539-41 Ext 240
Aiome, G. V. Norica	Research Officer
	M.Phil. (Agricultural Engineering), Faculty of Engineering, The Open University of Sri Lanka; M.Sc. in Integrated Water Management, Post Graduate Institute of Agriculture, , University of Peradeniya; B.Tec

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
	(Engineering)(Hons) Agricultural Engineering, Open University of Sri Lanka
Main areas of interest	Integrated Water Resources Management; Climate changes & adaptations; Agricultural Engineering
Email	
Telephone	+94-11-2696981 Ext 315
Amarakoon, A.R.W.M.M.D.	Research Officer
	M.Sc. in Cereal and Food Systems, North Dakota State University, USA.; B.Sc.(Hons) in Agricultural Technology and Management (Specialized in Animal-; Science), University of Peradeniya, Sri Lanka.
Main areas of interest	Household food security, Community nutrition, Food systems
Email	dar.amarakoon@gmail.com
Telephone	+94-11-2698539-41 Ext
Dharmawardhana, D.T.P.S.	Research Officer
	Master of Philosophy(M.Phil.)(Reading), University of Ruhuna.; B.Sc. Agriculture(HONS), University of Ruhuna.
Main areas of interest	Agricultural Economics ; Livelihood Developments; Environmental Economics; Poverty and Food Security
Email	dharmawardhana@harti.gov.lk thusharadharmawardhana@gmail.com
Telephone	+94-11-2698539-41 Ext 278
Dias, M.P.N.M.	Research Officer
	M.Sc. in Environmental Science, Postgraduate Institute of Science, University of Peradeniya, Sri Lanka. (Reading); B.Sc. in Agriculture, Faculty of Agriculture, ; University of Ruhuna, Sri Lanka.
Main areas of interest	Climate change; Water resources Management.
Email	nadeeshampnm@gmail.com
Telephone	+94-11-2698539-41 Mobile ; 0715968889 Ext 223
Dissanayake, A.K.A.	Research Officer
	Masters of Financial Economics (MFE), University of Colombo; B.Sc. (Agriculture) - Specialized in Agribusiness Management, Faculty of Agriculture & Plantation Management, Wayamba University.
Main areas of interest	Agricultural Economics; Agribusiness Management; Rural Development; Micro Credit.
Email	akadissanayake@gmail.com, dissanayaka.a@harti.gov.lk
Telephone	+94-11-2698539-41 Ext 335
Dissanayake, D.M.A.C	Research Officer
	Master in Sociology (Reading), University of Colombo.; B.A. (Hons) in Sociology, University of Ruhuna.; Professional Qualification in Human Resources Management, Institute of Personnel Management, Sri Lanka
Main areas of interest	Rural Development; Agrarian transformation and Development; Agricultural Policies & Contemporary Issues; Agrarian Labour.
Email	amal0055@gmail.com
Telephone	+94-11-2698539-41 Ext 295
Kuruppu, I.V.	Research Officer
	Master of Business Administration (Reading) at Postgraduate Institute of Management; (PIM) University of Sri Jayawardenapura.; B.Sc. (Agriculture)(Hons) - Specialized in Agribusiness Management Wayamba - ; University of Sri Lanka.; Diploma in Supply Chain Management - IQN (UK); CMA - Stage II

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
Main areas of interest	Agricultural Economics, Agricultural Marketing, Supply Chain in Agribusiness.
Email	virajithkuruppu@gmail.com
Telephone	+94-11-2698539-41 Ext
Prasad, Sangeeth	Research Officer
	MSc. in Bio-Statistics, PGIA, University of Peradeniya, Sri Lanka.; BSc. (Hons) in Agriculture (Specialized in Environmental Soil Management), Faculty of Agriculture, Rajarata University of Sri Lanka.
Main areas of interest	Bio & Applied Statistics, Environmental Science, Agricultural Extension, Sustainable Agriculture
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Telephone	+94-11-2696981 Ext 252
Rathnayake, R.M.D.H.	Research Officer
	B.Sc. (Agriculture)(Hons) Specialized in Plantation Management, Wayamba University of Sri Lanka.
Main areas of interest	Agricultural Resource Management; Agriculture Extension, ; Sustainable Agriculture; Land Economics
Email	dinurathnayake89@gmail.com; rathnayake.r@harti.gov.lk
Telephone	+94-11-2698539-41 Ext 254
Rifana, M.B.F.	Research Officer
	Masters in Economics (Reading), University of Colombo.; B.Sc.(Hons) in Agricultural Technology and Management, Specialized in Applied Economics and Business Management, University of Peradeniya.; Saga University Programme for Academic Exchange, Saga University, Japan.
Main areas of interest	Agricultural Policies Analysis; Agricultural Economics; Food Security.; Gender and Agricultural Development
Email	brifana@gmail.com; rifana.m@harti.gov.lk
Telephone	+94-11-2696981 Ext 226
Perera, Dilini M.D	Research Officer
	Master of Business Administration, University of Peradeniya, Sri Lanka; B.Sc.(Hons) in Agricultural Technology & Management, (Specialized in Applied Economics and Business Management), University of Peradeniya, Sri Lanka
Main areas of; interest	Agricultural Economics; Agricultural Policy; Agricultural trade and climate change
Email	perera.d@harti.gov.lk, dilinidayashani277@gmail.com
Telephone	+94-11-2698539-41 Ext 312
Udari, U.D.R.	Research Officer
	M.Sc. in Agricultural Economics (reading), Post Graduate Institute of Agriculture, University of Peradeniya, Sri Lanka; B.Sc. (Hons) in Agricultural Technology & Management (Specialized in Crop Science) Faculty of Agriculture, University of Peradeniya, Sri Lanka
Main areas of interest	Agricultural Policy; Crop Production Systems and Climate Change; Sustainable Agriculture
Email	This email address is being protected from spambots. You need JavaScript enabled to view it., ">raveenudari@gmail.com, udari.r@harti.gov.lk
Telephone	+94-11-2698539-41 Ext 336
Agricultural Policy and Project Evaluation Division [APPE],	

<i>Table 27 List of Name and Designations of CEO and Research Staff (During the Review Period)</i>	
Head,	Dr.Ranjith Wickramasinghe (Senior Research Officer)
Assisting to Head	Mrs. Sagarika Hitihamu (Senior Research Officer)
Tele	-: +94-11-2678135
Fax	: +94-11-2678135
Agricultural Resource Management Division [ARM]	
Head,	Mrs. P.R.Weerakkodi (Research Fellow)
Assisting Head	Mrs. M. D. S. Lurdu (Senior Research Officer)
Tele	+94-11-2683239
Fax	+94-11-2683239
Environment and Water Resources Management Division [EWRM]	
Head,	Mr. W. H. A. Shantha (Senior Research Officer)
Assisting to Head	Mr. M.A.C.S. Bandara (Senior Research Officer)
Tele	+94-11-2694164
Fax	+94-11-2694164
Human Resources and Institutional Development Division [HRID]	
Head,	Mr. S.M.A.Samarakoon (Research Fellow)
Assisting to Head	Mr. H.M.J.K. Herath (Senior Research Officer)
Tele	+94-11-2678134
Fax	+94-11-2678134
Marketing Food Policy and Agri-Business Division [MFPA]	
Head	Mr. W.H.D. Priyadarshana (Senior Research Officer)
Assisting to Head	Mr. W.A.N. Wijesooriya (Senior Research Officer)
Tele	+94-11-2692378
Fax	+94-11-2682283
Statistical and Data Processing Division	
Head (Acting)	Mr. M D L Senarath (Senior System Analysts)
Tele	+94-11-2680636
Fax	+94-11-2680636
Publication Division	
Head (Acting)	Mr. S A C U Senanayake (Senior System Analysts)
Tele	
Fax	
Assistant Registrar (Programme)	Chandrika Dahanayaka
Tel	+94-11-2698539-41 Ext :208
Registrar (Acting)	Jayamanna, J.J.S.
Tel	+94-11-2698539-41 Ext :237
Internal Auditor	Ekanayake, N.C.
Tel	Ext +94-11-2698539-41 Ext :218
Librarian	
Tel	Ext +94-11-2698539-41 Ext :268
Senior Systems Analyst	Senarath, M.D.L.
Tel	Ext +94-11-2698539-41 Ext :288

Senior Information and Publication Officer	Senanayake, S.A.C.U.
Tel	Ext +94-11-2698539-41 Ext :280
Accountant	G.W.Thushari Wedage, Jeewani Nanayakkara
Tele	+94-11-2694253 ,+94-11-2698539-41 Ext :210
Fax	+94-11-2694253

15.5. ANNEX 5: LIST OF RESEARCH CARRIED OUT BY HARTI DURING THE FOUR YEARS 2013-16 WITH THE NAMES OF PRINCIPAL RESEARCHERS

Table 28 List of Research Carried out During the Four Years 2013-16

Year	Project Name & Coordinators Name	Project No
2013	Agri Business Village Development Project (Konakubukwewa Village Development Programme for the Initial Wrote) E.A.C.Priyankara HARTI	R???
2013	Agro Tourism Current Status Challenges and Prospects in Sri Lanka Is R M M H K Rambodagedara HARTI	R???
2013	Assessment of Government Accelerated Tank Desilting Programme Conducted in Late 2012 Mr M A C S Bandara HARTI	R???
2013	Economies of Scale and Technical Efficiency of Paddy Farming in Low Country Wet Zone P P M Wijesinghe HARTI	R???
2013	Impact of Upper Watershed Management Project(UWMP) on Livelihood Improvement of Rural Farming Community Ms G G L Samarasinha HARTI	R???
2013	Micro Finance Institutions in Sri Lanka. Examination About Different Models to Identify Success Factors Mr J K M D Chandrasiri HARTI	R???
2013	Recent Status and Future Prospects for the Spices Based Oil Industry in Sri Lanka Mr S Epasinghe HARTI	R???
2013	Re-Feasibility Study of Establishment of Direct Marketing System R E A C Priyankara HARTI	R???
2013	Special Project Hart	R???
2014	Causes and Effects of Paddy Lands Fill Ng in Western Province H M J K Herath	R475
2014	Classification of Paddy Lands in Low Country Wet Zone Based on the Limitation Collaborative Pilot Project With Land Use Policy Planning Department (Special Project) Mr. I.P.M.Wijesinghe	R486
2014	Consequence of Free Holding Rights of LDO Lands on Farming Community and Agricultural Sector Ms BA D S Bamunuarachchi	R482
2014	Evaluation of Agro-Entrepreneurship Development Programme Mr R L N Jayatissa	R487
2014	Evaluation of Women's Agricultural Extension Organization Implemented by Department of Agriculture Mrs M D Susila Lurdu	R471
2014	Government Intervention on Paddy Marketing in Sri Lanka.-Issues on Purchasing and Post Stock Management Mr W A N Wijesooriya	R483
2014	Identification of SOCIO Economic Factors Affecting Poor Mechanization of other Field Crops Production Mrs Sharmini Kusum Kumara	R472
2014	Implementation of CSTR Biogas Generation Plant From Kitchen Waste	R404
2014	Industrial Uses of Export Agricultural Crops and Prospects for Development Mrs R D Wijesinghe	R476
2014	Opportunities and Barriers in Income Diversification of Irrigated Paddy Farmers in Anuradhapura District Ms JA U P Jayasinghe	R488
2014	Present Situation and Future Prospects of Non-Farm Employment Opportunities in the Mahaweli Areas Dr WAR Wickramasinghe	R480
2014	Present Situation of Backyard Poultry Industry Mrs H M J S M Hitihamu	R485

Table 28 List of Research Carried out During the Four Years 2013-16

Year	Project Name & Coordinators Name	Project No
2014	Problems and Challenges of Fruits and Vegetable Exporters in Sri Lanka Mr S Epasinghe	R473
2014	Socio Economic Impact Assessment Mau Ara Project Mrs G G L Samarasingha	R484
2014	Traditional Rice Sub Sector in Sri Lanka: Present Status Constraints and Future Prospects Ms R Rambukwella	R478
2014	Training Programme - Buduruwagala E.A.C. Priyankara	R439
2014	Unregulated Utilization of Groundwater Issues and Consequences Mr M M M Aheeyar	R474
2014	කීර හා කොරවු වගාවන් ආශ්‍රිත නිෂ්පාදන හා දිස්ත්‍රික්ක Dr.T.A.Dharmaratne (Special Project)	R477
2014	නිල්වලා ගංවතුර වැළැක්වීමේ ව්‍යාපාරයට අයත් ප්‍රදේශ තුළ දැනට වගාවන් සිදු නොකරන ඉඩම් ප්‍රජාවගේ ජීවනෝපාය සංවර්ධනය සඳහා ප්‍රදායී ලෙස භාවිත කිරීමට ගත යුතු ක්‍රියා මාර්ග සහ ප්‍රදේශයට සුදුසු විකල්ප වගාවන් සහ සත්ව පාලන ක්‍රම හඳුනා ගැනීම Mr.C.Jayasooriya (Special Project)	R479
2015	Consumer Buying Behaviour and Preferences Fresh Milk and Milk Powder: the Case of OCO Contaminate on Issue Ms R P Vidanapathirana	R491
2015	Consumer Preference for Different Rice Varieties in Sri Lanka Ms R Rambukwella	R501
2015	Determination of Discrepancy in Paddy Land Data: Pilot Project in LOW Country Wet Zone	R490
2015	Development Potentials for Export Crops Mt R L N Jayatissa	R500
2015	Evaluations of Commercial Farming and Youth Agripreneurship Mr.W.H.A.Shantha	R504
2015	Factors Affecting on Continuous Cultivation of Tobacco and Possibilities to After Them in to other High Value Crop Or Activity – Sri Lanka Dr. T.A.Dharmaratne	R502
2015	Farmer Motivation to Use Hybrid Seeds in Crop Production: Causes and Its Impact Mr I P P M Wiles4nghe	R496
2015	Farmer Perception and Demand Tor Pesticide in Rice Production Systems of Sri Lanka Ms M T Padmajani	R498
2015	Finding the Potentials of Increasing Income of the Beneficiary Agricultural Households in the Batticaloa District Mr. P.C.J.De Silva	R503
2015	Fruit Village Development Dr.M.S.Senanayake (Special Project)	R506
2015	Impact of Drought on Farming Community and Potential Strategies to Minimize the Vulnerability . in Case of Rainfed and Seasonal Tank System Mr H J C Jayasooriya	R493
2015	Livelihood Development of Beneficiaries of the Samurdhi Programme: Strategies Outcomes. Impacts and Challenges Ms I K Edirisinghe	R497
2015	Mechanization and Its Impact on Livelihood ,Output and Cost of Production in Paddy Sector in Dry Zone Major Irrigation Schemes Ms.B.A.D.S.Bamunuarachchi	R495
2015	Monitoring and Evaluation of New Home Gardening Programme of the Ministry of Irrigation and Agriculture Dr W A R Wickramasinghe	R494

Table 28 List of Research Carried out During the Four Years 2013-16

Year	Project Name & Coordinators Name	Project No
2015	Prospect and Constraints of Off Season Big Onion Production Programme in Hambantota District Ms P A J Champika	R492
2015	Small and Medium Scale Agriculture Entrepreneurs in Badulla and Nuwara Eliya District: Present Situation and Future Potentials Ms M O S Lurdu	R499
2016	Absorption of Agriculture Graduates and Diploma Holders on to the Agricultural Sector of Sri Lanka Current Status and Constraints	R518
2016	Analysis of Cost of Production of Paddy and other Field Crops in Major Producing Areas in Sri Lanka Mr W H D Priyadarshana	R513
2016	Lessons to Be Learnt From Ancient Sri Lankan Water Management Techniques for the Development of Integrated Water Resource Management Concept Ms J A U P Jayasinghe	R519
2016	National Food Production Prog 2016-2018 Baseline Survey Mr M A C S Bandara	R510
2016	Possible Solutions for Identified Major Issues in other Field Crop Sector Development in Northern Province Mr R N Jayatissa	R517
2016	Potentials and Constraints of Bio Pesticide and Bio Fertilizer Use and Production in Sri Lankan Agriculture Ms M T Padmajani	R514
2016	Potentials of Farmer Interactive Action to Remedy Vegetable Marketing Problems in Sri Lanka Dr W A R Wickramasinghe	R515
2016	Quality Issues in Supply Chain of Fresh Fruit and Vegetables in Asia : A Meta Mrs R P Vidanapathirana	R516
2016	Study on High Sedimentation on Tank Beds over Human Activities and Its Impacts on Agriculture Mr W H A Shantha	R511
2016	Sustainability of Farming System South East Dry Zone of Sri Lanka: Issues and Options for Improvement (Component 01) Mr I P P M Wijesinghe	R508
2016	Sustainability of other Field Crop Production in DL 1 A and DL South East Dry Zone of Sri Lanka Mrs P R Weerakkody	R509

15.6. ANNEX 6: PROJECT TOTAL COSTS

The table below gives refined data extracted from the 12 scanned images supplied by the HARTI and the classification of activities used for the analysis.

Table 29 Project Total Costs

PROJ' REF.	PROJECT NAME & COORDINATORS NAME	CLASS'N	PROJECT COST
R501	Consumer Preference for Different Rice Varieties in Sri Lanka Ms R Rambukwella	Research	592,215.21
R502	Factors Affecting on Continuous Cultivation of Tobacco and Possibilities to After Them in to other High Value Crop Or Activity – Sri Lanka Dr. T.A.Dharmaratne	Research	73,787.90
R503	Finding the Potentials of Increasing Income of the Beneficiary Agricultural Households in the Batticaloa District Mr. P.C.J.De Silva	Research	466,021.57
R504	Evaluations of Commercial Farming and Youth Agripreneurship Mr.W.H.A.Shantha	Research	790,720.21
R506	Fruit Village Development Dr.M.S.Senanayake (Special Project)	Research	38,784.84
G75	Sustainability of Farming Systems in South East Dry Zone Mrs.P.R.Weerakkody (Special Project)	Special Projects	230,112.84
S	Special Project - Estimated Budget – 1,000,000 (G 75 – 330,700.00. G 76-300,000.00. R502 319,500.00. R 504 657,398.50)	Special Projects	36,631.19
T406	Training Programme Mr. P.C.J.De Silva	Training	938,362.02
T407	Training Programme Mr.J.K.M.D.Chandrasiri	Training	284,159.56
T409	Training Programme Mr H.M.J.K. Herath	Training	27,644.72
T410	Training Programme Mr.H.M.J.K.Herath	Training	1,900.00
T411	Training Programme Mr S.M.A.Samarakoon	Training	68,118.56
T412	Training Programme Mr. S.M.A.Samarakoon	Training	413,037.08
P	Research Publication	Publications	530,605.00
C	Research and Training Committee	Committees	60,000.00
W	Conference Workshop	Workshops	29,374.89
E	Other Exhibition	Exhibitions	97,833.24
W	Workshop 1-2015	Workshops	46,700.00
L	Public Lecture	Lectures	5,000.00
W	Workshop 2- 2015	Workshops	26,756.40
T417	Training Programme R T N Jayatissa	Training	17,543.00
T418	Training Programme S M A Samarakone HARTI	Training	438,574.86
T419	Training Programme Mr S M A Samarakoon HARTI	Training	594,054.57
T420	Training Programme Mr P C J De Silva HARTI	Training	1,218,408.04
T421	Training Programme My S M A Samarakoon HARTI	Training	597,947.37
T422	Agri-Business Concepts and Marketing Extension Mr W H A Shantha HARTI	Training	249,282.18
T423	Training Programme S M A Samarakoon	Training	522,715.98
W	Workshop -01/2017 Mr S Epasinghe HARTI	Workshops	26,178.87

Table 29 Project Total Costs

PROJ' REF.	PROJECT NAME & COORDINATORS NAME	CLASS'N	PROJECT COST
W	Workshop 02/2017 Mr R I N Jayatissa	Workshops	35,875.00
W	Workshop 03/2017 Mt S M A Samarakoon HARTI	Workshops	59,327.26
W	Workshop - 04/2017 Ms H M S J M Hitihamu HARTI	Workshops	41,516.01
W	Workshop 05/2017 Mr R I N Jayatissa	Workshops	61,936.37
P	Institute Journals and Newsletter	Publications	547,575.00
C	Research and Training Committee	Committees	82,000.00
R508	Sustainability of Farming System South East Dry Zone of Sri Lanka: Issues and Options for Improvement (Component 01) Mr I P P M Wijesinghe	Research	1,424,522.57
R509	Sustainability of other Field Crop Production in DL 1 A and DL South East Dry Zone of Sri Lan Mrs P R Weerakkody	Research	1,444,479.73
R510	National Food Production Prog 2016-2018 Baseline Survey Mr M A C S Bandara	Research	1,765,699.43
R511	Study on High Sedimentation on Tank Beds over Human Activities and Its Impacts on Agriculture Mr W H A Shantha	Research	1,083,874.45
R513	Analysis of Cost of Production of Paddy and other Field Crops in Major Producing Areas in Sn Lanka Mr W H D Priyadarshana	Research	717,389.00
R514	Potentials and Constraints of Bio Pesticide and Bio Fertilizer Us? ;E and Production in Sri Lankan Agriculture Ms M T Padmajani	Research	43,281.37
R515	Potentials of Farmer Interactive Action to Remedy Vegetable Marketing Problems in Sri Lanka Dr W A R Wickramasinghe	Research	803,353.00
R516	Quality Issues in Supply Chain of Fresh Fruit and Vegetables in Asia : A Meta Mrs R P Vidanapathirana	Research	406,199.70
R517	Possible Solutions for Identified Major Issues in other Field Crop Sector Development in Northern Province Mr R N Jayatissa	Research	972,196.08
R518	Absorption of Agriculture Graduates and Diploma Holders on to the Agricultural Sector of Sri Lanka Current Status and Constraints	Research	260,532.04
R519	Lessons to Be Learnt From Ancient Sri Lankan Water Management Techniques for the Development of Integrated Water Resource Management Concept Ms J A U P Jayasinghe	Research	15,143.10
T414	Training Programme S M A Samarakoon	Training	639,840.90
T415	Training Programme S M A Samarakoon	Training	749,997.00
T416	Training Programme S M A Samarakoon	Training	334,221.52
Q	Research Colloquium 2016	Colloquium	362,788.22
P	Institute Journals and Newsletter	Publications	852,842.00
V	Video Documentary HARTI	Videos	8,008.00
L	Public Lectures	Lectures	15,950.00
C	Research and Training Committee	Committees	84,000.00

Table 29 Project Total Costs

PROJ' REF.	PROJECT NAME & COORDINATORS NAME	CLASS'N	PROJECT COST
E	Exhibition I - 2016	Exhibitions	52,025.75
E	Exhibition II - 2016	Exhibitions	58,017.39
W	Workshop 1/2016	Workshops	43,065.28
W	Workshop 2/2016	Workshops	58,017.39
R490	Determination of Discrepancy in Paddy Land Data: Pilot Project in LOW Country Wet Zone	Research	950,254.62
R491	Consumer Buying Behaviour and Preferences Fresh Milk and Milk Powder: the Case of OCO Contaminate on Issue Ms R P Vidanapathirana	Research	510,979.69
R492	Prospect and Constraints of Off Season Big Onion Production Programme in Hambantota District Ms P A J Champika	Research	525,886.31
R493	Impact of Drought on Farming Community and Potential Strategies to Minimize the Vulnerability . in Case of Rainfed and Seasonal Tank System Mr H J C Jayasooriya	Research	630,334.00
R494	Monitoring and Evaluation of New Home Gardening Programme of the Ministry of Irrigation and Agriculture Dr W A R Wickramasinghe	Research	393,987.76
R495	Mechanization and Its Impact on Livelihood ,Output and Cost of Production in Paddy Sector in Dry Zone Major Irrigation Schemes Ms.B.A.D.S.Bamunuarachchi	Research	651,076.04
R496	Farmer Motivation to Use Hybrid Seeds in Crop Production: Causes and Its Impact Mr I P P M Wiles4nghe	Research	874,153.44
R497	Livelihood Development of Beneficiaries of the Samurahi Programme: Strategies Outcomes. Impacts and Challenges Ms I K Edirisinghe	Research	793,985.79
R498	Farmer Perception and Demand Tor Pesticide in Rice Production Systems of Sri Lanka Ms M T Padmajani	Research	448,928.75
R499	Small and Medium Scale Agriculture Entrepreneurs in Badulla and Nuwara Eliya District: Present Situation and Future Potentials Ms M O S Lurdu	Research	488,060.66
R500	Development Potentials for Export Crops Mt R L N Jayatissa	Research	594,986.30
R404	Implementation of CSTR Biogas Generation Plant From Kitchen Waste	Research	35,000.00
R471	Evaluation of Women's Agricultural Extension Organization Implemented by Department of Agriculture Mrs M D Susila Lurdu	Research	535,325.04
R472	Identification of SOCIO Economic Factors Affecting Poor Mechanization of other Field Crops Production Mrs Sharmini Kusum Kumara	Research	673,273.40
R473	Problems and Challenges of Fruits and Vegetable Exporters in Sri Lanka Mr S Epasinghe	Research	666,380.05
R474	Unregulated Utilization of Groundwater Issues and Consequences Mr M M M Aheeyar	Research	21,236.96
R475	Causes and Effects of Paddy Lands Fill Ng in Western Province H M J K Herath	Research	518,063.15

Table 29 Project Total Costs

PROJ' REF.	PROJECT NAME & COORDINATORS NAME	CLASS'N	PROJECT COST
R476	Industrial Uses of Export Agricultural Crops and Prospects for Development Mrs R D Wijesinghe	Research	502,493.31
R477	කීර හා කොරටු වගාවන් ආශීර්ත නිෂ්පාදන හා දිස්ත්රික්ක Dr.T.A.Dharmaratne (Special Project)	Research	79,913.07
R478	Traditional Rice Sub Sector in Sri Lanka: Present Status Constraints and Future Prospects Ms R Rambukwella	Research	543,587.00
R479	නිල්වලා ගංවතුර වැළැක්වීමේ වියාපාරයට අයත් ජරදේශ තුළ දැනට වගාවන් සිදු නොකරන ඉඩම් ජරජාවගේ ජීවනෝපාය සංවර්ධනය සඳහා පලදායී ලෙස භාවිත කිරීමට ගත යුතු ක්රියා මාර්ග සහ ජරදේශයට සුදුසු විකල්ප වගාවන් සහ සත්ව පාලන ක්රම හඳුනා ගැනීම Mr.C.Jayasooriya (Special Project)	Research	62,724.42
R480	Present Situation and Future Prospects of Non-Farm Employment Opportunities in the Mahaweli Areas Dr WAR Wickramasinghe	Research	727,157.79
R482	Consequence of Free Holding Rights of LDO Lands on Farming Community and Agricultural Sector Ms BA D S Bamunuarachchi	Research	1,004,891.07
R483	Government Intervention on Paddy Marketing in Sri Lanka.-Issues on Purchasing and Post Stock Management Mr W A N Wijesooriya	Research	341.00
R484	Socio Economic Impact Assessment Mau Ara Project Mrs G G L Samarasinha	Research	441,919.35
T380	Training Programme Mr.N.S.B.Epakanda HARTI	Training	270,816.04
T381	Training Program Mr. S.M.A.Samarakoon HARTI	Training	76,697.86
T382	Training Programme Dr.M.S.Senanayake HARTI	Training	266,895.08
T383	Training Programme Mr.N.S.B.Epakanda Hart!	Training	286,510.20
T384	Training Programme Dr.M.S.Senanayake HARTI	Training	342,998.38
T385	Training Programme Mr. S.M.A.Samarakoon HARTI	Training	137,119.72
T386	Training Programme Mr. S.M.A.Samarakoon HARTI	Training	181,986.75
T387	Training Programme Mr.N.S.B.Epakanda HARTI	Training	190,066.78
T388	Training Programme Dr.M.S.Senanayake HARTI	Training	96,666.01
T389	Training Programme Mr.N.S.B.Epakanda HARTI	Training	172,313.66
T390	Research Colloquium HARTI	Training	71,691.00
T391	Training Programme Mr M S Senanayake HARTI	Training	504,735.00
T392	Training Program of Marketing Extensions HARTI	Training	14,295.65
C	Research and Training Committee HARTI	Committees	56,000.00
P	Report Editing HARTI	Publications	440,000.00
W	Conference/Workshop HARTI	Workshops	1,750.00
P	Publication of Research Report HARTI	Publications	384,604.00
E	Dayata Kirula - 2013 HARTI	Exhibitions	384,620.08

Table 29 Project Total Costs

PROJ' REF.	PROJECT NAME & COORDINATORS NAME	CLASS'N	PROJECT COST
S	Govi Sathiya HARTI	Special Projects	246,056.56
L	Public Lecture HARTI	Lectures	10,000.00
R???	Recent Status and Future Prospects for the Spices Based Oil Industry in Sri Lanka Mr S Epasinghe HARTI	Research	671,287.58
R???	Micro Finance Institutions in Sri Lanka. Examination About Different Models to Identify Success Factors Mr J K M D Chandrasiri HARTI	Research	455,742.25
R???	Assessment of Government Accelerated Tank Desilting Programme Conducted in Late 2012 Mr M A C S Bandara HARTI	Research	242,553.89
R???	Agro Tourism Current Status Challenges and Prospects in Sri Lanka Is R M M H K Rambodagedara HARTI	Research	182,353.84
R???	Economies of Scale and Technical Efficiency of Paddy Farming in Low Country Wet Zone P P M Wijesinghe HARTI	Research	594,296.17
R???	Agri Business Village Development Project (Konakubukwewa Village Development Programme for the Initial Wrote) E.A.C.Priyankara HARTI	Research	883,669.97
R???	Impact of Upper Watershed Management Project(UWMP) on Livelihood Improvement of Rural Farming Community Ms G G L Samarasinha HARTI	Research	398,731.25
R???	Re-Feasibility Study of Establishment of Direct Marketing System R E A C Priyankara HARTI	Research	310,131.92
R???	Special Project Hart	Research	650,205.24
T???	Training Programme Mr N S B Epakanda Dayata Kirula Ministry of Agriculture [HARTI	Training	308,365.79
T???	Training Programme Mr N S B Epakanda Hart'	Training	315,822.90
T???	Training Programme Mr M S Senanayaka HARTI	Training	332,780.38
T???	Training Programme Mr N S B Epakanda HARTI	Training	286,180.09
T???	Training Programme Mr M S Senanayake HARTI	Training	391,010.05
T???	Training Programme Mr N S B Epakanda HARTI	Training	235,929.77
T???	Training Programme Mr M S Senanayake HARTI	Training	198,186.30
T???	Training Programme Mr S M A Samarakoon HARTI	Training	194,965.89
T???	Training Programme Mr N S B Epakanda HARTI	Training	267,047.24
T???	Training Programme Mr N S B Epakanda HARTI	Training	113,983.75
T???	Training Programme Mr S M A Samarakoon HARTI	Training	169,944.72
R485	Present Situation of Backyard Poultry Industry Mrs H M J S M Hitihamu	Research	981,650.87
R486	Classification of Paddy Lands in Low Country Wet Zone Based on the Limitation Collaborative Pilot Project With Land Use Policy Planning Department (Special Project) Mr. I.P.P.M.Wijesinghe	Research	329,567.64
R487	Evaluation of Agro-Entrepreneurship Development Programme Mr R L N Jayatissa	Research	489,930.30

Table 29 Project Total Costs

PROJ' REF.	PROJECT NAME & COORDINATORS NAME	CLASS'N	PROJECT COST
R488	Opportunities and Barriers in Income Diversification of Irrigated Paddy Farmers in Anuradhapura District Ms JA U P Jayasinghe	Research	283,348.71
S	Special Projects	Special Projects	92,098.84
S	Special Projects Dr.T.A.Dharmaratne	Special Projects	15,596.50
T392	Training Programme Mr.M.S.Senanayake	Training	917,371.30
T393	Training Programme Mr.M.S.Senanayake	Training	34,081.16
T395	Training Programme Mr. S.M.A.Samarakoon	Training	918,721.14
T396	Training Programme on Agricultural Marketing Extension Mr N P G Samantha	Training	259,868.89
T397	Training Programme on Agricultural Marketing Extension Mr N P G Samantha	Training	248,267.29
T398	Training Programme Mr. S.M.A.Samarakoon	Training	202,778.79
T399	Training Programme Mr. S.M.A.Samarakoon	Training	180,235.29
T400	Training Programme Mr. S.M.A.Samarakoon	Training	201,709.00
T401	Training Programme Mr. S.M.A.Samarakoon	Training	203,728.53
T402	Training Programme Mr. S.M.A.Samarakoon	Training	186,189.00
T403	Training Programme Mr. S.M.A.Samarakoon	Training	3,656.54
T404	Training Programme Mr. S.M.A.Samarakoon	Training	13,543.52
T405	Training Programme Dr.M.S.Senanayake	Training	8,225.00
W	Research Symposium	Workshops	379.61
E	Dayata Kirula 201z	Exhibitions	345,734.84
P	Research Publication	Publications	119,980.00
W	Workshop I	Workshops	29,618.00
W	Workshop Ii - 2014	Workshops	1,174,621.90
W	Workshop Iii - 2014	Workshops	16,914.78
W	Workshop Iv - 2014	Workshops	45,333.00
W	Workshop V - 2014	Workshops	97,807.27
W	Workshop Vi - 2014	Workshops	935.24
P	Report Editing	Publications	160,000.00
E	Govi Sathiya - 2014	Exhibitions	1,315,266.44
E	Other Exhibition	Exhibitions	36.80
C	Research and Training Committee	Committees	24,000.00
P	Institute Journals and Newsletter	Publications	13,375.00
L	Public Lecture	Lectures	15,300.00
W	Press Conference	Workshops	977.50
W	Conference & Workshop	Workshops	22,448.00
R439	Training Programme - Buduruwagala E.A.C. Priyankara	Research	430,132.44

15.7. ANNEX 7: LIST OF RESEARCH PLANNED FOR 2019

Total Budget allocation for Research in 2019 is Rs 53.9 million distributed as follows.

Research Title	Research Objectives	Budget Rs. Mn
	To provide food security related information to the policy makers and general public	43
Capacity of rural agricultural sector for resolving current development issues: analysis of forward and backward relations of the agriculture of the dry zone in Sri Lanka	To recognize existing capacity of the dry zone rural agricultural sector and the required capacity to resolve current development issues and the required measures to change forward and backward relations.	2
Labour mobility and Its Effects on Rural Agriculture	Study the nature of labour scarcity in rural agrarian sector	0.9
Agricultural entrepreneurships in Sri Lanka: Case studies on different business models	To study about different business models including contractual agreements used by agricultural entrepreneurs to get guidelines to support new entrepreneurs	0.8
Evaluation the Role of Women Entrepreneurs in Sri Lanka: The Case Study of Concept of Hela Bojun Hal	To Evaluate the Present Situation ,Constraints and Future Prospect	0.8
Agricultural Growth and Rural Poverty in North East Dry Zone of Sri Lanka	To examine the post war rural poverty of agriculture sector in North East Dry Zone of Sri Lanka	0.75
Community forest management: A sustainable alternative livelihood for rural communities	To examine the benefits of community forest management interventions for agrarian communities living in bordering villages	0.7
Finding the viability of developing home gardens as a mean to increase the coconut production in the country	To investigate the potential of home gardens to contribute to the increase of coconut production in the country	0.7
Towards an Adoptable and Sustainable Home Garden (Action Research)	Expanding the community knowledge of Home Gardening through proper planned and practical Home Garden.	0.65
Export Market for Cut Foliage Industry in Sri Lanka	To examine the present status and future potential	0.6

Table 30 List of Research Planned for 2019

Research Title	Research Objectives	Budget Rs. Mn
Assessing socio economic Impacts of small tank rehabilitation on agrarian communities	To study the socio-economic and agricultural impacts of small tank rehabilitation	0.5
Impact of government initiatives to increase climate resilience of irrigation infrastructure	To study the impact of projects implemented to increase the resilience of irrigation infrastructure on agricultural production and agrarian community	0.5
Study on Minimum Cost of nutritious diet in Sri Lanka	To estimate lowest cost diet by province	0.5
Sustainability of Vegetable Farming Systems in Sri Lanka	To analyze sustainability of the Up-country and Low-country vegetable farming systems using composite indicators in order to social, economic and environmental dimension	0.5
Impact of invasive aquatic plants on irrigated agriculture	To study the impact of invasive aquatic plants on agricultural production in irrigated systems	0.4
Contribution of Governments IPM promotion programme towards agricultural sustainability	To study the influence of Government programme to promote IPM among targeted farmers to practice IPM technologies	0.3
Training Need assessment for officers and farmers in domestic agriculture sector	To identify of the training needs of the officers and farmers involved in domestic agriculture sector	0.3

15.8. ANNEX 8: PRESENT HUMAN RESOURCE PLAN OF HARTI

15.9. ANNEX 9: CORPORATE PLAN 2018-2020 (PRINTED).

Attached as HARTI printed release

15.10. ANNEX 10: HARTI ACT OF 1972

15.11. ANNEX 11: STAFF LIST OTHER THAN RESEARCH AT HARTI

15.12. ANNEX 12: DIVISIONAL REPORTS SUBMITTED BY RESPECTIVE HEADS

**15.12.1. EWRM – ENVIRONMENT and Water Resources Management
Division**

Thematic areas of EWRM division submitted by the Head of the Division.

- 1) Revitalizing irrigation
- 2) Managing water in rainfed systems
- 3) Water governance issues
- 4) Studies on farmer organizations, farmer companies and other institutional arrangements for water resources management
- 5) Feasibilities and assessment of alternative irrigation systems at farm level
- 6) Irrigation economics
- 7) Agro-environmental issues
- 8) Water related disasters and climate change impacts
- 9) Water and agriculture development issues

Ways and means of identifying research topics

- 1) With the knowledge and experience of researchers attached to the Division. Researchers are keen on identifying current issues and contexts about environment and water resources in the agricultural and agrarian sector of Sri Lanka. They tend to initiate studies in the areas where research gaps exist. Few examples for such studies;

Irrigation, Water Management and Water Governance Issues

- Economic Evaluation of Institutional Level Rainwater Harvesting
- Assessment of Solar-powered Drip Irrigation Project Implemented by Ministry of Agriculture-Phase 1
- Runoff Rainwater Harvesting Interventions in Sri Lanka
- Impact and Lessons of Udawalawe Left bank irrigation Upgrading and Extension Project for Water Resources management
- Allocation of Water Among Different Water-Use Sectors in Sri Lanka: Lessons of Experience
- Impact of Government's Accelerated Tank Desilting Programme Conducted in Late 2012

- Studies on farmer organizations, farmer companies and other institutional arrangements on water and irrigation management
 - The Assessment of Bulk Water Allocation Programme in Mahaweli H Area
 - Farmer Participation in Irrigation System Management : Achievements and Drawbacks
 - Public-Private Partnership in Irrigation Management-Experiences of Ridi Bendi Ela Farmer Company Model
 - Environmental management and Land degradation
 - Informal Land Fragmentation in Settlement Schemes
 - Adoption of Soil and Water Conservation measures: Case of Upper Watershed Management Project(UWMP)
 - Agro-tourism development in farming community: Challenges and Opportunities
 - Municipal Solid Waste Composting: Potential and Constraints.
 - Vulnerability of Rainfed Farmers to Drought and Potential Strategies to Enhance Resilience Capacity
 - Cardamom Cultivation in Knuckles Conservation Forest:
 - Environmental and Socio - Economic Perspective
 - Assessment of Pesticide Usage in Up Country Vegetable Farming in Sri Lanka
 - Farmer Perception and Demand for Pesticide in Rice Cultivation of Sri Lanka
- 2) Researchable issues given by other governmental institutes (Ministries, Departments, Organizations and other agencies) as a response to the requests made by HARTI.

Annually, HARTI gathers current issues that they encounter from almost all the Ministries, Departments and other government agencies related to agriculture, agrarian and rural development sectors.

Researchable requests that comes under the mandate of the Institute are positively considered by HARTI to be studied. In some instances, such studies are collaboratively conducted with other institutes.

- 3) HARTI caters direct requests made by representatives of Board of Governors, organizations representing both governmental and non-governmental sectors.

To mention few of such projects:

Ministry of Agriculture

Base line Survey for the National Food Production Program 2016-2018

Evaluation of Commercial Farm and Youth Agri-Entrepreneurship Program

Assessment of Solar powered Drip irrigation Project Implemented by Ministry of Agriculture-Phase 2

Climate Change Secretariat

Baseline survey to the project on Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in Mahaweli River Basin of Sri Lanka

IFAD

Impact of Small Irrigation Rehabilitation and Water Management under Dry Zone. Livelihood Support and Partnership Programme.

UNDP

Study on Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in Mahaweli River basin of Sri Lanka CCAP - II

WFP

Short study on “Joint emergency Assessment in Areas most at risk of high food security and livelihood impact from the ongoing drought condition in Sri Lanka” (Service Contract 2/2017)

National Strategic Review of Food Security and Nutrition study coordinated by the South Asia Policy and Research Institute (SAPRI) and comprised of experts from the Hector Kobbekaduwa Agrarian Research and Training Institute (HARTI), Medical Research Institute (MRI), the Department of Census and Statistics and the Institute of Policy Studies (IPS).

Food Security Outcome Monitoring (FSOM) – Emergency Cash Assistance to the flood affected Population

Verification Study of 72hrs Rapid Assessment for Flood in May 2017, Sri Lanka
FAO

Study on building the basis for implementing the save and grow approach of FAO - regional strategies on sustainable and climate resilient intensification on rice- based cropping systems

Knowledge and experience dissemination

1) Conducting Annual Research Colloquium

2) Organizing lecture sessions, workshops, seminars and symposia –

Lecture series conducted for the officers of Sri Lanka Administrative Service (SLAS) who are trainees at the Sri Lanka Institute of Development Administration.

Lectures on agricultural sustainability for students from University of Colombo

Workshop for students from Faculty of Agriculture, University of Jaffna

Lecture session for students majoring Environmental Geography, University of Ruhuna

3) Providing internship opportunities for university students

University of Jaffna

University of Ruhuna

4) Supervising university students in their final year research study and dissertation

University of Ruhuna

5) Writing refereed journal articles

6) Writing articles targeting farming community (in Sinhala medium)

7) Writing newspaper articles

Other services provided

Serving as members of steering committees at national level

Climate Change Adaptation and Mitigation Committee

Third National Communication on Climate Change Adaptation

Monsoon Forum of Department of Meteorology

National Committee on Natural Resources Management, Sustainable Agriculture and Climate Change, Sri Lanka Council for Agricultural Research Policy

Mission of Development of Road-map for Future Research Programmes in Climate Change Adaptation in Sri Lanka

Sri Lanka Water Partnership- “Lanka Jalani”

The Committee on Preparation of National Physical Planning Policy and National Physical Plan

Experience Sharing Forum on Climate Smart Initiatives of Sri Lanka

School curriculum development project for Advanced Level Agricultural Technology subjects organized by the National Institute of Education (NIE).

Serving as a member and a joint secretary for the Young Scientists Forum(YSF) of National Science and Technology Commission (NASTEC).
Stakeholder consulting sessions of "Safeguarding Water Resources from Industrial, Agrochemical, Domestic, Point and Non-Point Sources of pollution
Providing inputs and suggestion to the Committee on Amending the irrigation ordinance of Sri Lanka
Serving as members of Project Advisory Committees
South Asia Capacity Building Agricultural and Water Pollution Project, Sri Lanka.
Panel for the preparation of Terms of Reference for the training part of the action plan of the project on ' Addressing climate change impacts on marginalized agricultural communities living in the Mahaweli river Basin of Sri Lanka' jointly implemented by Ministry of Mahaweli Development and Environment, World Food program and United Nations Development Program.
Committee on preparation of National Climate Change Adaptation Plan.
Serving as resource persons in workshops and seminars related to water and environment
Research Projects
Environment and Water Resource Management Division
Project List 2013 - 2018

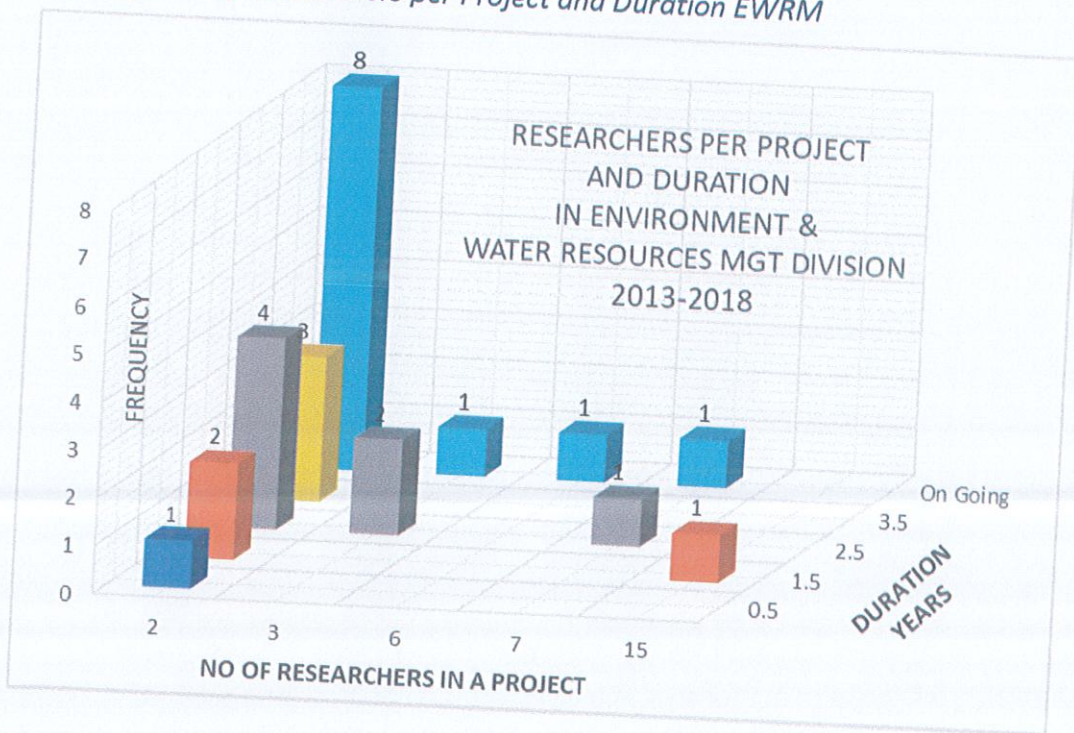
RESEARCHES CONDUCTED BY ENVIRONMENT AND WATER MANAGEMENT DIVISION			
Duration Years	Research Name	Started in	No of Researchers
0.5	නිල්වලා ගංවතුර වැළැක්වීමේ ව්‍යාපාරයට අයත් ප්‍රදේශ තුළ දැනට වගාවන් සිදු නොකරන ඉඩම්, ප්‍රජාවගේ ජීවනෝපාය සංවර්ධනය සඳහා එලදායී ලෙස භාවිතා කිරීමට ගතයුතු ක්‍රියාමාර්ග සහ ප්‍රදේශයට හුදුසු විකල්ප වගාවන් සහ සත්වපාලන ක්‍රම සඳහා ගැනීම.	2014	2
1.5	Adoption of Drip Irrigation Systems	2012	2
	Evaluation of Solar Power Micro Irrigation Project Implemented by Ministry of Agriculture - Phase II	2013	2
	National food production programme 20162018 baseline survey (tentative values by 10/9/15) Report submitted to the Ministry of Agriculture	2016	15
2.5	Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin Report submitted to the Ministry of Mahaweli Development and Environment)	2015	7
	Agro-tourism	2013	3

	Application of Integrated Pest Management (IPM) Practices in Vegetable Cultivation; Past Experiences and Suggestions for Promotion	2013	2
	Assessment of pesticide usage in Up-country vegetables farming in Sri Lanka	2012	3
	Farmer perception and demand for pesticide in rice production systems of Sri Lanka	2015	2
	Impacts and lessons of Udawalawe left bank irrigation upgrading and extension project	2013	2
	Integrated watershed Management, Approach Case of Upper Watershed Management Project - (UWMP)	2014	2
3.5	An assessment of environmental impact and livelihood vulnerability of cardamom cultivations in Knuckles conservation forest	2013	2
	Assessment of Government Accelerated Tank Desilting Programme Conducted in Late 2012	2013	2
	Socio Economic Impact of Mau Ara Project	2014	2
(blank)	Alternative Approaches for Small tank/cascade Rehabilitation	(blank)	(blank)
	Climate Change Vulnerability of Selected Crop Production systems in the Dry Zone of Sri Lanka	2017	7
	Current Status of Agriculture Graduates and Diploma Holders' Involvement in Agriculture Sector of Sri Lanka	2016	2
	Evaluation of Commercial farm program and Youth Agri-Entrepreneurship Program Report submitted to the Ministry of Agriculture	2016	2
	Impacts of Drought on Farming Community and Potential Strategies to Minimize the Vulnerability in Case of Rainfed and Seasonal Tank System tentative values by 10/9/15	2015	(blank)
	Increasing Climate Resilience Through Rehabilitation of Abandoned Village Tanks in Moneragala District	2018	2
	Lessons to be learnt from ancient Sri Lankan Water Management Techniques for the development of Integrated Water Resource Management Concept	2016	2
	On-going Studies	(blank)	(blank)
	Opportunities and barriers in Income diversification of irrigated paddy farmers in Anuradhapura District	2017	2
	Potential of vegetable cultivation in dry zone areas using protected agriculture as a climate change adaptation tool	2018	3

Potentials and constraints of biopesticide and biofertilizer usage and production in Sri Lankan agriculture	2016	2
Project on building the basis for implementing the save and grow approach (FAO Study) regional strategies on sustainable and climate resilient intensification of rice based cropping systems	2018	6
Study on high sedimentation on tank beds over human activities and its impact on agriculture	2016	2
Study on water management issues in Northern Region of the country	2018	2
Unregulated utilization of groundwater (This study was dropped with board approval)	(blank)	(blank)

These data are summarized in the chart below to give an overview

Figure 25 No of Researchers per Project and Duration EWRM



There are 3 to 15 researchers involved in seven projects and are likely to require the interaction of several disciplines. The average duration of a project in the Environment and Water Resources Management Division is 2.4 years but as weighted average of the researchers' days it is 2 year which means they complete projects sooner when the number of researchers increase.

This observation on research duration in this division draws attention to the need for medium term planning. The Treasury has imposed a restriction on strategic plans according to the board members. As such no effective corporate plan (not necessarily a strategic plan) is been operating. The question is then, how does one plan for researches that take two to three years for completion? It is imperative that such

medium-term planning is brought into practice at HARTI to work within a predictable framework.

15.12.2. ARM – AGRICULTURAL Resources Management Division

The Head of the ARM Division supplied the following comments on the ARMD Work Plan for Last Five Years

Organizational success is to achieving goals and objectives for which it has been setup. The HARTI, to achieve those, has been structured well by assigning each division a specific mandate to deal with and finally to deliver synergistic outputs and outcomes singly or in collaboration with other divisions and diverse stakeholders. Given that, the emphasis of the agricultural resources management division (ARMD) is on succeeding three vital destinations in agriculture of agricultural resources management;

a. Productivity

Productivity in the sense that agricultural producers and farming communities reaping such benefits from farming operations through optimum resources management as higher productivity leading to food security and saving of foreign exchange spent on food imports.

b. Profitability

Farming needs to be developed as commercial ventures that ensure better incomes for farmers through managing agricultural resources efficiently and effectively, thus farming community becomes well off.

c. Sustainability

Managing agricultural resources without generating adverse generational impacts and to develop it as a lasting source of income for the people (farming is acceptable to farming community) that enrich natural resources base while producing healthy and good quality food for consumers.

The ARMD is assigned to focus on the socio-economic issues relating to management of such physical resources as land, labour, machinery, inputs (agro-chemicals, seeds and planting material), and finance and such related aspects as knowledge and information management, gender relations and coping vulnerabilities etc., all over the value chain of agricultural products from policy planning to production and up to farm gate (from policy planning to harvesting as post-harvest processes and aspects comes under the purview of marketing food policy and agri-business division –MFPD). (Water, though an agricultural resource, is dealt by a separate division - Environmental and Water Resources Management Division).

Accordingly, ARMD thinks on the contribution towards divisional effectiveness and finally to organizational success in such terms as relevancy, adequacy, efficiency and effectiveness of its work plan follows.

1. Relevancy

Overall, the studies undertaken by the division during last five years covered several thrust areas of the division mandate. Broadly categorized are production economics, land use and management and related policies, farm mechanization, agro-entrepreneurship, farming systems, knowledge management, rural credit, managing conflicts, gender and development and agricultural sustainability.

2. Sufficiency

Though the division had performed within the scope, the weight carried in such efforts seems inadequate to continue studying some important areas and key resource management issues. For instance, effects and impacts of fertilizer policies which changed time to time (both organic and inorganic) and farmers' response towards the

same in terms of use and misuse; studies to gather cross sectional data on production of major crops as HARTI is the only place where such studies could be undertaken on regular basis; studies on land ownership, use, management and tenure arrangements on productivity; effectiveness of extension and input delivery systems are few such areas the division has not paid sufficient attention. Staff shortage particularly the senior staff and statistical staff to cover all the subject areas is a noticeable reason, however the fundamental truth behind insufficient work is ad hoc planning in isolation, less/lack of team work, collaboration, partnership and so on.

3. Efficiency

Efficiency of work undertaken in the sense 'doing things right' the division can be rated as above average in terms of conceptualization and methodological veracity. Many studies undertaken during the last five years were substantially rich in problem identification, methodological design, and analysis. Yet there exist such gaps as poor presentation of results due to linguistic and pagination weaknesses. It is sure that the division could actually perform better with the same resources with proper guidance and hard work by individual researcher.

4. Effectiveness

Meant by 'doing the right things', the organizational effectiveness fell below the levels anticipated as a national research organization for many reasons during the last five years. The problem is multifaceted and require attention of the different levels and aspects (need to be discussed at length). Therefore, the efficiency and hard work by a division or a member of the research community carries no weight in achieving the organizational success. ARMD in particular made greater effort to complete its work timely though the publication process consumed much time as usual. High dependency on the final output is another common drawback. Despite many information are gathered the analysis is limited, lack distinct outputs and intermediary results addressing diverse audiences. Pay much attention to generate knowledge but dissemination is simply ignored. No mechanisms are in place to attend intermittent issues on agrarian and rural development. In short, the institute is neither energetic nor dynamic. It's rather static mainly due to prevailing pro-admin culture which demotivates academics. The academic organizational culture once sustained well began to disappear. Yet it continues. Given that, ARMD is one among others struggling to do something relevant efficiently and effectively in the midst of severe disappointment, dissatisfaction and demotivation. to, delays in publications (though the division is unaccountable) and high dependency on one output –the report. Distinct outputs and intermediary results that give timely publicity on specific issues while addressing diverse audiences is seen as essential. The degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing."

Read more: <http://www.businessdictionary.com/definition/effectiveness.html>

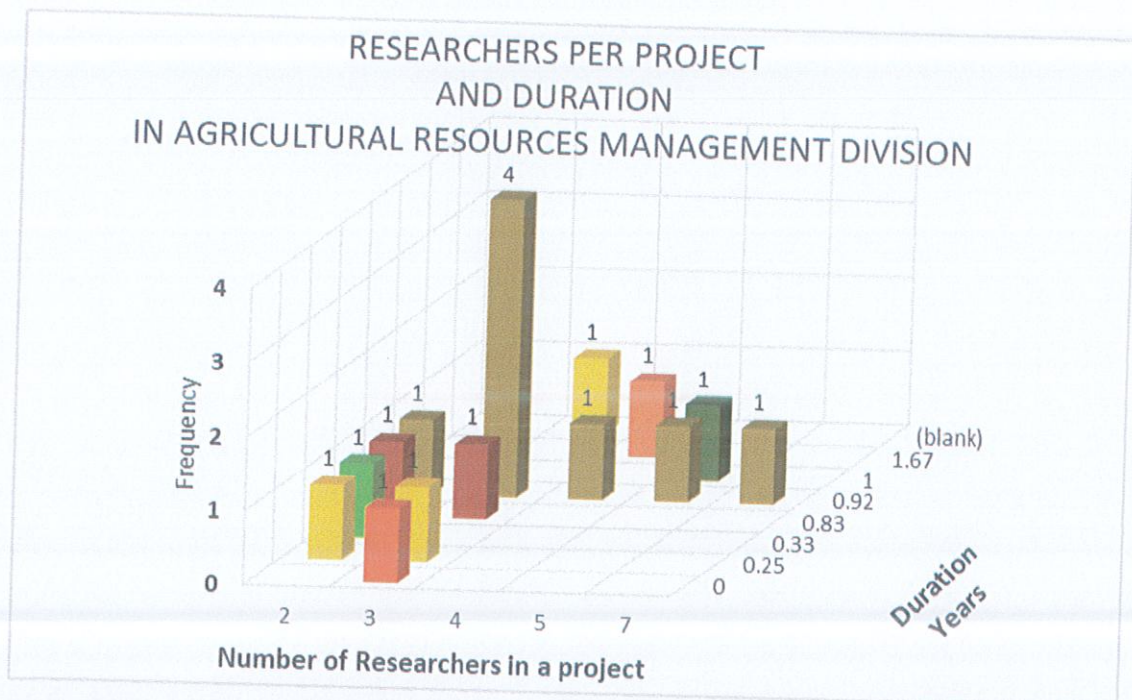
Efficiency: Is doing things right Effectiveness: Is doing the right things

RESEARCHES CONDUCTED BY AGRICULTURAL RESOURCES MANAGEMENT DIVISION

Duration of Research Years	Research Title	Year	Sum of No of Researchers
(blank)	Investigation of Peri Urban Dairy Production System in 2013 Seethawaka Area		
	Sustainability of Other Field Crop Production in South East Dry Zone (SEDZ) in Sri Lanka – Component 2	2016/17	3
1.67	Sustainability of Other Field Crop Production in South East Dry Zone (SEDZ) in Sri Lanka – Component 1	2016/17	4
1	Causality, Nature and Magnitude of Human-Wildlife conflict (HWC) in Uva and Eastern Wildlife Regions in Sri Lanka	2018	5
0.92	Problems and Challengers of Vegetable Producers/Suppliers for the Export Market	2014	3
	An Alternative Approach for the Analysis of Profitability of Paddy Production in Sri Lanka	2013	2
	Capacity Development of Agrarian Research-Policy-Technology Personnel in Sri Lanka on Global Change and Sustainability, Funded by Asia Pacific Network for Global Change Research	2016/17	7
	Identification of Factors Affecting Poor Mechanization of OFC Production	2014	3
	Industrial uses of Export Agricultural Crops and Prospects for Development	2014	3
	Outreach and Effectiveness of Micro-financing for Poverty Reduction: The Case of Uva Province	2018	5
	Permanent Crop Clinic Programme – An Evaluation	2013	3
	Status and Empowerment Needs of SITAMU Women's Farmer Organizations (WFOs)	2018	4
0.83	Present Status & Future Prospects for the Spices Based Oil Industry in Sri Lanka	2013	3
	Socio-economic Factors Affecting the Productivity of Green Gram	2013	2
0.33	Impact of Dairy Industry in Mahaweli Area	2013	2
0.25	Determination of Discrepancies in Paddy Land Data Pilot Project in Low Country Wet Zone	2015	3
	Hybrid Seeds and Vegetable Cultivation in Sri Lanka Local Vs Imported	2015	2
0	Classification of Paddy Lands in Low Country Wet Zone based on the Limitation Collaborative Pilot Project with Land use Policy Planning Department	2014	3

Researcher	Frequency of Duration of Research						
	Duration in Years						
	0	0.25	0.33	0.83	0.92	1	1.67
1					1		
2					2	1	1
3		1		1	2		
4	1	1	1		1		
5					2		
6				1			

Figure 26 No of Researchers per Project and Duration ARM



RESEARCHES CONDUCTED BY AGRICULTURAL RESOURCES MANAGEMENT DIVISION CLASSIFIED BY THRUST AREA

Thrust Area	Research Title	Year
Agricultural policy	Classification of Paddy Lands in Low Country Wet Zone based on the Limitation Collaborative Pilot Project with Land use Policy Planning Department	2014
Agriculture	Determination of Discrepancies in Paddy Land Data Pilot Project in Low Country Wet Zone	2015
Knowledge Systems	Permanent Crop Clinic Programme – An Evaluation	2013
Agro -industries	Present Status & Future Prospects for the Spices Based Oil Industry in Sri Lanka	2013
Agro-Industries	Problems and Challengers of Vegetable Producers/Suppliers for the Export Market	2014

	Impact of Diary Industry in Mahaweli Area	2013
	Industrial uses of Export Agricultural Crops and Prospects for Development	2014
Farming Systems	Investigation of Peri Urban Diary Production System in Seethawaka Area	2013
Production Economics	An Alternative Approach for the Analysis of Profitability of Paddy Production in Sri Lanka	2013
	Hybrid Seeds and Vegetable Cultivation in Sri Lanka Local Vs Imported	2015
	Identification of Factors Affecting Poor Mechanization of OFC Production	2014
	Socio-economic Factors Affecting the Productivity of Green Gram	2013
Production economics & Farming Systems	Sustainability of Other Field Crop Production in South East Dry Zone (SEDZ) in Sri Lanka – Component 1	2016/17
Production Economics, Farming Systems, Sustainability	Capacity Development of Agrarian Research-Policy-Technology Personnel in Sri Lanka on Global Change and Sustainability, Funded by Asia Pacific Network for Global Change Research	2016/17
Rural Credit	Outreach and Effectiveness of Micro-financing for Poverty Reduction: The Case of Uva Province	2018
Socio-environmental issues	Causality, Nature and Magnitude of Human-Wildlife conflict (HWC) in Uva and Eastern Wildlife Regions in Sri Lanka	2018
Women in agriculture & Agro-Industries	Status and Empowerment Needs of SITAMU Women’s Farmer Organizations (WFOs)	2018

15.12.3. HRID – RESEARCHES conducted by human resources and institutional development division

Human Resources and Institutional Development Division - 2017

The objective of the training programmes conducted by HARTI is to develop knowledge, attitude and the skills of adults engaged in agrarian and rural development activities, and thereby improve the socio-economic standing of the farming community in Sri Lanka.

The clients of HARTI's training programmes belong to a broad range which includes field officers, higher officials of Government and Non-Governmental Organizations involved in development activities in the rural sector and the farming community in Sri Lanka.

Training programmes conducted by the Division are structured as follows:

1. Co-ordination, organization and preparation of general training programmes based on the needs of the farming community and national development programme.
2. Co-ordination and preparation of training programmes at the request of various organizations related to the agrarian and rural sector
3. Providing training expertise to other organizations on request,
4. Designing and conducting Action Research Project under National Development programme,

Besides national and international training, seminars and workshops are organized and coordinated collaboratively with other national and international organizations.

The training programmes conducted across the country during the year 2017 by the division are as follows.

I. Training Programme on Farmer Organization Empowerment (Women Farmer Empowerment)

Farmer organization is a rural organization with a wide legal base and working directly for the development of the agricultural sector and the collective betterment of the farmer community,

Although as a shareholder that directly contributed to the national agricultural development most farmer organizations do not function properly. Even though the Farmer Organizations contributed to improve knowledge, skills and attitudes of farmers and to obtain essential services, the relationship among the farmers and the organizations is strained. Majority of farmer organizations are in a nominal level and there are no visible operations.

Therefore, their skills and capabilities should be improved in way conforming to the national production process to make them active shareholders of the national agricultural development. This programme was designed to achieve that purpose by developing their organizational skills.

The general objective of this training programme is to strengthen farmer organizations through developing knowledge, attitudes and skills of the farmer leaders and making them active partners of the agrarian development process.

This programme was conducted in the Matale district covering Laggala, Hunukataela, Pallepola, Wasalakotte, Rattota, Kimbissa, Yatawatha, Kongahawella, Galewale Dewahuwa and Nawala Agrarian services centers. Around 1531 women farmer leaders were trained in these programmes.

Training Team

Mr. S.M.A.Samarakoon	Coordinator (Head / HRID)
Mr. H.M.J .K. Herath	Assistant Coordinator (SRO)
Mr. P.C.J de Silva	Resource Person (SRO)
Mr. Sangeeth Prasad Fernand	Resource Person (RO)
Provincial and Inter Provincial Council Agriculture Department	Resource persons

2. Training programme on 'Agriculture for Healthy Generation'

A major challenge that Sri Lanka's agriculture is facing today is- health and environmental issues caused by high usage of agro chemicals.

Especially, the chronic kidney disease spread in agricultural zones and other noncommunicable diseases cause various health, economic and social issues in the agrarian community.

Accordingly, it is very timely to educate farmers and farmer organizations to derive better results from agriculture and to create a healthy generation. This training programme was conducted to fulfil those objectives.

The main objective of this programme is to improve skills, knowledge and attitudes essential for generating a healthy generation by reducing the health issues caused due to agro chemicals.

This training programme was conducted in Moneragala and Nuwaraeliya districts covering Dabagalla. Maligawella. Wallawaya, Thelulla, Thanamalwila. Katharagama. Moneragaila. 13uttala, Nellyyadda, Aluthwewa. Ethimale. Madagama.

Bibila, Badalkumbura. Sevanagalla. Kotagama. Siyabalanduwa and Nuwaraeliya. Gin igathhena, Karalliyadda, Pallobowala, Mathurata.

Bulugahapitiya. Rikillagaskada, Mandaranuwara. Ragala, Walapane, Theripaha.

Nildandahena, Munwatta, Hanguranketha Agrarian Service Centers respectively

Around 2863 farmer leaders were trained.

Training Team

Mr. S.M.A-Samarakoon	Resource Person (Head / HRID)
Mr. P.C.J.de Silva	Coordinator (SRO/HRID)
Mr. Sangeeth Prasad Fernando	Assistant Coordinator (RO/HRID)
Provincial and Inter Provincial Council Agriculture Department	Resource persons

3. Training Programme on Training of Trainers for Empowering Farmer leaders
National Food Production Programme launched by the government expects to create a prosperous Farming community by assuring food security through an environmental friendly, socially accepted cultural value system and economically productive farming practices.

This three-year plan consists of strategies that empower farmers and has launched several programmes to improve the living conditions. social acceptance and self-esteem of farmers.

It is essential to empower farmers those who are actively engaged in farming activities. This programme targets to strengthen skills, attitudes and knowledge of farmer organization leaders and directing agrarian community towards sustainable agriculture. The main objective of this training programme is to strengthen skills, attitudes and knowledge of farmer organization leaders and directing agrarian community towards sustainable agriculture by strengthening farmer organizations and unity of farmer community.

This training programme was conducted in the Polonnaruwa districts covering Galamuna, Pulastigama, Madirigiriya, Ambagaswewa, Manampitiya, Sevagama, Nawanagaraya.

Aralaganwila, Siripura, Madirigiriya, Walikanda, Bakamuna, Higurakgoda and Giritale Agrarian services centres. Around 1377 farmer leaders were trained.

Training Team

Mr. S.M.A.Samarakoon	Coordinator (Head / HRID)
Mr. H.M.J.K.Herath	Assistant Coordinator (SRO/HRID)
Ms. Norika Ayomi	Resource Person (RO/HRID)

1. Empowering farmer family by empowering farmer women¹ - One day Training Programme in line with the Years of poverty Eradication 2017

Women play a major role in raising children. Utilizing the best capabilities of women in generating income at the domestic level is the base of this programme.

Empowering women to divert their family to an economic, social development, making them sustainable entrepreneurs who can make decisions for the betterment of the family, improving knowledge, skills and attitudes needed to empower them with self-confidence and self-esteem are the major objectives of this programme.

This programme was conducted in Monaragala district covering Dambagalle, Thanamalwila, Monaragala, Buttala, Siyabalanduwa, Aluthwewa, Ethimale, Madagama, Bibila, and Sevanagala Agrarian Services Centres. Around 903 women farmer leaders were trained.

Training Team

Mr. S.M.A.Samarakoon	Coordinator (Head/HRID)
Mr. H.M.J.K.Herath	Assistant Coordinator (SRO/HRID)
Provincial and Inter Provincial Council Agriculture Department	Resource persons

2. Training Programme on Social Mobilization (Women Farmer Empowerment)

Farmer family is the smallest unit of the agrarian society. The government's aspiration is to convert the farmer community to a prosperous one through empowering the farmer socially and culturally. In that case, empowering farmer women is considered an essential and important part.

However, the existing traditional social structure, weaknesses in leadership, traditional attitudes, and communication gaps, weaknesses in participation, back of knowledge on the legal power and management issues have directly impacted on the operation of farmer organization.

Therefore, empowering women farmer leaders will be timely. This programme was designed to achieve that purpose by improving their organizational skills.

The main objective of this training programme was to empower the women farmer leaders in decision making and strengthening women farmer organizations to yield maximum benefits from the organization to the family community.

This training programme was conducted in the Anuradhapura district covering Nagampaha. Rajanganaya. Kekirawa, Epalogama, Galenbidunuwewa, Ehakada. Eppawala, Kabithigollawa, Elayapalhuwa and Horowpathana Agrarian services Centres. Around 1014 women farmer leaders were trained.

Training Team

Mr. S.M.A.Samarakoon	Coordinator (Head / HRID)
Mr. H.M.J.K.Herath	Resource Person (SRO/HRID)
Mr. P.C.J.de Silva	Resource Person (SRO/HRID)
Mr. Sangeeth Prasad Fernando	Resource Person (RO/HRID)
Provincial and Inter Provincial Council Agriculture Department	Resource persons

3. Workshop on Usage of Polythene and Possibility of Using Bio Degradable Alternatives.

Solid waste management is a major global issue. Sri Lanka is no exception.

Currently since the government has imposed a ban to restrict indiscriminate use of polythene products importation and production of polythene grocery bags, lunch sheets and shopping bags and rigifoam items it is timely to educate and encourage people about reducing the excessive use of polythene products, recycle and possibility of using environmentally friendly products as an alternative.

Developing the people's perception on impact of disposing polythene items on the environment and introducing alternatives for polythene on par with the sustainable development goals are the main objectives of this workshop.

This workshop was conducted at the Hector Kobbekaduwa Agrarian Research and Training Institute. Around 80 staff officers participated, and external resource persons also participated.

Ms. Norika Ayomi	Coordinator (RO / HRID)
Mr. Sangeeth Prasad	Assistant Coordinator (RO/ HRH))

4. Two day Workshop on Application of Agri Business and Marketing Extensions

This programme was designed to provide a theoretical and practical exposure on application of agri- business and marketing extensions to the final year undergraduates of the Faculty of Agribusiness and Management the Jaffna University.

Providing a theoretical and practical knowledge on agribusiness and marketing extensions, and promoting national integration and reconciliation was a main objective.

This programme was conducted in Hector Kobbekaduwa Agrarian Research and Training Institute and 74 students from the Agribusiness and Management Faculty of Jaffna University participated.

Training Team

Mr. W.H.A.Shantha	(Coordinator/SRO)
Mr. Sidath Bandara	(SRO)
Mr. P.C.J.de Silva	(SRO)
Mr. Duminda Priyadarshana	(Head/MFPA)

Mr. S.M.A.Samarakoon	(Head/HRID) Mr. Chinthaka Jayasooriya
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5 Workshop on Development of Positive Attitudes

To accomplish the institutional goals to increase the productivity levels and efficiency of the employees, a workshop for the executive grade officers in the institute on development of positive thinking was held.

All the executive grade officers of the Hector Kobbekaduwa Agrarian Research and Training Institute participated in this workshop.

6 Career Guidance Programme for the Newly Recruited Research Staff of the Institute.

This workshop was organized as an orientation to the new recruits in the post of research officer on the duties of the Institute, duties of a socio— economic researcher, research methodologies and the job description of the post of research officer.

This programme was conducted in Hector Kobbekaduwa Agrarian Research and Training Institute and around 12 researchers participated.

Mr. S.M.A.Samarakoon	Assistant Coordinator (Hd/HRID)
Ms. Norika Ayomi	Assistant Coordinator (RO/ HRID)
Mr. Sangeeth Prasad	Assistant Coordinator (RO/HRID)
Mr.P.C.J.de Silva	Assistant Coordinator (SRO/ HRID)

Human Resources and Institutional Development Division -2016

The objective of the training programmes conducted by HARTI is to develop knowledge, attitude and skills of adults involved in agrarian and rural development activities, and thereby improve the socio-economic standing of the farming community in Sri Lanka. The clients of HAIR "II's training programmes belong to a broad range which includes field officers, higher officials of Government and Non-Governmental Organizations involved in development activities in the rural sector and farming community in Sri Lanka.

Training programmes conducted by the Division are structured as follows:

1. Co-ordinating, organizing and preparation of general training programs based on the needs of the farming community and national development programme.
2. Co-ordinating and preparation of training programs at the request of various organizations related to the agrarian and rural sector
3. Providing training expertise to other requesting organizations.
4. Designing and conducting Action Research Project under National Development programme.

Besides national and international training. seminars and workshops are organized and coordinated collaboratively with other national and international organizations.

The training programmes conducted across the country during the year 201 6 by the Division are as follows:

1. Training Programme on 'Agriculture for Healthy Generation'

This programme was conducted in 15 Agrarian Services in Kurunegala district where Chronic Kidney Disease and some other unidentified diseases are rampant, and 1399 farmer leaders were trained. The programmes were conducted in Ehatu Wewa,

Galgamuwa, Mahananneriya, Abanpola, Rajanganaya, Thambutta. Nagollagama. Rambe. Kotawehera, Mahagirilla, Rasnayakapura, Nikaweratiya, Kobeyigane, Diwullegoda and Moragollagama Agrarian Service Centres.

Training Team

S.M.A Samarakoon	Coordinator
P.C.J De Silva	Resource Person
H.M.J.K	Resource Person
External Resource Persons	Department of Agrarian Development, Department of Agriculture

2. Training Programme on Empowering Farmer Organizations

It is essential to strengthen farmer organizations which are instrumental in developing knowledge, attitudes and skills of the farmer leaders and making them the active partners of the agrarian development process. This programme was created for that purpose.

This programme was conducted in Puttalam district covering Mahakumbukkadawala. Nattandiya. Tabbowa, Munneshwaram, Haldaduwana. Rajakadaluw'a, Serukele. Palakudawa, Madurankuliya, Ihala Puiyankuliya, Ihala Puiyankulama, Nat/ Tabbowa, Puttalam. Madampe. Wanathawilluwa. Nayinamaduwa. Nawagattegama Agrarian Services Centers. Around 1358 Farmer Leaders.

Training Team:

S.M.A Samarakoon	(Coordinator)
P.C.J.Silva	(Resource Person)
H.M.J,K Herath	(Resource Person)
External Resource Persons	(Department of Agrarian Development)

3. 'Sithamu Ekwa Rata Hadamu Govithenata Multhena', Training Programme for Empowering Farmer Leaders

The three-year plan of the National Food Production Programme launched by the government consists of strategies that empower farmers and several programmes to improve the living conditions, social acceptance and self- esteem of farmers are in place.

In line with that. this programme targets to strengthen skills, attitudes and knowledge of farmer organization leaders and direct the agrarian community towards sustainable agriculture,

Eight training programmes were conducted in Randy. Matale, Regalle, Nuwara Eliya, Badulla Kurunegala. Puttalam and Moneragala districts with 440 officers serving as Agrarian Development Officers, Agricultural Research and Production Assistants. Agricultural Instructors and Development Officers.

Training Team :

S.M.A Samarakoon	(Coordinator)
P.C.J De Silva	(Resource Person)
H.M.J .K Herath	(Resource Person)

External Resource Persons	Department of Agrarian Development, Department of Agriculture
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4. 'Empowering Farmer Family by Empowering Farmer Women ' - One-day Training Programme in line with the National Food Production Programme (2016-2018)

Highlighting the significance of uplifting the farmer family - the smallest unit of the agrarian society through empowering the women who play a key role in protecting and nurturing this training programme is based on the progress made during the island wide Govi Sathiya programme, Utilizing the best capabilities of women in generating income at domestic level is the base of this programme.

The Training Plan for this programme was prepared by our institute and submitted to the Agriculture Ministry and Agrarian Services Department. This programme was conducted in all the Agrarian Centres island wide as a one-day training programme on 13 October 2016. Assistance was provided in monitoring and facilitating resource persons for training programmes conducted in Kandy, Badulla, Gampaha and Moneragala districts.

Monitoring Team and Resource Persons

S.M.A Samarakoon	Head Human Resource and Institutional Development Division
P.C.J De Silva	Senior Research Officer
H.M.J.K Herath	Senior Research Officer
Sidath Bandara	Senior Research Officer
H.H.A Shantha	Senior Research Officer
R.L.N Jayatissa	Head —Agricultural Policy and Project Evaluation Unit
I.P.P.M Prasanna	Research Officer
Roshini Rambukwella	Senior Research Officer
P.A.J Champika	Research Officer

5. Training Programme on Staff Motivation

All the Management Assistants of the institute participated in this programme. An external resource person conducted the programme that aimed at improving the efficiency and productivity of the staff members.

Coordinator	P.C.] De Silva Senior Research Officer
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Workshops

1. One-day Training Workshop for Sharing the Findings and Recommendations of the Research Studies conducted in Mahaweli Areas

Hector Kobbekaduwa Agrarian Research and Training Institute conducted several studies in Mahaweli area on various subjects during the past few months. The findings and the recommendations have been disseminated to the relevant stakeholders.

These would be helpful in solving issues in Mahaweli areas and this workshop was designed to share the knowledge with the officials in various divisions of the Mahaweli Authority,

The research studies carried out by the institute were presented at the workshop and discussed,
Officials including the Director General of the Mahaweli Authority and officers from various subject areas of the Authority participated.

Coordinator S.M.S.Samarakoon	Head Human Resource and Institutional Development Division
Presentations Dr.Ranjith Wickramasingha	Senior Research Officer
J.K.M.D Chandrasiri	Additional Director
Sidath Bandara	Senior Research Officer
P.C.] De Silva	Senior Research Officer
D.Priyadarshana	(Head) - Marketing Food Policy
M.T.Padmajani	Research Officer
S.Epasingha	Senior Research Officer
W.H.A.Shantha	Senior Research Officer

2. Two-day Workshop on Application of Agri Business and Marketing Extensions

A programme was conducted to provide theoretical and practical exposure on application of agri business and marketing extensions to 74 final and second year undergraduates of the Agribusiness and Management Faculty of the Jaffna University. Promoting national integration and reconciliation is another objective of the programme-

Training Team :

W.H.A Shantha	Coordinator
J.K.M.D Chandrasiri	Additional Director
P.C.J De Silva Senior	Research Officer
W.H.D Priyadarshana	Head Marketing Food

Policy Division

H.J.C Jayasooriya	Research Officer
W.A.N Wijesooriya	Research Officer
I.P.PM Wijesooriya	Research Officer

Public Lectures

A lecture on 'The Route of Sri Lankan Agriculture' was held by MP Venerable Athuraliye Rathana Thero and the staff members, several other government and non- Government officers participated.

Coordinator S.M.S Samarakoon	Head Human Resource and Institutional
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Development Division

Another lectured was held on 'Agricultural Development and Food Security Determining Factors in the Asia Pacific' by Dr. Upali Wickramaratna. Research officers from the institute and outside participated.

Coordinator P.C.J De Silva Senior Research Officer
Providing Training Consultation to Other Institutes

- Senior Research Officer Mr. H.M.J.K. Herath served as a resource person in a training programme titled 'Use of Information and Communication Technology for Agrarian Development' designed for Agriculture Officers in Sri Lanka. It was held at the In-Service Training Institute in Agunakolapelessa from 27.10.2016 to 28.10.2016, on 03.03.2016 and on 25 and 27th July 2016.
- Training Plan for One-day Training Programme 'Empowering farmer family by empowering farmer women launched in line with the National Programme of Food Production (2016-2018) was prepared by Senior Research Officer Mrs. Susila Lurdu and it was submitted to the Ministry of Agriculture and Agrarian Services Department.
- > Training Plan of the training programme on 'training of trainers for empowering farmer leaders' launched with the National Food Production Programme was prepared by Mr. S.M.A Samarakoon and was submitted to the Ministry of Agriculture.

Human Resources and Institutional Development Division - 2015

The objective of the training programmes conducted by HARTI is to develop knowledge attitude and skills of adults involved in agrarian and rural development activities, and there by improve the socio-economic standing of the farming community in Sri Lanka. The clients of HARTI's training programmes belongs to a broad range which includes field officers. higher officers of GOS and NGOs involved in development activities in the rural sector and Farming community in Sri Lanka.

Training programs conducted by the Human Resources and Institutional Development Division are structured on the following:

- 9 Co-ordinating, organizing and preparation of general training programs based on the needs of the farming community and national development programmes
- 10 Co-ordinating and preparation of training programs at the request of various organizations related to the agrarian and rural sector
11. Providing training expertise to other requesting organizations
- 12 Designing and conducting Action Research Project under National Development programme-

Besides national and international trainings, seminars and workshops are organized and coordinate collaboratively with other national and international organizations.

The training programs conducted all over the country during the year 201 5 by the Human Resources and Institutional Development Division are as follows:

01. Training Programme on Participatory Techniques (RRA, PRA & PCM) for Planning & Management of Rural Community Development Projects

Training Team ..

Mr. R.L,N, Jayatissa	RA/APPE (Coordinator)
Mr. S.M.A. Samarakoon	Head/HRID
Mr. P.C,L de Silva	SRO/IIRID
Mr. H.M.J.K. Herath	SRO/HRID
Mr. S. Epasinghe	RO/ARMD

Rapid Rural appraisal (RRA) and participatory rural Appraisal (PRA) are relatively new techniques which can be used to collect more accurate and up to date Data and information on rural conditions in a quick manner and a low cost today, these methods

are being successfully used to many fields not only for data collection but also for successful completion of various stage of development projects including project identification planning, implementation monitoring and evaluation.

PRA has become a popular technique for obtaining people-s participation in development work'. In this sense, it functions firstly as a method to identify people's ideas, attitudes and aspirations secondly as an empowering mode. Hence, provision of sufficient knowledge on the application of RAA/PRA techniques would provide all those involved in rural development activities a number of competencies such as collections of accurate information about rural concessions obtaining of people's participation in activities to match those with their aspirations and empowering of beneficiaries.

The main objective of this training programme is to convenience the participants about the value of the people participation. In terms of local level planning and management of development projects and help them to achieve said aim through enhancing their knowledge and skill and ability to carry out PRA/RRA techniques.

The number of programme conducted in the year was one and 3 farmer beneficiates were trained. The main objective of this programme was to educate the selected beneficiaries from the Kothmalle divisional secretariat on a natural resource management model village and preparing community action plan the natural resource model village which is implemented in the area as a pilot project.

2 Training Programme on Social Mobilization

Training Team :

Mr. S.M.A. Samarakoon	Head/HRID) (Co-ordinator)
Mr. P C..J. De Silva	SRO/HRID) (Assistant Co-ordinator)
Mr. H .M.J.I<. Herath	SRO/HRID)
Mr. H.J .C. Jayasooriya	RO/EWRM

In order to obtain the maximum participation of the people in any rural development programme, the beneficiaries should be given an opportunity to participate actively in the development process.

The main objective of any rural development programme is to enhance the understanding of the community on the factors that influence progress furthermore, it's to show ways in which they can enter the development process. "I he success of development programmes depend also on the degree of knowledge skill and attitudes of the development workers.

However, traditional attitudes of people, lack of positive attitudinal change, leadership issues, communication weaknesses, management issues. weaknesses in technological flow and weaknesses in rural participation in rapid rural development process are directly' influenced in rural development process,

This training programme was mainly designed for the agricultural and rural development officers who were involving in agrarian and rural development activities as a social mobilizer. The objective of' this training programme was to enhance and strengthen participants theoretical and practical knowledge on social mobilization and participatory development.

The number of' programmes conducted the year was one. This programme was conducted for the officers attached to the Ministry of Economic Development of

Nochichiyagama divisional secretariat in Anuradhapura and around 40 economic development officers were trained.

3. One day Training Programme on "Agriculture for Healthy Generation"

Training Team :

Mr. S.M.A. Samarakoon	Head/HRID) (Co-ordinator)
Mr. De Silva	SRO/HRID (Assistant Co-ordinator)
Mr.H.M-J.K. Herath	SRO/HRID

Currently, the major challenge that Sri Lankan agriculture has to face is health and environmental issues caused due to the high usage of Agro chemical. Chronic kidney disease and some other unidentified diseases are rapidly spreading most part of the country. Therefore, there is a high tendency of generating of social and economic issues among the community,

The chronic kidney disease which has spread in Anuradhapura, Polonnaruwa. Hambantota, Kurunegala districts and most parts of the country' has caused numerous health, economic and social issues within the agrarian community,

The Hector Kobbekaduwa Agrarian Research and Training Institute conduct a research on the socio-economic impacts of chronic kidney disease and presented several suggestions to minimize its impact. Educating farmers on agro chemical usage, impact of agro chemicals on human health, early symptoms of the kidney disease and importance of identifying the disease at the early stages are some of the facts included in findings

Special attention of HE President Maithreepala Sirisena has been drawn regarding the kidney disease. Therefore, it's a contemporary need to aware farmers and farmer organization for creating healthy generations and to get maximum benefits from the agriculture. This awareness programme is organized to fulfil that objective.

The main objective of this one day awareness training programme was to empower the farmer leaders and strengthening of farmer organization for creating healthy generation and to get maximum benefits from the agriculture.

During the year 2015 the number of programme conducted were 39. This programme was conducted only in two districts, namely Anuradhapura and Polonnaruwa.

Details of the programmes conducted Anuradhapura district.

Agrarian Development Center	No. of Programme	No. of Participants
Padaviya	04	122
Kabithigollawa		88
Ethakada		72
Punawa		82
Madawachchiya	05	122
Rabawewa		58
Parangiya Wadiya		74
Horow' pathana		60
Kapugollawa		104

Kahatagasdigiliya Rathmalgahawewa Thanthirimale Wilachchiya	04	59 89 63 50
Gambirigaswewa Ranorawa Nochchiyagama Elayapapathuwa	04	115 40 35 58
Rajanganaya	01	90
Madutugama Muriya kadawata Palugaswewa Kakiriwa	04	75 110 88 85
Konwewa Galen bidunuwawa Thirappane Maradankadawala	04	75 140 63 112
TOTAL	26	2149

Details of Programme conducted in Polonnaruwa district

Agrarian Development Center	No.of Programme	No.of Participants
Bakamuna Highrakgoda Shewagama Siripura Manampitiya	05	80 56 103 65 40
Walikanda Nawanagaraya Giritale Pulastigama	04	67 35 94 108
Ambagaswewa Galamuna Madirigiriya Madirigiriya/Ambagaswewa	04	95 105 97 90
TOTAL	13	935

District office of the Agrarian Development in Anuradhapura and Polonnaruwa fully assisted with the organization activities of the programme. Agriculture department and provincial health department provided Resource persons for the training programmes. 04. Training Programme on Use of Information and Communication Technology for Agrarian and Rural Development
Training team : Mr. H.M.J.K6 Herath SRO/HRID (Co-ordinator)

Information and Communication Technology can be introduced as a key factor of country's development in 21st century with rapid technological advances. Thus, development of that sector directly contributes to fast development in a country and today the world becomes a universal village because of improvement in information and communication technology. People can enjoy many social benefits from the use of this technology. It shares worldwide news on politics, education and entertainment through thousands of web pages in the internet. Further it influences on the development of agriculture, industry health, business and economics. It shows that information technology plays an important role in economic and social development of a country,,

Therefore, information technology centers are needed to facilitate infrastructure facilities for information and communication technology. Thereby it can be established proper linkage between government and private sector to provide better service to the society.

This training programme is designed to enhance rural development with combination of information and communication technology. It is expected to provide wider technological contribution in administrative tasks and strengthen the common development of the country.

The main objective of this training programme was to enhance the participants theoretical and practical knowledge on use of information and communication technology in agriculture and rural development.

The number of programme conducted for the year 2015 was three (3) and around 88 officers were trained. Details of the programmes conducted

No.	Participated	No.of Programme	No.of Participants
01	The lectures of agriculture schooling Gannoruwa	01	18
02.	The officers of export Agriculture Department in Matale		32
03.	The officers of district planning officers in Puttalam	01	28
	TOTAL	03	88

05. Training Expertise Provided to Other requesting Organizations

No.	No.of Officer	Lectures Delivered	No.of lecture	Organization
01.	H.M.J.K. Herath	Use of Information and communication technology for agriculture and rural development	02	Export Agriculture Department, Matale
02.	H.M.J.K. Herath	- do -	03	District Health Department, Kandy

03.	P.C.J. de Silva	Issues and Challenges of the contemporary agriculture chronic kidney disease	01	Farmer organization Padaviya, Anuradhapura
04.	S.M.A. Samarakoon	Empowerment and Social mobilization	01	CIC, Colombo
05.	H .J .C. Jayasooriya	Role of Extension Officer	01	CIC, Colombo

Human Resources and Institutional Development Division - 2014

The objective of the training programmes conducted by HARTI is to develop knowledge attitude and skills of adults involved in agrarian and rural development activities, and thereby improve the socio-economic standing of the farming community in Sri Lanka. The clients of HARTI training programmes belong to a broad range encompassing field officers, higher officers of GOS and NGOs involved in development activities in the rural sector and farming community in Sri Lanka.

Training programs conducted by the Human Resources and Institutional Development Division is structured on the following:

13. Co-ordinating, organizing and preparing of general training programs based on the needs of the farming community.
14. Co-ordinating and preparing of training programs at the request of various organizations related to the agrarian sector as well as implementing Action Research Projects, 15, Providing training expertise to other organizations on request.

Besides national and international training. seminars and workshops are organized and coordinated collaboratively with other national and international organizations.

The training programs conducted ail over the country during the year 2014 by the human

Resources and Institutional Development Division are as follows:

1.Training Programme on Participatory Techniques (RRA, PRA & PCM) for Planning & Management of Rural/Community Development Projects

Training Team:

Mr. S.M,A. Samarakoon	Head/HRID (Co-ordinator)
Mr. R,L.N. Jayatissa	RA/APPE
Mr. P.C.], de Silva	SRO/HRID
Mr. S. Epasinghe	RO/ARMD
Mr. H,M.J.K. Herath	SRO/HRID

The main objective of this training programme was to convince the participants about the value of the people participation in terms of local level planning and management of development projects and help them achieve the said objective by enhancing their knowledge and skills and abilities to carry out PRA/RRA techniques.

One programme was conducted in year 2014. This programme was conducted for the officers in the Agrarian Development Department in Matara district. Around 30 participants attended this programme.

2. One-day Training Programme on Participatory Techniques for Planning and Management of Rural Community Prospects

Training Team :

Mr. E.M. Abhayaratne	Director
Mr. J.K.M.D.Chandrasiri	Addl. Director
Dr. M.S. Senanayake	HD/SDP (Co-ordinator)
Mr. S.M.A. Samarakoon	H D/HRID
Mr. R.L.N. Jayatissa	RA/APPE
Mr.P.C.J. de Silva	SRO/HRID
Mr. S. Epasinghe	RO/ARMD

The main objective of the training programme was to educate the selected beneficiaries from the Suriyawewa Divisional Secretariat on a mango cultivation project and preparing a community action plan for the mango cultivation project which is implemented in the area as a pilot project.

The training programme was conducted at the Suriyawewa International Stadium and around 77 farmer beneficiaries were trained during the year 2014.

3. Training Program on Marketing Extension

Training Team

Mr.N.P.G. Samantha	RO/MFPAD (Co-ordinator)
Dr. T.A.Dharmaratne	RF/MFPAD
Mrs. C.P. Hathurusinghe	RF/MFPAD
Mr. W .D. Priyadarshana	RO/MFPAD
Mr. E.A.C. Priyankara	RO/MFPAD
Mr.W.A.N. Wijesooriya	RO/MFPAD
Mr. P.C.]. de Silva	SRO/HRID

This training program was designed to train the extension staff on marketing extension to promote the market-oriented production system. The main objectives of the training programmes are to enhance the participants' knowledge about the concepts on marketing extension and preparation of business plan, to understand ways and means of delivering marketing extension among farmers and to understand the use of market information on production and marketing planning.

The number of programmes conducted the year 2014 was two. Those programmes were conducted for the officers attached to the Ministry of Agriculture, Wayamba Provincial Council and 60 officers were trained.

4. Training Programme on Social Mobilization

Training Team :

Mr. S.M.A. Samarakoon	Head/HRID (Co-ordinator)
Mr. P.C.]. de Silva	SRO/HRID
Mr. H.M.J,K, Herath	SRO/HRID
Mr. H.J.C.Jayasuriya	RO/EWRM
Mr. H.M.C.K.Herath	External Resource Person

This training program was mainly designed for Agricultural and Rural Development Officers who were involved in agrarian and rural development activities as social mobilizers. The objective of this training program was to enhance and strengthen participants' theoretical and practical knowledge on social mobilization and participatory development.

The number of programmes conducted the year 2014 was four. those programmes were conducted for the officers attached to the ministry of Economic Development of District

Secretariat on Matale and around 144 economic development officers were trained.

5. Training of Farmer Leaders on Strengthening of Farmer Organizations

Training Team :

Ms S.M.A.Samarakoon	Head/HRID (Co-ordinator)
Mr. P.C,L de Silva	SRO/HRID
Mr. Thilak Kandegama	External Resource Person
Mr. S.P. Gamini	External Resource Person
Mr. W.S.U, Kulasiri	External Resource Person

The objective of this program was to empower the farmer leaders and strengthen farmer organizations to gain maximum benefits from the organizations for the farming communities.

In addition, this program was aimed at training all farmer organization leaders in the relevant districts, specially the Chairman, Secretary, Treasurer and the Action Committee members During the year 2014. this program was conducted in the Matara district under Govi Sathiya Development Programme - 2014.

There were 2372 farmer organization leaders in the Matara district who are trained during the year 2014 and it had empowered the 22 farmer organizations in the district to provide their maximum services to the farming community as well as for the rural development activities,

6. Farmer Organization Empowerment Training Programme (Deyata Kirula 2013/2014)

Training Team : Mr. S.M.A. Samarakoon	Head/HRID (Co-ordinator)
Dr.M.S. Senanayake	Head/SDP Division
Mr. P.C.J. de Silva	SRO/HRID
Mr. G.B. Weerakkody	External Resource Person
Mr. Ariyapala	External Resource Person
Mrs. Irin Perera	External Resource Person

The main objective of this training programme was to empower the farmer leaders and strengthen farmer organizations to get maximum benefits from the farming communities to carry out the ongoing development programmes in the area.

The Farmer Leaders in all the Agrarian Development Centers in the Kurunegala district are involved in this training programme under the Deyata Kirula 2013/2014. Twenty six one-day training programmes were conducted in the above district and trained around 2037 Farmer

Leaders and Agricultural Research and Production Assistants.

7. Development Forum

Mr. P.C.J. de Silva_SRO/HRID (Co-ordinator)

Mr. S.M.A. Samarakoon - Head/HRID

Under this programme HRID of HARTI organized special lectures which are aimed at developing the working knowledge of all staff and obtain their optimum service to the HARTI. The following topics were taken into consideration for discussion in the development forum.

i. Positive attitude development: This lecture was presented by Prof. Sarath Wijesuriya,

Senior Lecturer of University of Colombo ii. Traditional knowledge related to Agriculture: This lecture was presented by Prof. Pandula Andagama. Environmentist

8. National Exhibition of Library Educational and Information

Mr. S.M.A. Samarakoon	Head/HRID (Co-ordinator)
Mr. P.C.J. de Silva	SRO/HRID
Mr. H.M.J.K. Herath	SRO/HRID

HRID participated and organized exhibition stall in the National Exhibition organized by National Library and Documentation services Board on 6th to 9th May 2014.

In this exhibition, HARTI had the opportunity to disseminate new research findings related to agrarian and rural development in Sri Lanka. In addition, the visitors were able to purchase HARTI publications at the stall.

9. Report — Agricultural Related Problems Faced by Farmer Organizations in Matara District

Research Team :	Mr. P.C.J. De Silva	- SRO/HRID (Co-ordinator)
	Mr. S.M.A. Samarakoon	- HD/HRID

A survey to find out agricultural related problems in Matara district was conducted prior to the

'Govi Sathiya programme in 2014 and the relevant report was submitted to the Minister of the Agriculture before the Govi Sathiya Exhibition in Matara. In the survey, almost all farmer organization in the district were reached out to and information on agricultural related problems faced by them was obtained from the officer bearers of the respective farmer organization through a short questionnaire.

Specific problems of the farmer organizations were reported under the name of each farmer organization and the problems of more general nature included under the heading of common problems.

A few common agricultural problems affecting the farmer organization in Matara district were identified.

i. Drainage problem ii. Threat of wild animals to agricultural practices lii. Uncultivated lands and the threats posed by them

iv. Problems related to Nil Wala project

v. Abandoning the farm lands and decrease of youth involvement in agriculture

Human Resources and Institutional Development Division - 2013

Scope of Trainings:

Training programs conducted by the Human Resources and Institutional Development Division

1. Co-ordination, organization and preparation of general training programs based on the needs of the farmer community specially to implement the Mahinda Chintana Development Programme.

2. Co-ordination and preparation of training programmes on the request of various organizations related to the agrarian sector and implementing Action Research Projects
3. Providing training expertise to other organizations on request.
4. Designing and conducting Research Projects under Mahinda Chintana Development programme.

Apart from the above training, seminars and workshops are organized and co-ordinate collaboratively with other national and international organizations, Training programs conducted all over the country during the year 2013 by the Human Resources and Institutional Development Division are as follows:

1. Training Programme on Participatory Techniques (RRA, PRA & PCM) for Planning & Management of Rural/Community Development Projects, (No. of Programs conducted-04)

Training Team:	Mr. N S B Epakanda	Co-ordinator
	Dr. M S Senanayake	Head/HRID
	Mr. J KM D Chandrasiri	Head/APPED
	Mr. S M A Samarakoon	SOR/HRID
	Mr. R L N Jayatissa	RA/APPED
	Mr. S Epasinghe	RO/ARMD
	Mr.P.C.J. De Silva	RO/HRID

Objectives:

The main objective of the training program was to

	Participant	Date	No. of Programs	No. of Participants
1.	Agriculture instructors in Central Provincial Council	2013 02/18 2013/02/23	01	36
2.	Officers of Agriculture Ministry in Sabaragamuwa Provincial Council,	2013 05 13 2013/05/17	01	40
3.	Officers of Agriculture Ministry in Southern Provincial Council	2013/06/27 2013/05/31	01	30
4.	District planning officers in District Secretariat, Kandy	2013 06/17 2013/06/22	01	43
			04	149

enhance the knowledge of the officers who are directly involved in the Agrarian and Community Development activities on preparing participatory community action plans To enhance the participants' knowledge on the concepts and methods used in Participatory Planning & Management.

Details of the programmes conducted

2. Training Programme on Marketing Extension (No. of Programs conducted-02)

Training Team:	Dr. L P Rupasena	Co-ordinator
	Mr. N S B Epakande	- Co-ordinator

	Dr. T A Dharmaratne	- Head/MFPAD
	Mr. W I-d D Priyadharshana	RO/MFPAD
	Mr. EA C Priyankara	- RO/MFPAD
	Mr. N G P Samantha	- RO/MFPAD
	Mr. W A N Wijesuriya	- RO/MFPAD

This training program was designed to train the extension staff on marketing extension in order to promote market-oriented production system.

Principle Objectives were:

- i. To enhance participants' knowledge over the concepts on marketing extension and preparation of business plan.
- ii. To understand ways and means of delivering marketing extension among farmers.
- iii. To understand the use of market information on production and marketing planning.

Details of the programme conducted:

	Participant	Date	No. of Programs	No. of Participants
1.	Officers attached to the Ministry of Agriculture in Southern Provincial Council	2013/03/18 2013/03/21	01	29
2.	Officers attached to the Ministry of Agriculture in Central Provincial Council	2013 06 10 2013/06/12	01	44
	TOTAL		02	73

3. Training Programmes on Social Mobilization (No. of Programs conducted-05)

Training Team:	Mr. S M A Samarakoon	Coordinator
	Dr. M S Senanayake	Head/HRID
	Dr. N S B Epakande	RO/HRID
	Mr. P C J De Silva	RO/HRID

This training program was mainly designed for Agricultural and Rural Development Officers who were involving in agrarian and rural development activities as social mobilizes.

Objective:

The objective of the training program was to enhance and strengthen participants' theoretical and practical knowledge on social mobilization and participatory development.

Details of the programs conducted

	Participant	Date	No. of Programs	No. of Participants
1.	Agricultural Research and Production Assistants attached to the Agrarian Development dept. in Matara District.	2013/02/04 2013/02/08	02	110

	Agriculture Extension Officers attached to the Agriculture Ministry in Sabaragamuwa Provincial Council	2013/06/10 2013/06/13	01	53
3.	Agriculture Extension Officers attached to the Agriculture Ministry in Central Provincial Council	2013 07 08 2013/07/11	01	31
4.	Agriculture extension officers attached to the agriculture ministry in southern provincial council	2013/08/21 2013/08/24	01	
5.	Agriculture extension officers attached to the agriculture ministry in southern provincial council	2013/08/21 2013/08/24	01	31
	TOTAL		06	262

Dr. M S Senanayake	Co-ordinator
Mr. S M A Samarakoon	SRO/HRID
Mr. P C J De Silva	RO/HRID
Mr. N.S.B. Epakanda	RO/HRID
Mr. R.R Dissanayaka	External Resource Person

4. Training of Farmer Leaders on Strengthening of Farmer Organizations Ratnapura District Training Team:

Farmer organization is one of the popular community based organizations in Sri Lanka which has legal power under the Government Act to carry out do various kinds of development activities in Rural Farming Community. There are about 14000-15000 farmer organizations in Sri Lanka as indicated by various sources. But only about 6000 farmer organizations actively work and are registered under the Agrarian Development Act. However, of them, most of the organizations are blamed for lack of effectiveness in providing the expected service.

The Objective:

The objective of this programme was to empower the farmer leaders and strengthening farmer organizations to get maximum benefits from the organizations to the farmer communities to fulfil the Mahinda Chintana National Development programme.

The topics discussed:

- i. Leadership for the success of organizations
- ii. Social Mobilization; Role of Farmer Organizations and their legal framework
- iii. The importance of maintain records by Farmer Organization iv. Nature Farming.
- iv. Discussion of the main problem of Famer Originations

This programme was aimed at training all farmer organization leaders in relevant districts, specially the Chairman, Secretary, Treasurer and the Action Committee members. During 2013, this programme was conducted only in one (01) district Ratnapura.

According to official sources in the Agrarian Development Department in the Ratnapura district, there are 450 farmer organizations in operation. We were able to train three main office bearers of each farmer organization (715 personnel) of all those farmer organizations in 10 training programmes.

The Ratnapura District Office of the Agrarian Development Department fully assisted the organizing activities as well as providing resource persons for the training programmes.

Participant	Date	No. of Programmes	Participants
Chairman, Treasurers, Secretary, all farmers - Ratnapura	2013 03 11 2013/03/16 2013/04/02 2013/04/07	10	715
TOTAL		10	715

5. Training Programme on "Empowerment of Farmer Leaders on Traditional Farming Technology (Nature Farming)"

Training Team:

Dr. M S Senanayake	Co-ordinator
Mr. S M A Samarakoon	SRO/HRID
Mr. P C J De Silva	RO/HR[D
Mr. Thilak Kandegama	Chairman/Jathika Govi Samuluwa,

The Nature Farming "Training Program is specially designed for all kinds of farmers, farmer leaders and other field level officers who are directly involved in the agriculture sector, and the higher and middle level officers as well as policy-makers and political leaders.

Objective:

The objective of this one-day awareness training programme was to provide participants with the knowledge in the following areas:

Organizational Leadership

The farming system based on organic tradition

Customs, ethics and values prevailed in the traditional indigenous agriculture - The effect of astrology on agriculture

The Training Programmes consisted of lectures, presentations, video films as well as discussions. They had very high responses from the officers at various level and farmer leaders. In the year 20 14, more than 15 training programs were conducted, and about 1419 people were trained.

Different kinds of groups participated in these programmes such as Farmer Leaders, Field Level Officers, Administrative Level Officers, teachers and many other groups. Several districts were covered by this programme specially, Hambantota and Matara. There were many farmers and farmer organizations which started nature farming at experimental level. Details of the Programs Conducted:

District	Training Programs	Output (Officers and Farmers)
Hambantota	5	535
Hambantota/Matara	5	597
Hambantota	5	287
TOTAL	15	1419

6. Training programs for all staff of HARTI

I . A training programme on productivity improvement for efficient service of HARTI staff. Was conducted. This was a one-day training programme and three programs were conducted for all staff of about 200 officers on 13 1 7th, and 20th December 2013 at HART I.

The program aimed at developing the working knowledge of all staff to get their optimum service to HART I.

Subjects:

Introduction of HARTI and its activities

Establishment Code and office activities

Financial Regulations

The first lecture of the programme was conducted by the Additional Director of HARTI and the Head of HR ID. To conduct other lectures, assistance of a resource person of the Institute of Sri

Lanka development Administration was obtained.

7. Development forum

The HRID of HARTI organizes special guest lectures on important timely topics. During the year, two programmes were conducted under following topics.

"Attitude change for productivity development" conducted by Mr. W.S. Mangala. the Assistant Director of Planning Matara District Secretariat on 29th Nov. 2013.

"How can human resources of HARTI be productively used for national development" conducting Dr. Ravindra, Senior Lecture of' the University of Colombo on 6th Dec. 2013. Deyata Kirula 2013/2014

Under the Deyata Kirula 2013, there were several training programmes held in Trincomalee, Batticaloa, Kegalle and Kurunegala districts:

I . Farmer Organization Empowerment Training Programme

The Farmer Leaders in all the Agrarian Development Centers in Trincomalee, and Batticaloa were involved in this training programme. There were 45, one-day training programmes conducted in the above 04 districts and trained around 3440 Farmer Leaders and Agricultural Research and Production Assistants.

One-day training programme covered

Leadership

Social Mobilization and Empowerment

Legal Procedures and Role of Farmer Organizations

Documents maintained in Farmer Organization and Accounting

Discussion of problem in al I Farmer Organizations

District	Training Programmes	Output (Officers and Farmers)
Batticaloa	11	798
Trincomalee	10	617
Kegalle	09	605
Kurunegala	15	1420
	45	3440

15.13. ANNEX 13: ANNEX ACTION PLAN 2020

	Title of the Research/Project	Objectives	Budget (Rs. Mn)
1	Market Information Collection and dissemination Project	To provide food security related information to the policy makers and general public	43
2	A model village in dry zone	To demonstrate a sustainable agrarian system to other parts of the country	1.5
3	Capacity Identification on Exportability in Arecanuts Production	To assess the problems, prospects and exportability of Arecanuts production in Sri Lanka	0.65
4	Towards an Adoptable and Sustainable Home Garden (Action Research)	Expanding the community knowledge of Home Gardening through proper planned and practical Home Garden.	0.65
5	Sustainability / Viability of Home Gardens in Sri Lanka	Identify the issues regarding to the failures of home garden projects and its adoptability towards a proper policy implication for sustainable Home Gardening	0.75
6	Analysis of factors influencing production and marketing of maize in Sri Lanka; Socio-economic situation and future prospects	Investigate the factors affecting maize cultivation Identify the problems associated with marketing channel Suggest measures that could be adopted to solve the identified problems	1.04
7	Role of Government's climate adaptation initiatives in ensuring rural food security	To investigate the contribution of climate change adaptation programme implemented by the Ministry of Agriculture	0.4
8	Study the possibility of catering current demand of Agriculture extension systems in Sri Lanka	To investigate existing agricultural system with the current demand	0.9
9	Economic Analysis of Production and Marketing of Strawberry	To examine the present status and future potential. And Identify the	0.6

	Title of the Research/Project	Objectives	Budget (Rs. Mn)
		marketing channels and cost of production	
10	An evaluation of production, marketing and export aspects of sesame industry in Sri Lanka	To evaluate the problems and prospects of sesame industry in Sri Lanka	0.8
		Total	7.29

B: Training Programmes

No	Title of the Training Program	Objective	Budget (Rs. Mn)
01	Training Programme on Application of Participatory Techniques (RRA,PRA &PCM for Planning & Management of Rural/Community Development Project (5 days) (02)	Enhancing the theoretical and practical knowledge and skills of development officers on rural planning and management	0.7
02	Training Programme on Social Mobilization (4 days) (03)	Enhancing the theoretical and practical knowledge and skills of social mobilizes/extension officers on participating development and social Mobilization	0.9
03.	Training Programme on Training Methodology (4 days) (01)	Enhancing the theoretical and practical knowledge and skills of training officers on training methodology	0.3
04	Training programme on information technology for agriculture and rural development	Enhancing the theoretical and practical knowledge of agricultural development officers on information technology for agriculture and rural development	0.3

No	Title of the Training Program	Objective	Budget (Rs. Mn)
05	Training Programme on Agriculture for Healthy Generation (1 day) (25 Prog.)	Empowering the farmers on use and management of agro chemical	1.3
06	Training programme on data collection, data analysis and report writing (4 days) (03 Prog)	Enhancing the theoretical and practical knowledge and skills of Development Officers on data collection, data analysis and report writing	1.2
07	Training programme on women farmer empowerment (1day) (25)	Empowering women farmers on decision making operation	1.3
	Total		6.0

15.14. ANNEX 14: RESIDENTIAL FEES(WITH EFFECT FROM 01.01.2017)

Rooms with air conditioning

	Local	Foreign
Single room	1700/- per day	US\$ 30 per day
Double room	2500/- per day	US\$ 40 per day

Pelwehara Circuit Bungalow

HARTI has an out-station circuit bungalow located at Pelwehara, Dambulla.

Charges for Pelwehara Circuit Bungalow

Double Room (with A/C)	02 rooms available	Rs 1950/
Family Room (04 Members)	02 rooms (Non A/C)	
Government Officers	Rs.1200/	
Private	Rs.1600/	

15.15. ANNEX 15: 2009 - 2013 COMPLETED TRAINING PROGRAMMES

Completed Training Programmes - 2013

Training programme on application of Participatory techniques (RRA, PRA and PCM) for planning and management of Rural/Community Development project (06 programs)

Training programme on social mobilization (04 Programmes)

Training programme on Training Methodology (02 Programmes)

Training of farmer leaders on strengthening of farmer organizations (50 programs)

Leadership and skill development training programme (04 Programs)

Training Program on farmer Empowerment (Nature Farming) (20 Programs)

Dayata Kirula Training of farmer leaders on strengthening of farmer organizations (20 programs)

Study on socio economic impact of chronic kidney disease of unknown aetiology

Completed Training Programmes - 2010

Training Programme on application of participatory techniques (RRA, PRA, and PCM) for planning and management of rural/community development project (04 Programmes)

Training Programme on social mobilization (04 programmes)

Training Programme on adult training methodology (03Programmes)

Training Programme on marketing extension (03 Programmes)

Farmer convention

International Training programme on Management of rural Drinking water and Sanitation Projects (NIRD/CIRDAP and HARTI collaborative training)

Completed Training Programmes - 2009

Training Programme on application of participatory techniques (RRA, PRA, and PCM) for planning and management of rural/community development project

Regional training programme on new and emerging challengers in rural development for addressing poverty alleviation

Training Programme of marketing extension

Only the following research projects are listed as completed in the website

15.16. ANNEX 16: COMPLETED RESEARCH UNPUBLISHED 2014

Completed Research studies in 2014 (Not Published)

- Economics of scale and technical efficiency of paddy farming in low country wet zone
- Causes and effects of paddy lands filling in Western Province
- Present situation and future prospects of non-farm employment opportunities in the Mahaweli areas
- Evaluation of agro-entrepreneurship development programme
- Evaluation of women' s agricultural extension programme implemented by DOA
- Impact of free ownership of LDO lands on farming community and agricultural sector
- Problems and challenges of small producers /suppliers of vegetables to exporters
- Industrial uses of spice crops and prospects for development
- Identification of socio economic factors affecting poor mechanization in other field crops
- Assessment of backyard poultry promotion programme
- Opportunities and barriers in income diversification of irrigated paddy farmers in Anuradhapura District
- Impact Assessment of Mau Ara project
- Monthly review of fertilizer supply
- Market Information Project
- Traditional rice sub sector in Sri Lanka, Present status, constraints and future prospects
- Government intervention on paddy Marketing: Issues of purchasing and post stock management
- Measurement of minimum Cost of Diet (COD) – Funded by World Food Programme)
- Value of Ecosystem' services provided by the Jaffna Lagoon and contribution of the lagoon to the livelihoods of peripheral village -Funded by IUCN

15.17. ANNEX 17 – HIRING RATES OF HARTI FACILITIES

Application for reservation of hall facilities Application for reservation of hall facilities
Terms and conditions Application for reservation of hall facilities

Hall	Capacity	Working & Non-Working Days 1st Five hours (Rs.)	Every additional hour (Rs.)
Mahinda Silva Auditorium	200	22,000	3,000
Narayansamy Conference Hall	75	18,000	2,500
Subasinghe Conference Hall	50	15,000	2,000
Lecture Hall	40	9,200	1,500
Committee Room	12	5,000	1000
New Hall	100	15,000	2000

Charges for other services

LCD Projector with Laptop - Rs. 3,000/- (1st Five hours) Rs. 1,000/- (Every additional hour)

Recording (Audio) - Rs. 1,000/- per day - (Empty cassettes to be provided by the clients)

Photographs	Each	Extra
Postcard Size (each colour or B/W)	Rs. 40	Rs. 20
4" x 5" each	Rs. 60	Rs. 40
8" x 12" each	Rs. 300	Rs. 150
A4 (Group Photographs)	Rs. 3,000	Rs. 200

The catering arrangements are available from the caterer of HARTI