

Chapter 2

NATIONAL OUTPUT AND EXPENDITURE

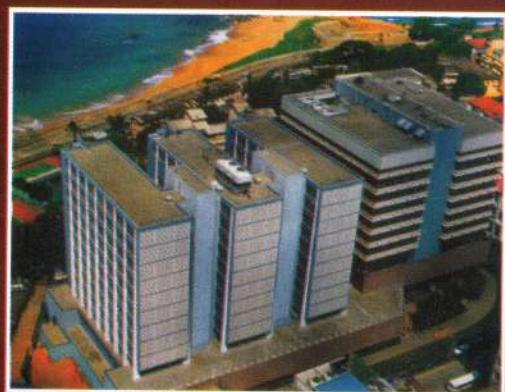
2.1 Overview

Gross Domestic Product (GDP) grew by 6.8 per cent during 2007, in real terms, compared with 7.7 per cent growth in 2006.

The economy grew at a faster pace of 7.3 per cent during the second half compared with a growth of 6.3 per cent during the first half, indicating a further consolidation of progress towards a higher growth path. The Sri Lankan economy recorded more than 6 per cent growth for the third consecutive year in 2007 amidst a number of unfavourable developments, namely high global oil prices, increasing terrorist threat, bad weather conditions and rising inflationary pressure, indicating its intrinsic resilience to face challenges arising from both domestic as well as external fronts.

The economic growth in 2007 was broad based. Industry and services sectors grew by 7.6 per cent and 7.1 per cent, respectively while the agriculture sector grew moderately by 3.3 per cent. The Services sector made the highest contribution of 62 per cent to the overall growth. In the Industry sector, construction, export manufacturing, and mining and quarrying activities performed well. Post and telecommunication, cargo handling, transport, and financial services were the key performing sectors in the services sector. Most of the agricultural activities achieved relatively high growth rates, but the drop in the production of two major crops, tea and paddy, dampened the overall growth performance of the sector. The expansion of the economy generated more employment opportunities, contributing to a further drop in the unemployment rate from 6.5 per cent in 2006 to 6.0 per cent, the lowest annual unemployment rate reported ever.

The deceleration of economic growth observed in 2007 from 7.7 per cent in 2006 to 6.8 per cent indicates a slowing down of the aggregate demand. In the recent years, rising domestic demand provided the impetus for economic growth. This trend was



Box 4**Explanatory Note on National Income Estimates**

The Department of Census and Statistics (DCS) is the official agency responsible for the compilation and dissemination of National Income Accounts. However, in the past, both the DCS and the Central Bank had been compiling and disseminating national income statistics. As this duplication of effort has caused some confusion in the minds of the public, the Central Bank decided to use the statistics compiled by the DCS commencing from 2007.

However, the Central Bank continues to compile forecasts of Gross Domestic Product (GDP) and its growth rate, for the purpose of macroeconomic management. Such a practice will be consistent with the compilation and forecasting of the general price level and inflation, where DCS compiles the actual price level and inflation, while the Central Bank forecasts inflation for monetary policy purposes.

improved in 2007, mainly due to the increased interest income from investment of official reserves, by 44 per cent, largely owing to higher global interest rates as well as further accumulation of official reserves in 2007. In addition, earnings from the foreign financial assets of the private sector including commercial banks also increased in the light of higher global interest rates.

GDP at current market prices is estimated at Rs. 3,578 billion in 2007, an increase of 21.8 per cent, reflecting the expansion in real economic activity and an increase in the general price level. The overall inflation as measured by the GDP deflator was 14.0 per cent in comparison to 11.3 per cent

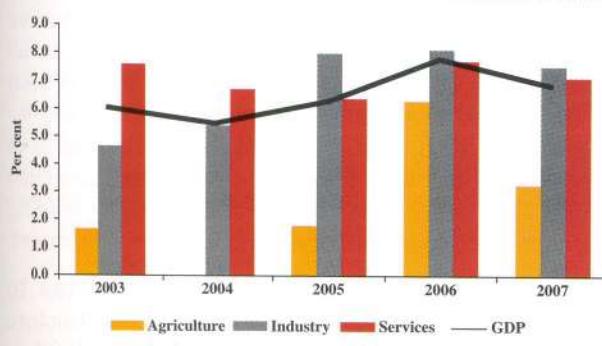
In line with this policy, this publication uses the GDP estimates compiled by DCS from 2003 for purposes of comparison. As a result, the ratios that were calculated using GDP estimates compiled by DCS could be different from those calculated using GDP estimates compiled by the Central Bank and published in various statutory reports of the Central Bank. Some macroeconomic variables including savings, investment, government revenue, government expenditure, overall budget deficit, outstanding government debt, external current account balance as a per cent of GDP, as well as the per capita income would vary from those previously published by the Central Bank. Data users and analysts may therefore be cautious in comparing the sources of data.

recorded in 2006. Accordingly, given the mid year population of 20,010 thousand, GDP per capita for 2007 is estimated at Rs. 178,830, an increase of 21.0 per cent which is well above the increase in the general price level, indicating an overall improvement in living standards, on average. In US dollar terms, per capita GDP increased by 13.7 per cent, from US dollars 1,421 to US dollars 1,617 in 2007. Accordingly, Sri Lanka moved further up as a country of lower middle income category bound by per capita income of US dollars 756 and 2,995 as per World Bank classification.

Domestic savings increased by 26.0 per cent from Rs. 499 billion in 2006 to Rs. 629 billion in 2007 while the domestic savings ratio (domestic savings as a percentage of GDP) also improved from 17.0 per cent in 2006 to 17.6 per cent in 2007. The contraction of consumption ratio and the increase in savings ratio stress the effectiveness of demand management policies adopted by the CBSL. Increased profitability in the corporate sector, was also instrumental in this increase. Government savings, though it remained negative, the level of government dis-savings was lower in 2007, thereby contributing to the upliftment of the domestic savings. National savings also increased due to an increase in net transfers from abroad and improvement in net factor income from abroad as well.

Chart 2.1

Annual Growth Rates



2.2 Sectoral Output, Policies, Institutional Support and Issues

Agriculture

The Agriculture, Forestry and Fishing sector grew moderately in 2007 and registered a growth of 3.3 per cent in value added terms. Remarkable increase in rubber and livestock production and full recovery of the fisheries sector was largely attributable to this growth. Production of minor export crops such as cashew and cocoa, as well as production of fruits and vegetables also increased in 2007. The weather related temporary set-back of tea and paddy production is expected to recover in 2008.

Export Agriculture

Tea production declined marginally by 2 per cent to 305 million kg in 2007. The go-slow action followed by a strike by the plantation workers towards end 2006 and drought weather conditions during early 2007 were contributory factors for the decline in tea production. The drop in application of fertiliser below the recommended levels too might have affected the yield levels.

Tea export earnings rose due to a sharp increase in tea prices offsetting the relatively higher operating costs in the tea sector. Wages, energy prices and fertilizer prices increased substantially during the year. The minimum daily wage of an estate worker increased in June 2007 to Rs. 260 from Rs. 189 reflecting a 38 per cent increase. However, during the year, average export price and Colombo Auction price increased by 31.7 per cent and 40 per cent, respectively. Average price paid to smallholders for bought leaf increased by 40 per cent to Rs. 40.88 per kg. In the tea sector, subsidy schemes for replanting to improve the present annual re-planting rate of 0.2 per cent in the corporate sector by Sri Lanka

Tea Board and in the Small Holder Sector by Tea Small Holdings Development Authority were implemented. During the year, tea factory modernization programmes were given high priority towards achieving Hazard Analysis Critical Point (HACCP) Certification, which gives value addition to their products. Development of mini-power stations in the plantation sector was encouraged to provide electricity to tea factories at a lower cost.

Rubber production increased by 7.7 per cent to 118 million kg. Despite a labour dispute during the peak cropping period, continued attractive prices helped rubber production to increase, especially through productivity improvements.

Further productivity improvements in the rubber sector could enhance benefits from high prices for natural rubber in the international market. Although the average yield per hectare in Sri Lanka has increased gradually to around 1,260 kg, the potential yield per hectare is about 1,500 kg per year. Smallholders of rubber can adopt short-term as well as long-term methods to increase productivity in their holdings. Application of quality fertiliser at recommended level is important to boost the yield. In addition, adhering to agro management practices recommended by the Rubber Research Institute and use of new technology, cultivation of high yielding clones, improving soil condition by adopting soil management practices in selected unproductive lands, weeding and improving water retention would support increasing the productivity in the rubber industry.

The Rubber Research Institute conducted a series of research for the advancement of the rubber industry. These included, development of a new tapping knife which reduces the skill requirement of tapper, introduction of a portable small scale sheet rubber smoking unit for commercial use (this enables reducing normal drying period for sheet rubber to one day from 6 days) and the development of a low cost weed control mat.

Coconut production rose by 3 per cent to 2,869 million nuts in 2007 benefiting from the conducive weather. However, prices of coconut and coconut based products increased sharply during the year reflecting the world trend of increasing demand for organic oils to produce bio-fuel as an alternative to expensive fossil fuel. High coconut prices adversely affected the desiccated coconut (DC) industry, leading to a closure of some factories and loss of employment.

The government took several measures to improve the coconut industry. A new cess structure was introduced with effect from 23 May 2007 to

Table 2.2

Agriculture Production Index
(1997-2000 =100)

Item	2006(a)	2007(b)	Rate of Change (%) 2006/07
Agriculture and Fishing	108.9	111.4	2.3
1 Agriculture	111.7	112.2	0.5
1.1 Agriculture crops	111.6	111.3	-0.3
Tea	108.2	106.0	-2.0
Rubber	113.2	121.9	7.7
Coconut	100.3	103.3	3.0
Paddy	125.4	117.4	-6.4
Other Crops	108.3	112.5	3.9
1.2 Livestock	112.1	120.2	7.3
2 Fishing	92.0	106.6	15.8

(a) Revised

(b) Provisional

Source : Central Bank of Sri Lanka

Table 2.4**Paddy Sector Statistics**

Item	Unit	2006(a)			2007(b)		
		Maha	Yala	Total	Maha	Yala	Total
Gross extent sown	hectares '000	591	319	910	525	291	817
Gross extent harvested	hectares '000	586	314	900	512	284	795
Net extent harvested	hectares '000	525	283	808	459	255	713
Production	mt '000	2,136	1,206	3,342	1,971	1,158	3,129
Yield (c)	bushels '000	102,350	57,814	160,164	94,449	55,050	149,499
Credit Granted	kg./ hectare	4,069	4,263	4,137	4,298	4,543	4,385
Rice imports	Rs.mn.	552	438	990	605	522	1,127
Paddy equivalent of imports	mt '000	-	-	12	-	-	88
	mt '000	-	-	18	-	-	129

(a) Revised.

(b) Provisional

(c) Yield per hectare for Maha and Yala are calculated using data from the Department of Census and Statistics which are based on crop cutting surveys while total yield is calculated by dividing total production by the net extent harvested.

Sources : Department of Census and Statistics
Sri Lanka Customs
Central Bank of Sri Lanka

cultivated in Maha 2006/2007. However, the increase in productivity per hectare from 4,137 kg to 4,385 kg helped to limit the drop in total production.

The government paddy purchasing scheme continued to operate in 2007. Accordingly, the Agricultural Products Marketing Authority started purchasing paddy from 2006 Yala season and it purchased long seeds (nadu) at Rs. 16.50 per kg and small seeds (samba) at Rs. 17.50 per kg. The government spent Rs. 1,543 million to purchase 90,997 metric tons of paddy in 2006/07 Maha season while paddy stocks were not received for purchasing during the 2007 Yala season as market prices were higher than the price paid by the government.

Various programmes were implemented to increase productivity in the paddy sector. The "yaya" demonstration programme, which was organized by the Department of Agriculture (DOA) to introduce agriculture practices with new technology to increase productivity, continued further in 2007. Rice production "yaya" programme was conducted with the Granary Area programme covering high potential major irrigation schemes. In 2007, 150 new Saruketha Yaya were established and 8,910 farmers and officers were trained to increase the production and productivity of rice. In order to make latest technology available to paddy farmers, 948 maximum yield yaya demonstrations were conducted. Rice-branding programmes were continued for popularizing rice-based products. Initiatives were taken to establish district level agro enterprise development units (Krushi Seva Piyasa) at divisional level and agriculture technology parks were established at Gannoruwa and Bata-atha for training and demonstrating new agriculture technologies for farmers, extension officers,

teachers and the general public. Agricultural communication programmes through mass media were also conducted.

Rice prices increased sharply towards the end of 2007 due to several reasons. The demand for rice consumption increased significantly with the sharp increases in wheat flour prices. An El-Nino condition and increase in export tax on wheat has led global wheat production to drop, and supporting prices to rise. This trend is expected to prevail further. Although the government allowed rice imports without customs duty, prices of rice continue to increase, as the supply was not sufficient to meet the increasing demand.

Domestic sugar production decreased by 43 per cent in 2007 mostly due to a decrease in cane supply and labour unrest at the Sevanagala sugar factory. The drought weather condition and relatively higher fertilizer prices too contributed to the decline. The area harvested in 2007 declined by 21 per cent as many farmers have shifted to banana cultivation due to unfavourable market conditions. As a result, the total cane harvest decreased by 40 per cent. Private cane purchases have also declined almost by half. However, assistance was given to rehabilitate the sugar cane farms affected by the Sugar cane Wooly Aphid pest at Lunugala area. A pre-feasibility study was carried out in respect of the proposed Bibile Sugar Development Project. Action has also been initiated to re-commence the Hingurana and Kantale Sugar Factories.

The Sugar Research Institute developed and tested two high yielding commercial sugar cane varieties. They were introduced to the farmers of Sevanagala, Pelwatte and Hingurana sugar factories for further evaluation. Planting materials were supplied

to establish nurseries, at the Hingurana sugar industry. Sugar cane varietal adaptability field trials were established at Medagama and Dehigama villages using some 16 potential varieties, with the objective of identifying suitable varieties for the area.

Forestry

Forestry development activities continued with the greater attention of the government, donor agencies as well as active participation of the community and the private sector. The Forest Resources Management Project continued to implement to promote forest maintenance, management and reforestation. Forestry programme for early rehabilitation in Asian Tsunami affected countries, which was initiated in 2006, was completed in 2007. The Forest Department initiated a research level pilot programme called "Jeewa Jawaya" in two districts of Kandy and Polonnaruwa for production of bio-fuel by using Jatropha Cursus seeds. Under the programme 40,000 Jatropha plants were raised with increased participation of the private sector. The extent of private commercial forest plantation increased to 510 hectares by end 2007.

Fishing

Annual fish production reached the highest ever level of 291 million kg in 2007 recording an increase of 16 per cent and reflecting the complete recovery from tsunami. Both marine and inland and aquaculture fish production increased by 17 per cent and 9 per cent, respectively. This helped total fish production from the sector to its historically highest level in 2007. The prices of fish remained mostly stable during the year mainly due to higher production and interventions through direct purchasing of fish stocks by the Ceylon Fisheries Corporation (CFC) and fish distribution through the CFC trucks with freezer facilities and their stalls.

Several steps have been taken to increase the fish production. In order to increase the capacity of fish landing, the construction of fishery harbours at Hambantota, Ambalangoda and Chilaw is being carried

out under the Coastal Resource Management project. Ceylon Fisheries Corporation (CFC) had added its own fishing fleet with two long line vessels, making the fish industry more competitive. They have also commissioned two mother ships to facilitate transportation requirements for multi-day boats operating in the deep sea. A plan is under way for relocation of the St.John's fish market to a more spacious trading complex in Peliyagoda. Nearly 90 per cent of the refurbishments and renovations of the tsunami damaged fishing harbours have now been completed. The construction work of the proposed Dikkowita fisheries harbour is expected to commence shortly. Once completed, this harbour could accommodate 340 multi-day boats, the largest multi-day boat landing harbour in the country. In order to improve the aquaculture sector, a crop calendar was developed by the National Aquaculture Development Authority (NAQDA) that would help the prawn industry to reduce its vulnerability to diseases. In support of the shrimp industry in Puttalam District, a water quality-monitoring laboratory had been established at Buttaluoya. With the objective of fulfilling the demand for foreign aquatic plants and creating employment opportunities, the construction of the Tissue culture laboratory at Rambadagalla has been completed. Almost all the harbours in the country are now inter-linked by Internet Protocol Virtual Private Network (IPVPN) synchronizing the vessel monitoring.

The government declared a comprehensive policy framework for national agriculture. Key objectives of the policy are to increase domestic agricultural production to ensure food and nutrition security of the nation, enhance agricultural productivity and ensure sustainable growth, adopt improved agro-technologies with a view to reduce the unit cost of production, promote agro-based industries and enhance the income and the living standards of the farming community. The policy has focused on addressing issues associated with food crops, export agricultural crops, floriculture and flora. This also covers plantation crops, livestock and fisheries and aquatic resources.

Several measures were taken in 2007 to increase agriculture productivity to enhance the income and living conditions of farmers and to make food crops available at affordable prices to the public. For this purpose, the DOA implemented a number of research and development projects, extension services, seed production, certification and plant protection programmes in 2007. New rice varieties, which are resistant to salinity, rice thrips and bacterial leaf blight, were developed using

Table 2.5

Fish Production

Sub-Sector	Metric Tons '000	
	2006 (a)	2007(b)
Marine (c)	216	253
Aquaculture and Inland Fisheries	35	38
Total	251	291

(a) Revised
 (b) Provisional
 (c) Coastal and deep sea sector

Sources: Ministry of Fisheries and Aquatic Resources Development
 National Aquatic Resources Research and Development Agency

Box 5**Harnessing the Benefits by Effective Utilization of the Exclusive Economic Zone of Sri Lanka**

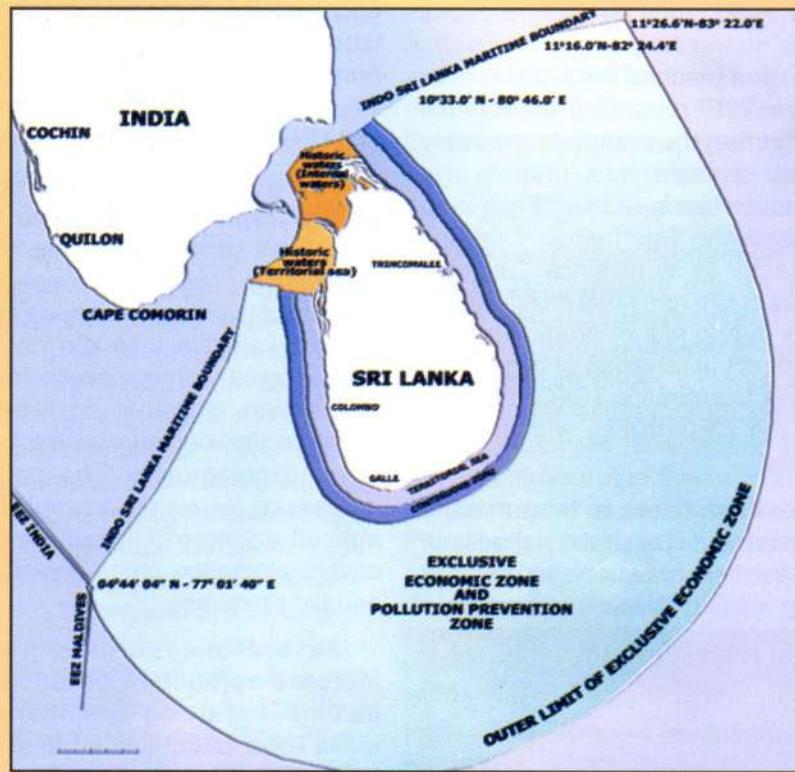
Sri Lanka possesses a territorial sea¹ of 21,500 sq. km and an Exclusive Economic Zone² (EEZ) of 517,000 sq. km up to 200 nautical miles from the coastline. The EEZ is expected to expand even further with the delimitation of the outer edge of the continental margin of the country, which would permit Sri Lanka to enjoy the ownership of an EEZ equivalent to 20 times (approximately 1,400,000 sq.km) the land mass it possesses. This right empowers Sri Lanka to explore and exploit natural resources in the zone in a sustainable manner and conduct economic activities.

¹ Under the Maritime Law No 22 of 1976, a belt of ocean space adjacent to and measured from the coastal boundary to a maximum of width of 12 nautical miles.

² A sea zone over what a state has special rights over the exploration and use of marine resources.

As per presently available data, the ocean area within Sri Lanka's jurisdiction has a very high concentration of living resources. The continental shelf alone is estimated to yield over 180,000 metric tons of fish annually. The deep sea/off shore areas are yet very much underutilized with a potential to enhance the yield with tuna and some demersal fish varieties. Though Sri Lanka is located strategically in the Indian Ocean with easy access to tuna resources and consumer markets in Europe and Japan, the country has not been able to utilize the resources in the deep seas to the maximum potential. The fisheries sector contribution to the

Figure B 5.1^(a)
Coastal and Maritime Zones of Sri Lanka



Source: National Aquatic Resources Research and Development Agency

^(a) The above picture shows the coastal and maritime zones of Sri Lanka. There are 12 fishing harbours around Sri Lanka and they are Mutwala, Panadura, Beruwala, Hikkaduwa, Galle, Mirissa, Puranawella, Kudawella, Tangalle, Kirinda, Trincomalee (Cod-bay) and Kalpitiya. Hambantota, Ambalangoda and Chilaw harbours are currently under reconstruction.

GDP was only 1.1 per cent in 2007 in comparison to 6.2 per cent in Maldives and 5.3 per cent in New Zealand. Though Sri Lanka is exploiting the coastal fisheries resources close to its Maximum Sustainable Yield (MSY), the deep sea resources largely stays untapped or exploited by foreign vessels illegally. Therefore, it is important to set strategies to harness marine resources belonging to the country to the maximum potential.

Apart from the high living resources available in the Sri Lankan territory of the Indian Ocean, it is also believed to contain large, commercially exploitable mineral and hydrocarbon resources. Deposits containing titanium, zirconium, thorium and potassium have been discovered on the continental shelf. In addition, deposits containing metals such as cobalt, nickel, copper and manganese are also found in the continental rise³. Furthermore, studies show that the thick sedimentary formations in the outer skirts of the continental shelf, particularly in Mannar and Cavery basins contain hydrocarbons.

Moreover, Sri Lanka also can promote oceanic recreational facilities, such as surfing, cruise vessels, Blue Whale and Dolphins watching, deep sea diving, sea entertainment and sea sports especially targeting foreign tourists. Although some of these activities have already been introduced in a small scale, there is a huge potential to expand these activities and thereby to generate new employment opportunities and foreign exchange.

A paradigm shift in the operation of fisheries activities is needed to enhance the contribution of the fisheries sector to the economy. In this process, development of necessary infrastructure, resource assessment, establishment of property rights including regulations, legal framework, a quota management system, and coast guard system as well as promoting investments are important. Lack of proper infrastructure is encumbering the proper exploitation of the deep-sea resources. As at present, there are 12 fishery harbours in operation, while three more are under re-construction in the country. In addition, there are 35 anchorages and about 600 minor fishing centres. However, none of these except the Mutwal fishing harbour is capable

of handling large deep-sea vessels that are required to harness the available resources in the EEZ. In order to address this issue, initial steps have been taken to build a fishing harbour at Dikkowita, with the capacity to facilitate a large number of multi day boats. An additional advantage of this project is its close proximity to international waters to the south of Sri Lanka which will gain greater access to foreign trawlers.

An assessment of marine fish resources in the Sri Lankan waters is required in determining the level of investment and sustainable intensity of exploitation. National Aquatic Resources Research and Development Agency (NARA) has taken initiatives in this regard with Icelandic Development Agency (ICEDA) to assess the fish stock using catch data. The Food and Agricultural Organization (FAO) has also planned to make an assessment on fish catch on selected species under a Technical Assistance Programme.

To increase utilization of EEZ, it is also important to improve the oceanic fisheries management. In this respect, the focus should be on the establishment of a proper set of laws and regulations and ensure property rights of the sea. Given a legal framework, a system could be developed in collaboration with private sector to maximize the benefit from the EEZ. For this purpose, it may be useful to establish a Quota Management System (QMS) to harness the established maximum sustainable fish catch from the zone during a specified period. The system may be established such a way that licenses could be issued to harvest a specific quantity of resources in a designated area in a sustainable manner while ensuring the fishing rights of the single day boat operators within the coastal belt.

Introduction of new technology in fish catching, fish handling, storing and marketing is also important to improve the productivity. Landing and post harvest technology is very important in the case of off-shore and deep sea tuna fishing and in aquaculture where the post harvest losses are estimated to be very high at around 30 per cent. Investments from local, foreign and joint ventures need to be encouraged in deep sea fisheries which would provide significant returns. It is high time, that the corporate sector looks at the industry more seriously as there is a huge potential emerging in the fishing industry.

³ The continental rise is an underwater feature found between the continental slope and the abyssal plain. This feature can be found all around the world. It represents the final stage in the boundary between continents and the deepest part of the sea.

Table 2.6**Livestock Sector Statistics**

Sub-Sector	2006(a)	2007(b)
1. National Herd (No.) (mn)	1.5	1.5
Neat Cattle	1.2	1.2
Buffalo	0.3	0.3
2. National Milk Production (mn litres)	196.6	202.0
Cow Milk	165.0	169.7
Buffalo Milk	31.6	32.3
3. Milk Products (mn litres)	8.6	12.1
4. Producer Price - Cow Milk (Rs./litre)	21.00	21.00
5. National Egg Production (No) (mn)	901.2	915.6
6. National Poultry Meat Production (000' mt)	78.8	100.1

(a) Revised
(b) Provisional

Sources : Department of Census and Statistics
Ministry of Agriculture & Livestock

biotechnological tools. A new variety of orange (Valencia), mandarin, two varieties of Macadamia and Dioscorea (Raja ala, Kekulala) and finger millet (Oshadha), which are resistant to blast disease, were released in 2007.

The Budget 2008 proposed several measures to increase local milk production. The guaranteed price paid to milk producers was proposed to increase to Rs. 30 – 40 per litre. In addition, credit facilities at concessionary rates were proposed for the importation of milking cows, development of animal husbandry and to establish small and medium milk processing centres. Milk and dairy products made out of locally manufactured milk were exempted from VAT with effect from 1 January 2008. Funds have been allocated to grant concessionary loans to develop over 50,000 livestock farms in the Northern, North Central, Southern and Uva provinces. Regulations on slaughter of milch cows were strengthened by increasing the fine on slaughter of a milching cow to Rs. 50,000 from Rs. 250. The Budget 2008 allocated Rs 100 million for the establishment of cold storage facilities and milk collection centres at provincial level. Steps were taken to instal milk sales outlets in several towns to popularize and to avail fresh milk to consumers.

The Budget 2008 extended incentives to promote local agriculture production by providing safeguards from imports, availing seed and plant material and technical support. The “*Api Wawamu – Rata Nagamu*” (Let us grow – let us develop) three-year programme was introduced to increase agriculture production and to achieve fully sustainable food production. Further, VAT was removed from local sugar and rice based products with effect from 1 January 2008.

Fertiliser subsidy scheme was continued in 2007. All varieties of fertiliser were availed for paddy cultivation at Rs. 350 per bag of 50 kg while smallholders owning less than 5 acres of tea, rubber or coconut land were provided urea at a concessionary rate of Rs. 1,200 per 50 kg. The cost of fertiliser subsidy amounted to Rs. 11,000 million in 2007 and the allocation for 2008 is Rs. 15,000 million. In the meantime, the government has commenced programmes to popularize the use of organic fertiliser and has allocated Rs. 500 million to promote the production of organic fertiliser in 2008. However, the present fertiliser subsidy scheme can be rationalized in view of rising output prices to reduce the burden on the budget as well as to formalize the distribution of fertiliser across crops.

The government expects to increase the current level of fruit production to one million tons by 2010 to meet domestic requirement and export demand. Development of environment friendly commercial farms and viable production and processing technologies as well as conducting awareness programmes would help to achieve the target. Promotion of extension services, research and development, improvement in infrastructure facilities, encouraging private sector participation, identification of fruit varieties for the international market, increasing food safety, quality and standards, adopting better agricultural practices and promoting fruit preservation methods would also help to promote the fruit industry.

There is huge potential to further increase the production of other field crops such as chillie, cowpea and maize. Although farmers gain high financial returns from cultivation of other field crops (OFC), current level of production is not sufficient to meet even national demand due to several reasons. Lower productivity, high cost of production, degraded lands, unavailability of quality seeds, scattered cultivation and disorganized marketing system are major issues in the other field crops sector. Inadequate availability of high yielding varieties, inadequate technology transfer at village level, high dependency on rain-water, high incidence of pests and diseases, poor soil fertility management, insufficient farm mechanization, lack of input supply mechanisms at farmer level, lack of storage facilities, poor processing facilities in agro-based industries and high priority given for rice, neglecting production of OFC, are the main constraints that need to be addressed to increase the output of OFC.

Further emphasis is needed for increasing output and improving productivity in the agriculture sector. To achieve these objectives increase in demand driven research and provision of

The domestic market oriented industries also performed well in 2007 benefiting from the government's regional industrialisation programme and the other initiatives taken by the government. The government granted tax and tariff concessions, implemented mega infrastructure development projects, which directly benefit regional industrialisation and initiated revitalisation of defunct factories. The expansion in construction activities, particularly in housing and shopping complexes also supported the growth momentum of the domestic market oriented industries. Food and beverages; cement, building materials, ceramics, furniture and other wooden products, printing and packaging materials were among the major drivers of the domestic market oriented industries in 2007.

Textile, wearing apparel and leather products which was the major sub-sector of the export oriented industries, accounting for 43 per cent of total export earnings of the country, registered a higher growth of 8.3 per cent in 2007 compared to the 4.0 per cent growth recorded in 2006. The improved performance of this category was realised mainly through the expansion of export activities in the EU supported by tariff concessions offered under the GSP+ scheme. Meanwhile, apparel manufacturers pioneered and used several sophisticated software such as e-fit software to bring the local apparel industry to the forefront of apparel industry innovation. The apparel industry has also taken several measures to set up one-stop-shops for developing fully integrated services for the industry. "Garments without Guilt", which is the major initiative undertaken by the apparel industry, focused on ethical manufacturing and sustainable development, assuring the commitment to ethical working practices, which include not engaging child labour and forced labour. In developing the apparel industry as a knowledge based industry offering innovative products, the industry educates its workforce through workshops, seminars and other training programmes while transforming itself into a sophisticated service provider. The apparel industry also established links with the global Fair Trade Movement which promotes socially responsible business practices. The movement has gained momentum in the US and the EU with more consumers becoming increasingly educated about ethical trade practices.

Major players in the apparel industry in Sri Lanka continued to supply world popular brand products to the international market and these manufacturers were recognised as innovative suppliers by world class branded clothing. With

the development of the domestic supply chain of fabrics, the apparel industry is expected to benefit from lower lead times, potential cost savings, employment generation and further investments. MAS Fabric Park, formerly Thulhiriya Textile Park which was reopened with private sector participation, strengthened backward integration in the apparel industry by providing ancillary products to the apparel industry and attracted foreign investment as well. Green initiatives including programmes to reduce energy and water consumption together with solid waste management have become a focused area of the apparel industry. Initiatives were also taken to reduce the carbon footprint by the major manufacturers in view of the concerns of global warming. Cleaner production techniques and waste management methods were introduced by the industry to minimise environmental pollution.

The food, beverages and tobacco products category recorded 6.0 per cent growth in 2007 benefiting from both domestic and export market developments. Processed food and beverages including biscuits, ice-cream, bakery products, processed and canned fruit and vegetables; coconut products, vanaspathi oil, soft drinks and mineral water industries were the major drivers of the growth of this category in 2007. Major players in the food processing and beverage industries increased investment for capacity expansion in 2007 to meet the increased domestic demand.

The chemical, petroleum, coal, rubber and plastic products category grew by 6.8 per cent in 2007 supported by better performance of all sub-categories. The major players of the rubber-based industry introduced and promoted several products including steel-belted radial tyres in international and domestic markets. New players emerged in the tyre industry, focusing on potential export markets availed through trade agreements. The rubber glove manufacturers benefited from the increased demand for industrial and medical gloves in both export and domestic markets in 2007. The plastic and PVC industry also recorded better performance as a result of increased domestic demand and the expanding international market.

The output of non-metallic mineral products category registered 5.5 per cent growth in 2007, which was mainly attributed to increased construction activities in the private sector and the implementation of mega infrastructure development projects by the government. Major cement manufacturers introduced a range of products for different uses and enhanced production capacity

and a Multi Layer Printed Circuit Board (PCB) manufacturing facility at the University of Moratuwa to facilitate electric and electronic, automobile, rubber and jewellery industries to supply new products with different designs to suit to the international market. Further, The MID continued to assist "Gamata Karmantha" projects under the 300 factory industries programme. In offering concessions under this programme to invest in the Eastern Province, the minimum requirements such as investment amount and number of employees were relaxed. The establishment of National Cleaner Production Centre and setting up the productivity improvement programmes under the MID supported to increase output and competitiveness of the industries. Further, several initiatives were taken by the government to increase domestic sugar production, such as re-opening of the Hingurana sugar factory as a Public Private Partnership (PPP) project, resumption of production at the Kantale sugar factory and setting up of new sugar factories in Bibile and Monaragala with the intention of producing 50 per cent of domestic sugar requirement by 2015.

Several other relevant authorities and institutions also lent its support to strengthen rapid industrialisation of the country. The BOI which is the central facilitation point for investors in the country under the Ministry of Enterprise Development and Investment Promotion has accelerated the approval process through one day service encouraging both local and foreign investors and launched the Electronic Data Interchange (EDI) mechanism to ease export procedures. To promote two way investments, the BOI signed Memorandums of Understanding with the Board of Investment of Pakistan and China Investment Promotion Agency. "*Negenahira Navodaya*" Development Programme was a new incentive package formulated by the BOI focusing investment promotion in the Eastern Province. Initiatives were also taken to establish Special Economic Zones dedicated to textile manufacturing industries as PPP projects and to improve infrastructure in the existing zones, enabling the provision of outstanding services to the investors. The Rubber Development Department with the assistance of the Industrial Development Board introduced a programme for small scale rubber manufacturers to produce more quality rubber based products for export markets. Productivity improvement and skill development, local and international image building, product and market development, investment promotion in backward integration and Small and Medium Enterprises (SMEs) development were the major initiatives taken by the Joint Apparel Association Forum (JAAF) in 2007 with regard to apparel industry development.

Recognising the importance of development of the SMEs for regional economic development and employment creation, the government has provided several incentives to increase overall activities of the SMEs sector. The main objective of providing assistance to the SMEs was to enhance production and business activities while creating employment opportunities at regional level. Sri Lanka Export Development Board (SLEDB) implemented a number of programmes such as market development, skills development, awareness and training programmes to promote export oriented SMEs in the provinces. The other relevant institutions such as respective line Ministries, Lankaputhra Development Bank and Trade Chambers also worked in line with the government policy initiatives on SMEs development in 2007. The MID made initiatives to establish regional industrial parks in selected areas to assist SMEs.

The growth momentum of the industrial sector was partly affected by external factors such as soaring oil and food prices as well as country specific shocks such as escalating conflicts in 2007. The fuel prices of the country increased in line with the international fuel prices. Since fuel is an important component of the cost structure of the industrial sector, higher price affected the profit margins and investment capabilities of the industries. The Sri Lankan apparel industry faced stiff competition in the international market, particularly in the US market. Sri Lanka has to improve its competitiveness by developing cost minimising strategies and increasing the efficiency of trade facilitation services such as information, packaging, marketing, transport, logistic and financial services in addressing the impending challenges from China and Vietnam. To have continuous market access under the GSP+ scheme, certain areas need to be improved further such as human and labour rights and environmental standards. The domestic market oriented industries faced stiff competition with the imported cheaper products and increased difficulties in maintaining proper supply chain and marketing facilities in the Northern and Eastern provinces due to the escalation of conflict. The lack of skilled labour, low productivity and low competitiveness, the number of procedures for dealing with licences and getting credit facilities, the relatively high business transaction cost, high interest rates and complex tax system are among the major impediments faced by the industrial sector.

During the year 2007, the processing (of plantation crops) sub-sector recorded a growth of 2.4 per cent compared to a growth of 0.8 per cent in the previous year, due mainly to the increased output of rubber and coconut.

The cottage industry sub-sector expanded at a rate of 5.6 per cent, compared with a similar growth of 5.7 per cent in 2006. The growth in this sub-sector was supported by the expansion in timber milling, rock metal products and small scale building material production activities with the increased demand from the construction sector. Small scale production of clothing and food items also indicated an increase in output during the year. However, the overall growth in the cottage industry sector was hampered to some extent by the drop in paddy milling activities with the contraction in paddy production during 2007.

The electricity, gas and water sector recorded a growth of 4.6 per cent over that of a comparatively high growth rate of 14.8 per cent in 2006. Value added in the electricity sub-sector decelerated to 4.6 per cent in 2007, when compared to a relatively higher growth of 16.2 per cent in the previous year. The drop in the low cost hydropower generation by 15 per cent contributed to the deceleration of the electricity sub-sector. The share of hydropower generation in the total electricity generated declined to 40.3 per cent from a corresponding figure of 49.4 per cent in the previous year, due to unfavourable weather conditions in the hydro catchment areas. As a result, the share of thermal power increased to 59.7 per cent to meet the total demand for energy. The increased demand for electricity came from almost all consumer groups including domestic, commercial and industrial sectors. Value added in the gas sub-sector increased by 2.9 per cent during the year while that in the water sub-sector increased by 7.1 per cent with the commissioning of new water supply projects to provide pipe borne water during 2007.

The mining and quarrying sector, which recorded a relatively high growth rate of 24.2 per cent in 2006 expanded further at a rate of 19.2 per cent. Value added in the gem mining sub-sector grew by 13.0 per cent during the year with the increase in the volume of gem exports by 5.3 per cent. Other mining activities also continued to grow at a rate of 21.9 per cent over a high growth of 30.6 per cent in the previous year as reflected by the increased exports in graphite, ilmenite and other mining products. The increased demand generated from the construction sector exerted a positive impact on the growth of the quarrying sector.

The construction sector continued to expand at a relatively high rate of 9.0 per cent during 2007 over a 9.2 per cent growth in the previous year with the positive contribution from both the government sector and the private sector. Construction activities

of the government sector were largely concentrated on infrastructure development schemes particularly in road network expansion projects such as the Southern Expressway and the Colombo Circular Highway. The developments in capacity expansion projects in power generation were also seen in 2007. Reconstruction activities also contributed to the growth in the construction sector particularly with the liberation of the Eastern province. The private sector contribution was evident in the continued expansion of condominium and housing projects and other commercial and residential housing activities as reflected by the loans and advances of the banking sector. The growth in this sector was further reflected by the usage of both domestically produced and imported building material during the year. Although there was a shortage in cement supply for a short spell during the latter half of the year, annual cement consumption increased by 10.7 per cent over 2006. With the general increase in price levels during 2007, overall price level of building materials also increased by 11.4 per cent according to the price index published by the Institute for Construction Training and Development (ICTAD).

Services

The services sector continued to be the major sector of economic expansion during the year contributing 62 per cent to overall economic growth, with the share of total GDP remaining at the same level as in 2006. However, the growth momentum of the sector decelerated somewhat from 7.7 per cent in 2006 to 7.1 per cent in 2007. This deceleration could be attributed to the contraction in the hotels and restaurants sub-sector which suffered a set-back during 2007 with the unfavourable security situation and also due to the slowdown in import trade and domestic trade activities.

The wholesale and retail trade sector, which includes import, export and domestic trading activities, grew by 6.1 per cent during the year. The value added of the import trade sub-sector grew by 3.3 per cent in 2007 when compared to a growth rate of 6.8 per cent in the previous year. The main growth impetus of the sub-sector came from imports of investment goods, as reflected by a considerable growth in investment goods imports by 16.7 per cent in volume terms. Further, the high growth in investment goods imports augurs favourably for future growth prospects particularly with high volume growth in building material and machinery and equipment imports. Intermediate goods imports recorded a marginal volume growth of 0.8 per cent accompanied

by a drop in crude oil imports during the year. Meanwhile, the contraction in consumer goods by 4.9 per cent had a negative impact on import trading activities. Imports of essential food items such as wheat flour and sugar dropped over 26 per cent in value terms although rice imports increased considerably with the effort to mitigate the price escalations in the domestic market with the shortfall in paddy production. As a whole, import of consumer durables fell in value terms reflecting the impact of the tight monetary policy.

The export trade sub-sector grew by 8.8 per cent during 2007, with impetus from most sub-sectors. Industrial exports, which constitute the largest share grew by 8.4 per cent in volume terms, supported by a 6.8 per cent volume growth in textile and garments which continued to benefit from favourable tariff rates in the EU region. Other industrial exports also expanded by 11.8 per cent in volume terms with higher contributions from exports of food, beverages and tobacco, and rubber based products. Agricultural exports recorded a moderate growth of 2.9 per cent with increased exports of rubber, coconut and other agricultural products following a growth in domestic production. However, tea exports declined in volume terms due to a drop in production although the foreign earnings increased considerably due to higher international prices.

Domestic trade sub-sector recorded a growth of 7.6 per cent over the growth of 8.9 per cent in 2006 due to increased agricultural and industrial output during the year. The increased production in coconut, fishing and other agricultural items such as vegetables and subsidiary food crops had a positive impact on value added even though the drop in paddy production constrained the growth in the sub-sector. The trading of domestic market oriented industrial products such as food, beverages and tobacco products and cement and other building material with increased local demand also exerted a positive impact on growth.

2007 was not a favourable year for the hotels and restaurants sector which contracted by 2.3 per cent in value added terms. The tourism sector had a challenging year with a drop in arrivals by 11.7 per cent while the industry was trying to recover amidst the unfavourable security situation in the country which had a detrimental impact on the tourist industry. Tourist arrivals from both Western Europe and the Asian region fell by 14.9 per cent and 16.4 per cent, respectively. The sector aggressively campaigned during the year in promoting local tourism, which grew by over 30 per cent in terms of guest nights to mitigate the negative impact of the drop in foreign tourists to some extent.

But foreign guest nights which accounted for over 70 per cent of total guest nights fell by 11.3 per cent during the year.

Value added in the Transport and communication sector increased by 10.5 per cent in 2007, compared to a 12.6 per cent growth in 2006. This sector recorded the highest growth in the services sector and was driven by the healthy performance in all three sub-sectors namely post and telecommunications, cargo handling ports and civil aviation, and transport. The transport sub-sector which includes both passenger and freight transport recorded an overall growth of 9.4 per cent when compared to a growth of 11.2 per cent in the previous year. The expansion was reflected in the increase in passenger kilometres operated by both cluster bus companies and Sri Lanka Railways (SLR). Road haulage grew at a moderate rate reflecting the improvements in goods transport activities coupled with the increase in domestic production and international trade. In the air travel sub-sector, total passenger kilometres flown by Sri Lankan Airlines increased by 5.2 per cent during the year. Meanwhile, there was an increase in passenger kilometres operated by domestic airlines, showing a recovery from the decline in 2006.

The post and telecommunication sector, which experienced a buoyant growth in the recent past with annual growth rates of over 20 per cent in terms of value added from 2003 onwards continued to expand further by 21.5 per cent in 2007. Fixed access subscriber level including CDMA connections grew by over 45 per cent to reach over 2.7 million connections in 2007. The growth in mobile subscriber level dipped below 50 per cent in 2007 to 47.5 per cent after three consecutive years of over 50 per cent growth indicating that the pent-up demand for these services may have been fulfilled to some extent. As at end 2007, the mobile subscriber level stood at around 8 million users. Although internet and e-mail usage grew by 55.7 per cent, the segment is yet to reach the high usage levels seen in other telecommunication services such as mobile usage.

The cargo handling ports and civil aviation sub-sector grew by 8.8 per cent as against 20.0 per cent growth in the previous year. The deceleration was mainly due to a lower growth in transshipment throughput volumes handled by the Colombo port compared to the previous year with the capacity constraints of Colombo port. During the year, the Colombo Port including South Asia Gateway Terminal (SAGT) handled a volume of 3.38 million TEUs, recording a 9.8 per cent increase. This is the highest recorded TEUs handled by the Colombo port.

During 2007, the government sector consumption expenditure grew by 21.1 per cent in nominal terms over a considerably higher growth of 40.6 per cent in the previous year. The deceleration in government expenditure could be attributed to the drop in subsidies and transfers to public sector corporations, although subsidies to the household sector continued to grow in nominal terms. Also, the increase in public sector wage bill in all sectors ranging from central government to provincial councils and higher interest payments contributed to the growth in government expenditure.

Investment

Expenditure on investment (gross domestic capital formation) was estimated to have expanded from Rs. 822 billion in 2006 to Rs. 997 billion in 2007, recording a growth of 21.2 per cent in nominal terms. However, the investment to GDP ratio marginally declined to 27.9 per cent from that of 28.0 per cent in 2006 indicating a lower growth in investment activities. The real growth in investment activities was estimated at 8.7 per cent for 2007.

Private investment, which includes the contribution of public corporations and boards, grew by 14.4 per cent in 2007 reflecting the continued investor confidence amidst the security situation over a growth of 27.9 per cent in the previous year. Private sector investment accounted for a share of 81 per cent of total investment. Investor confidence was particularly evident in sectors such as manufacturing, telecommunication, real estate and other personal services such as private health care and education services. Increased activity levels in terms of investment were also reflected in higher import volumes of the same and in foreign direct investment as well.

Foreign Direct Investment (FDI) inflows increased by 21.6 percent to US dollars 734.4 million in 2007. Telecommunication sector accounted for more than 50 per cent of total FDI inflows to the country. The BOI, the apex government institution entrusted to attract and promote foreign and local investment to the country continued to play a major role in enhancing FDI in 2007. More than 70 per cent of FDI were invested in the area of infrastructure development including telecommunication, power generation and housing property and office complex development.

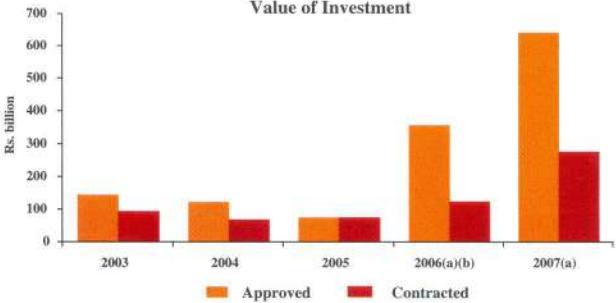
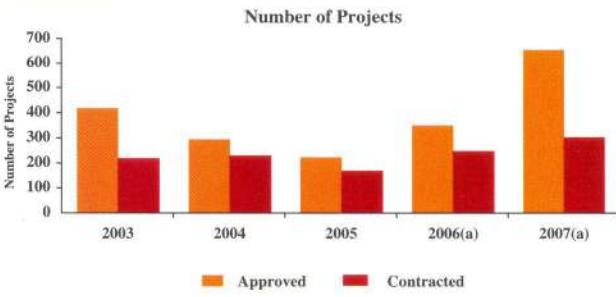
BOI approved 605 new projects in 2007 under Sections 17 and 16 of the BOI Act with an investment commitment of Rs.489.4 billion compared to 364 projects approved in 2006 with

an investment commitment of Rs.339.8 billion. The increased investment inflow was reflected in both foreign and local investments. Under the Section 17 of the BOI Act, 87 projects were approved for expansion in 2007 with an investment commitment of Rs.154.5 billion. The accumulated realised investment in BOI projects increased by 28.4 per cent to Rs. 600.8 billion in 2007 compared with Rs.468 billion in 2006.

Of the 605 new projects approved in 2007 under Sections 17 and 16 of the BOI Act, 323 projects were owned by Sri Lankan investors, 167 by foreign investors while the rest were joint ventures. The service sector continued to be the major recipients of investment flows and attracted 356 projects with an investment commitment of Rs.543.6 billion and the factory industry absorbed 249 projects with an investment commitment of Rs.86.6 billion in 2007. Housing and property development, telecommunication, hospital services, hotel, restaurants and entertainment, power generation and other infrastructure development projects were the major recipients in the service sector. Of the factory industry, more than 90 per cent of the investment was absorbed by the food, beverages and tobacco products; textile, wearing apparel and leather products; fabricated metal products, machinery, and transport equipment; chemical, petroleum, coal, rubber and plastic products and non-metallic mineral products categories.

Chart 2.4

Investment in Approved and Contracted BOI Projects

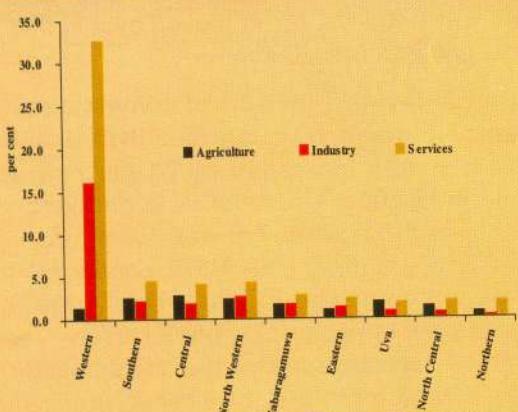


(a) Including expanded projects

(b) Excluding local investment Rs.3,616 billion on Mihin Lanka (Pvt) Ltd

Chart B 6.1

Sectoral Composition of GDP - 2006



Ongoing Efforts to Reduce Provincial Disparities

With about 70 per cent of the population living outside WP, there is a significant increase in demand for goods and services emanating from the rural areas. The government has embarked on an “inclusive growth strategy” in order to enhance the allocative efficiency of resources, and thereby, to ensure that the benefits of growth are trickled down to the masses in the villages of Sri Lanka. The government’s policy on regional development has been enunciated in the “Ten Year Horizon Development Framework: 2006-2016” (*Ten-year-Vision*). In the *Ten-year Vision*, the government has indicated its commitment to improving the socio-economic conditions of the entire island through a mixture of infrastructure development, human capital development, and enterprise development, while providing a safety-net to the needy segments. It intends to direct investments beyond the “centre”, focusing on Public Private Partnerships (PPPs) and promoting the utilisation of resources in the provinces. This way, both the private sector and the public sector are expected to become the “combined engine of growth and development”.

In addition to common development programmes at the national level, the government’s key programmes to develop specific regions and areas include the Gama Neguma and Maga Neguma Programmes, Beyond the Palmyrah Grove, Eastern Revival, Senkadagala Revival, Rajarata Reawakening, North West Revival, Awakening of Wellassa and Krushi Navodaya. The “Randora” programme, the mega infrastructure initiative, is also aimed at developing infrastructure which is bound to have a favourable impact on regions.

These programmes are expected to address several priority areas including the reconstruction and rehabilitation of houses, resettlement of displaced families and

establishment of government offices, development of rural infrastructure including regional roads and highways, telecommunications, electricity, irrigation and water supply. It also envisages facilitating the development of the fisheries sector at the regional level, providing effective financing facilities, developing health and education, training and skills development, establishing new industries and promoting the SME sector, resolving landlessness issues of the rural poor, re-training low skilled labour forces in rural areas, reducing the impact of natural disasters such as floods and droughts and promoting cooperation among communities as well as between government officials and the private sector.

The government has also provided a number of incentives and facilities through the national budget towards improving the regional economy. The provision of fiscal incentives to encourage investments in provinces outside the Western Province, the three hundred factories programme, the establishment of the Lanka Putra Development Bank, various tax incentives particularly to the agriculture, industry and fisheries sectors, and promotion of non traditional export agriculture are among them.

Role of Provincial Councils

The Provincial Councils (PCs) system could also make an effective contribution to the ongoing efforts aimed at balanced regional development. The PC system, which came into effect with the Thirteenth Amendment to the Constitution in 1987, has existed for about two decades now. A closer look at its performance reveals that one of the objectives of PCs, the achievement of ‘balanced regional development’, has not been realized yet, despite their existence for such a long period. As indicated above, regional economic disparities still prevail and seem to be increasing though the social indicators do not reflect a significant gap. Perhaps PCs have made some attempts, but no appreciable change has been shown in the provinces as yet. The WP still dominates as the main income earner and the key spending province of the country. Hence, PCs have to come up with a renewed effort to reduce regional economic disparities.²

One of the major avenues to increase the provincial output and reduce regional economic disparities is to increase the public investment in the Provinces. However, given the limited availability of government resources and

² The Central Bank, for the first time in history, initiated a seminar series to enable PCs to improve the awareness about the achievements of each PC compared to the other provinces and the overall development objectives of the country. Various initiatives that could be undertaken to improve their performance further in achieving balanced regional development were also proposed by the Central Bank at these seminars.

that the central government is already implementing a number of projects in the regions with a view to reducing regional disparities, the government faces difficulties in releasing sufficient funds to PCs for meeting all their development needs.

In such a situation, there is a need for all stakeholders, particularly PCs, to re-think, re-organize and re-energize themselves to effectively contribute towards the challenge of reducing regional disparities. In this process, PCs need to assess their strengths and opportunities, and set themselves key targets on a macro basis for a specific period i.e. provincial GDP, provincial per capita GDP, sectoral output targets and investment targets. In setting macro targets for PCs, the probable rate of increase of GDP of WP can be used as the base. The provincial targets should be set to surpass that of WP, over the years, enabling the provinces to catch up with WP. Although this may be a tough goal, only such a strategy would lead to balanced regional development in the country. As the base for the provinces, other than WP, is relatively low, a higher growth can be realized, if PCs are well focused and persevering.

A number of methods/instruments could be used for this purpose. Obtaining private sector participation PPPs is a key area that needs to be promoted. In line with this, Build, Operate and Own (BOO) and Build, Operate and Transfer (BOT) projects in the respective areas need to be identified. New initiatives to obtain the involvement of eminent and successful businessmen by inviting them to participate in provincial investment activities are also to be introduced. In line with this, it is necessary to clear the barriers, if any, in creating PCs own institutions such as Investment Promotion and Tourist Promotion Authorities, entering into PPPs, obtaining foreign investors' collaboration and releasing government lands for investment.

A number of factors contribute towards generating growth and social progress in the provinces. The development of necessary infrastructure is a key requirement. The government is in the process of improving infrastructure. PCs can also enhance their efforts to further improve such facilities in their respective provinces through improved co-ordination of these infrastructure development initiatives. Enterprise activities in all three sectors i.e. agriculture (traditional crops, animal husbandry, fisheries, cash crops, export crops etc.), industry (processing

industries, SMEs) and services (financial services, tourism etc.) are also to be developed within the provinces. In addition, human capital development, including vocational training, education in primary, secondary and tertiary levels, technology research and development, also contributes to the process.

In moving in this direction, it is important that PCs plan their activities well ahead. Identification of projects in the key areas, obtaining expertise, finding innovative ways to raise the finances without depending on the government all the time and getting private sector participation are the main areas that need attention.

Also, each province would need to develop its own Strategic Plan and strategies to increase provincial GDP and other social and development indicators. It is necessary that Chief Ministers of each Province assume the responsibility of such targets. The commitment from both, the government and opposition, should be obtained for the Way Forward Development Plan of each Province. Targets and plans should be announced along with projected outcomes. Also, PCs could implement a Results Based Monitoring and Evaluation System to evaluate their contribution to regional development. Such a system would cover a set of outcome indicators for policy areas, set targets, which are the quantifiable levels of achievement at a given period of time and performance targets that are needed to identify results. Assistance from other stakeholders is also to be obtained to monitor the implementation closely and to track the overall progress.

At the initial stage, PCs could at least identify two key development projects to be implemented in collaboration with the private sector on a PPP or joint venture basis to enhance economic activities, generate employment and increase income levels within their respective provinces to reduce regional imbalances. The Budget 2008, through the Finance Commission, has already allocated Rs. 150 million for each PC, totalling to Rs. 1,350 million, as the government's component for such key projects. These funds will be utilized to provide social and economic infrastructure facilities for these key projects. In this context, the best performing provinces can perhaps be recognized and rewarded by way of additional development allocations for the following year.