Local Economic and Inclusive Development; A Toolkit for Replication
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Foreword

Sri Lanka, since the end of the war in 2009, has witnessed a robust economic growth. It is noted that the economy has, over the years, moved from being primarily rural-based towards a more urbanized economy, leaning on manufacturing and services. Despite noteworthy advancement of socio-economic and human development indicators, not all parts of the country have reaped peace dividends. In terms of the poverty headcount, there are important variations between the Provinces. In addition, people in situations of vulnerability, such as persons with disabilities or women-headed households do not often benefit on an equal basis from increasing economic opportunities and remain amongst the poorest.

It is for this reason that the project, implemented by Handicap International/Humanity & Inclusion, was funded by the European Union. The work done by Handicap International ranges from supporting Civil Society Organisations in improving access to livelihood opportunities for vulnerable people to partnering with the private sector and local authorities in order to capacitate people from vulnerable and marginalised groups to participate in development opportunities.

The project is also well aligned with the European Union’s overall support to Sri Lanka. The European Union’s relationship with Sri Lanka stretches back over two decades when in 1995 a Cooperation Agreement was signed. The ties between the two have over the years, continued to be based on respect for democratic principles and human rights. The relationship is cemented in broad a spectrum of issues such as politics, trade, and investment, to supporting development in the field of democracy, reconciliation, human rights and rural development.

I truly believe that fair livelihood opportunities, increasing opportunities for interaction within and between communities, improving capacity of local level governance institutions to coordinate and manage service delivery, are crucial in propelling Sri Lanka’s growth and prosperity. I am hopeful that the production of this guidebook will ensure that the good practices developed on reaching out to persons in vulnerable situations, will withstand past the duration of the project.

By,
Frank Hess
Head of Operations
European Union
About the project

To contribute to inclusive and sustainable development and growth in Sri Lanka, the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” is implemented between January 2016 and December 2018 by the Centre for Accessibility, Monitoring and Information on Disability, the Employer’s Federation of Ceylon, Humanity & Inclusion and in association with the Eastern Provincial Council and the Federation of Sri Lankan Local Government Authorities. The project is realized with financial support of the European Union.

The project specifically aims to ensure that all society members can share the benefits of socio-economic development through better economic and livelihood opportunities for people who are vulnerable in the Eastern Province. This is achieved by tackling the disadvantaged position of vulnerable groups and enabling their participation in economic activities and good governance processes.

In this guidebook best practices demonstrate how socio-economic development can be accessible for these vulnerable groups and shall provide step-by step guidance to replicate actions accordingly. It provides underlying concepts, legal frameworks, explanations of applied processes and practical tools. Tools are designed for different practitioners working on local economic development in Sri Lanka; Civil Society Organizations, Economic Service Providers, Local Authorities and private sector actors.

We highly value the experienced interest, contribution and cooperation by and in-between all stakeholders to identify gaps and develop an enabling environment for better inclusion of vulnerable people in socio-economic development processes in Sri Lanka and aspire that this guidebook helps prolonging respective motivation and achievements!

The project team
Acknowledgement

This Replication guidebook is a part of the Inclusive Economic Development project, and it would not have been possible without the support and financial assistance of the European Union.

It is my privilege to express my sincerest thanks to all the project stakeholders who have been involved throughout the project and ensured their active participation during the lesson learnt workshops and insightful feedback sessions in producing this guidebook; in particular, staff of Local Authorities and Service provider departments including Department of Agriculture, Animal Production & Health, Rural Development and Fisheries Unit, and National Enterprise Development Authority (NEDA) and key representatives of Civil Society Organizations of the districts of Batticaloa, Ampara and Trincomalee for their valuable inputs, suggestions, whole-hearted cooperation and constructive feedback on the toolkit.

I would like to express my special thanks of gratitude to Centre for Governance Innovations (CGI) for supporting us with the consultancy for building the governance capacity of local authorities.

I take this opportunity to thank the project partners, Centre for Accessibility, Monitoring and Information on Disability (CAMID) Employer’s Federation of Ceylon (EFC), and the project associates Federation of Sri Lankan Local Government Authorities (FSLGA), Eastern Provincial Council (EPC) for their inputs and continuous support.

I would like to acknowledge contribution of HI project teams in the field and technical advisors in bringing out this publication.

Moreover, I would like to thank the copy editor, translators and designers of the replication toolkit. And, thank you all who have directly or indirectly involved in the successful implementation of the project and who have given advice, ideas and moral support for the successful publication of this toolkit.

Last but not least, I would like to thank the project team and support service department for their dedicated work, contribution and support in publishing this guidebook.

Project Manager- East
G. Christy Chandrakanth
Acronyms

HI - Humanity & Inclusion (the new name of Handicap International)
CAMID - Centre for Accessibility Monitoring and Information on Disability
ILO - International Labour Organization
UNCRPD - United Nations Convention on The Rights of People With Disabilities
LED - Local Economic Development
SDGs - Sustainable Development Goals
DCS - Department of Census and Statistics
OPL - Official Poverty Line
HIES - Household Income and Expenditure Survey
NHREP - The National Human Resources and Employment Policy
SMEs - Small and Medium Scale Entrepreneurs
GDP - Gross Domestic Production
CDC - Community Development Centre
CSO - Civil Society Organizations
TTDF - Technology Transfer and Development Fund
TVET - Technical and Vocational Education Training
CEDAW - UN Convention on the Elimination of All Forms of Discrimination against Women
NEDA - National Enterprise Development Authority
RDS - Rural Development Societies
WRDS - Women Rural Development Societies
WDTC - Women Development Training Centres
CBR - Community Based Rehabilitation
VTA - Vocational Training Authority
VTC - Vocational Training Centers
LA - Local Authorities
GN - Grama Niladhari
REF - Regional Enterprise Forum
NGOs - Non Governmental Organization
TNA - Training Needs Assessment
MOU - Memorandum of Understanding
FGDs - Focus Group Discussions
CSR - Corporate Social Responsibility
FMS - Farmer Managed Societies
EDF - Economic Development Forum
eCRC - Electronic Citizen Report Card
ACLG - Assistant Commissioner of Local Government
LGA - Local Government Assistant
LAGA - Local Government Authority
GND - Grama Niladhari Division
CDO - Community Development Officer
CGI - Centre for Governance Innovations
DS - Divisional Secretariat
BDS - Business Development Services
SWOT analysis - Strengths, weaknesses, opportunities, and threats analysis
NEDA DOs - Development Officers attached to NEDA
CB interventions - Community Based Interventions
LGRC - Local Government Resource Centre
LAPDP - Local Authority Participatory Development Plans
LG trainers - Local Government trainers
CCs - Community Centers
RTI - Right to Information
Background

About the Project: The project Building inclusive civil society and governance for sustainable growth in Sri Lanka was implemented by Humanity and Inclusion (HI), Centre For Accessibility, Monitoring and Information on Disability (CAMID), Employer’s Federation of Ceylon (EFC) with association of Federation of Sri Lankan Local Government Authorities and Eastern Provincial Council (EPC) since January 2016, with financial support of the European Union. The objective of the project was to ensure access to better economic and livelihood development opportunities, for people who are in vulnerable situations in the Eastern Province of Sri Lanka.

Rationale of the Guidebook: The replication guidebook was commissioned to ensure the project model, methods; learning and good practices that contribute to better economic opportunities for vulnerable people in the Eastern Province are documented and used for replication by actors from Civil Society Organisations, Public and Private sector economic service providers and local self-governance bodies. The replication guidebook aims to provide guidance to local actors so that they can engage in initiatives aimed at promoting local economic and inclusive development.

Methodology by which the Guidebook was developed: This replication guidebook is a product of three years of work and learning from the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” and from experiences gained through nine years of implementing economic development projects in the region.

The guidebook has been developed through a desk review of project documents and extensive consultations with beneficiaries, partners and stakeholders at community, provincial and at national levels. Furthermore, process documents, monitoring reports, good practices and case studies, findings from internal evaluations, as well as, participatory assessments done with CSOs, economic service providers and local authorities, from the project have been used to develop the guidebook. The draft replication book was shared with key stakeholders of the project, (CSOs, economic service providers and local authorities) before finalising.

One of the biggest challenges faced has been to accommodate the diverse needs of the targeted users into a single publication. While, the endeavour was to provide practical information on local Inclusive Economic Development, it is acknowledged that the book cannot be prescriptive and should be adapted to the prevailing context.

Looking Ahead: The guidebook will be promoted by HI and partners involved in the process. It is hoped that the guidebook will be used by CSOs, Economic service provider and Local Authorities to contribute to Local Economic and Inclusive Development.
Introduction to the Replication Guidebook

What is the Guidebook about?

The replication guidebook is a tool that aims to highlight the link between social exclusion and poverty and is based on the premise that a country cannot achieve its development targets, if a section of its people is left behind. This guidebook aims to show practitioners practical ways of working on economic development that inclusive of socially excluded groups such as women, people with disabilities, people living in poverty, etc. It provides the corresponding concepts, explains the steps, and suggests tools that may help practitioners use and adapt to their context. The content of this book are based on field level experience of the project team of the IED project. This guidebook is perceived as a live document that will benefit from further inputs and adaptation by stakeholders.

Who can use this Guidebook?

The target of the guidebook is practitioners working on local economic development in Sri Lanka. Development practitioners who can use concepts, methods and tools in the guidebook to help them in implementing or replicating actions that promotes local economic and inclusive development. Practitioners who will use the replication guidebook to reach out to vulnerable persons and link them to appropriate public and private economic opportunities available in the area.

- Civil Society Organisations, made up of members from the community, formed at village level or sub district level, that have come together for a common agenda including for economic development of their members (Women Rural Development Societies, Rural Development Society, community Development centres, Fisheries society, Farmer society, cooperative society and women's society/women's network, Disabled peoples organisations, etc) can use the tools such as posters, checklists, training materials and templates, directly from the toolbox section for CSOs, for improving their work on inclusive economic development and advocacy.

- Government economic service providers, such the Department of Rural Development, Department of Agriculture, etc can use the replication guidebook to understand concepts on local economic and inclusive development. Government economic service providers can use the toolbox section directly to reach out to CSOs and strengthen local economic development.

- This guidebook can specifically help Local Authorities stimulate their governance system by including vulnerable citizens and users in core of their activities.

- The guidebook can also be used by HI technical and programme staff to replicate project experience and activities ensuring institutional learning, promoting replication of good practices to other areas of implementation.

1IED Project – Inclusive Economic Development Project titled “Building inclusive civil society and governance for sustainable growth in Sri Lanka”
How to use the Guidebook?

The guidebook is divided into 5 parts.


Part 2: Is a compilation of legal frameworks relevant to Local economic and inclusive development in Sri Lanka. This section discusses the actors involved in Local Economic Development.

Part 3: Is a documentation of the methods, steps and tools used to promote Local economic and inclusive economic development. Part 3 presents the processes involved under the 3 broad sections mentioned below:

   A: Strengthening Civil Society Organisations
   B: Strengthening Economic Services and activities
   C: Promoting participatory governance

The tools that correspond to the steps are provided in soft version in the accompanying CD.

Part 4 - Toolbox: This section contains 4 Booklets with templates, reporting formats checklists, awareness materials, training modules, good practice documentation, etc used within the project by CSOs, Economic service providers and Local Authority. It is expected, that this section will be used directly by respective actors to continue to do what they do and for replicating local economic and inclusive development actions.

   A. Replication Guide Booklet For Civil Society Organizations (CSOs)
   B. Replication Guide Booklet For Government Economic Service Providers
   C. Replication Guide Booklet for Local Authority
   D. Replication Guide Booklet for Regional Enterprise Forum

Part 5: Good Practices in Local Economic and Inclusive Development

The soft version of the toolbox is available in the CD enclosed. The hard version of each booklet is available along with the remaining parts of the guidebook.

All sections are intrinsically linked; while concepts are defined in Part 1 and Part 2 provides information on the local context, the processes and tools given in Part 3 are based on concepts and information in the first two sections. The toolbox is linked to part 3 of the book. Though each section is linked, the user can choose to refer to individual sections that they find most interesting or useful.
Part One: Concepts
### Part 1: Concepts

#### Terminologies

| **Work** | Work is all human activities, paid or unpaid, that produce the goods or services in an Economy. |
| **Decent work** | Productive work in which rights are protected, which generates an adequate income, with adequate social protection. Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men. ILO Decent Work Agenda |
| **Working Age Population** | All persons of age 15 years and above are considered to be in the working age population (from year 2013 onward). |
| **Employment** | Employment is all work carried out in return for payment. It also refers to the number of people engaged in wage employment and self-employment. |
| **Employed Persons** | “Employed Persons” are those who worked at least one hour during the reference period, as paid employees, employers, own account workers or contributing family workers. This also includes persons with a job but not at work during the reference period means (Previous week of the survey week) |
| **Employment Rate** | The proportion of employed population to the total labour force. |
| **Unemployment** | Refers to persons who are not employed, but who are available for work and who are currently seeking work. |
| **Labour Force** | This is the currently economically active population – that is, the number of working age persons who are employed or unemployed during the reference week. |
| **Labour force participation rate (LFPR)** | The labour force participation rate is defined as the ratio of the labour force to the working age population, expressed in percentages. |
| **Inactive population** | The inactive population includes all persons who are neither “employed” nor “unemployed”. It includes: |
| | - People who are not yet of working age (varies among legislation, but most of the time you can’t work when you are younger than 15 years old) |
| | - Students |
| | - Retirees and pre-retirees |
| | - Stay at home parents |
| | - People unable to work |
| | - Others |
| **Reasonable Accommodation** | “the necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.” UNCRPD |
A CSO member from Thanthamalai (Manninal South West DS Division) is involved in dry fish making as his main livelihood activity.

Picture 1: A CSO member from Thanthamalai (Manninal South West DS Division) is involved in dry fish making as his main livelihood activity.
Introduction to Local Economic and Inclusive Development

Economic growth is essential for reducing poverty and improving living standards. The extent to which economic growth benefits the whole society, reduces poverty and improves the quality of life for all members in a society depends on the degree to which all society groups participate and shape the growth process.

Inclusive Growth and Local Economic Development
The model of Inclusive Growth promotes economic growth that is distributed fairly across society and creates opportunities and benefits for all. The 3 main pillars of an Inclusive Growth model are:

1. Investing in people and places that have been left behind, through access to skill development, public services and optimal natural resource management
2. Supporting business dynamics and inclusive labour markets, through diffusion of technology and innovation, vibrant entrepreneurship, access to quality jobs, especially for women and marginalized groups, and resilient job opportunities
3. Building efficient and responsive governments, through aligned policy packages across the government, integration of equality aspects in policy design and inclusive policy making, accountability and coordination mechanisms.

Another economic growth model is the concept of Local Economic Development which helps to explore local development processes, stakeholders and trajectories.

Local Economic Development (LED) is a locally-owned, participatory development process undertaken within a given territory or local administrative area in partnership with both public and private stakeholders. The LED approach makes use of local resources and competitive advantages to create decent employment and sustainable economic growth. It promotes participation and local dialogue, connecting people and their resources for better economic opportunities and living standards of men and women.

Local development targets a geographical area in which stakeholders have a direct impact on the lives of vulnerable groups, often corresponding to an administrative unit. Proximity to a range of stakeholders facilitates a cross-cutting approach where issues of vulnerable groups can be integrated into different development processes.

Picture 2: A beneficiary from Kadakkamunai (Mannunai South West DS Division) is involved in inland fishing activity

Local Inclusive Development:

Local Inclusive Development, as defined by Humanity & Inclusion is a rights-based, participatory and inclusive framework for local development. Effective inclusive development requires a twin-track approach:

1. Ensuring the participation of vulnerable people on individual level and support for their representative organization at collective and systems level.

2. Ensuring the inclusion of vulnerable groups, including People with Disabilities, in all development processes (policies, services, programs, etc.)

In areas where such participation is limited, inclusive local development initiatives aim to mobilize local stakeholders (public, private and civil society) to promote social change by including the needs of vulnerable groups in development initiatives.

Inclusive development promotes equality and widest participation at grassroots levels. It allows vulnerable groups to enjoy the same rights as any member of the society and be sources of knowledge and expertise. It means that development policies, programmes and projects are designed in regard to the impact they make on the lives of vulnerable groups and the wider community.

Key to all models; Inclusive Growth, Local Economic Development and Inclusive Development is the participation of all society actors, including vulnerable groups, in the development process; as well as the relations between these public, private and civil society actors. Systemic interaction of these stakeholders is promoted to ensure that all needs are accounted for and that development processes are participatory and sustainable. Usually these actors consist of individuals, Civil Society Organizations, private businesses, Business Development Service Providers (including public, private and financial services) as well as Local Authorities and public administrative institutions. Participation and interaction require that all actors have competencies and equal access to shaping a conducive economic environment and work in cooperation. Actors require the capacity to perform according to their own mandates as well as to participate in multi-stakeholder interactions, e.g. with community representatives, private sector and public authorities and thereby contribute to improvement of an inclusive business environment and socio-economic service delivery. This further requires that all actors acknowledge their interdependency, e.g. the private sector depending on production resources stemming from the communities, the public sector fulfilling their mandate to address community needs, the community to hold public service providers and authorities accountable, the public sector to regulate the private sector, etc. Stakeholders interact in a network of direct relationships/linkages with one or more actors. Strengthening such interaction is often a main component of Local Economic and Inclusive Development programs. Economic Development Forums where challenges and opportunities for economic growth can be discussed and assessed based on the viewpoints of all stakeholders are an example to this. As such, conditions that not only apply for economic growth but also for good governance and social responsibility are fostered.
Importance of Local Economic Development in Sri Lanka

Sri Lanka experienced a significant economic growth in the past years and thus transitioned to a lower middle income country. This economic growth has led to a significant reduction of poverty. Household Income and Economic Surveys (HIES) show that the poverty headcount in Sri Lanka fell from 23% to 7% between 2002 and 2012/13.

At the same time, figures also indicate that this growth has been heterogeneous, with certain groups and areas of the country falling behind. In fact, a 2016 World Bank poverty assessment found that economic disparity has increased since the end of the civil war in 2009 and that high rate of poverty persist in areas most affected by conflict or generally remote areas and also that poverty levels are high among women, young people, persons with disabilities and agricultural workers. People in situations of vulnerability do not seem to benefit on an equal basis from increasing economic opportunities mentioned above and seem to remain amongst the poorest.

Local Economic and Inclusive Development offer development concepts to foster inclusive growth, to reduce inequality and to work towards increased living standards for all. Fostering economic growth at the local level with attention on different vulnerable groups helps in effectively addressing socio-economic problems and in exploring for opportunities available for the respective community. Local Economic Development takes local differences and capacities, such as natural resources, cultural variety, skills, availability of infrastructure, etc., into account to develop competitive advantages or targeted development plans. The focus on the local level interaction between development stakeholders further contributes to local good governance, decentralization and inclusion of vulnerable groups.
Understanding Social Inclusion and Local Economic Development

As discussed in the previous section, Local Economic and Inclusive Development aims at inclusive economic growth, poverty reduction and social inclusion.

What is social inclusion and exclusion?

In every society, certain groups face barriers due to their identity that prevents them from participating meaningfully, including in having access to economic opportunities and benefits. Being poor, a single woman, a person with disability, belonging to a certain social status, etc can make it difficult for a person to participate in and benefit from economic activities. Often, it is the perceptions, beliefs, social and cultural norms of the society that create and sustain these barriers to participation.

Fig. 1. Factors of exclusion and inequality, represented by overlapping circles that reinforce inequalities and exclusion as a result of the perceptions and beliefs of a given environment

Exclusion can take place on the basis of gender, race, class, caste, disability, ethnicity, age, religion and sexual orientation, as well as many other factors. It can be due to attributes of individuals, households or communities with which they could either be born with (such as sex) or which they might have acquired later on (acquired disability) which interact at different spaces like education service, health service, employment/occupation, housing, financial services, and access to other markets (Zohir, et al 2008). Excluded groups are denied their human rights not because someone forgot or didn’t make enough effort. They are denied their rights because of their place within a system of unequal social relations of power, which enables the more powerful to deny the human rights of the less powerful (ActionAid, 2012).
Social exclusion is faced across economic, social and political aspects of life and is a multidimensional phenomenon. It is related to both inequality and poverty, but they are not the same thing. (Chakravarty, D’Ambrosio 2003). People who are socially excluded are generally also poor when poverty is defined in a multidimensional way but all those who are poor are not socially excluded. Accordingly, this replication guidebook looks both at poor people as defined by national indicators in Sri Lanka and at social inclusion and the poverty they face.

It is always important to ask “exclusion from what and on what terms”, and “by whom”, rather than merely to identify who is excluded.

Exclusion... Is About Being Left Out

Exclusion must be addressed with the goal of inclusion.

Inclusion means that each person (family, group, community ...) has the same opportunities to participate in all aspects of their life to the fullest of their abilities and wishes. Inclusion means equitable access to fundamental rights for all, and is one of the fundamental and inseparable principles that underlie many international human rights treaties and texts.

Concretely, inclusion means that:

- The quality of life of excluded persons and groups is improved.
- The environmental barriers to participation faced by excluded groups and persons are sustainably reduced.
- The people belonging to excluded categories have the ability to make their own choices.

Below is a visual representation to illustrate the concepts of exclusion and inclusion, where exclusion and separation is shown as individuals / groups isolated from the mainstream society. Integration is about being in, but still considered as different or “not normal” from the rest of society. While, Inclusion here, in the diagram below, shows acknowledgement of diversity in society and a society equipped to address this diversity.

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*HI Policy on Disability, Gender and Age
Poverty itself is understood as complex and multidimensional and includes economic, political and social elements. The World Bank Organisation states that "a person is considered poor if his or her income level falls below some minimum level necessary to meet basic needs. This minimum level is usually called the "poverty line". What is necessary to satisfy basic needs varies across time and societies. Therefore, poverty lines vary in time and place, and each country uses lines which are appropriate to its level of development, societal norms and values."

In Sri Lanka, The Official Poverty Line (OPL) for 2016 is Rs.4,166 and this value does not vary geographically within the country. It is the real per capita expenditure per month for a person fixed at a specific welfare level with the consumption expenditure of food and non-food items.

According to monthly household expenditure data gathered in HIES, people who spent less than the value of the OPL are considered as the poor population and a significant decline in proportion and size of this poor population has been achieved in Sri Lanka over the past few HIES survey periods since 1995/96.

Poverty reduction refers to measures usually taken by the state that target at permanently moving people out of poverty. Positive economic growth and reduced inequity in income or consumption distribution are the primary goals to be achieved in any poverty reduction process.

Generally in low and middle income countries there is a high concentration of non-poor population just above the poverty line. This group tend to be in a highly vulnerable situation since a small negative impact on their consumption can cause many of them to fall back in poverty resulting in a large increase in poverty incidence.

The focus of the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” has been on poor people or people as mentioned above who are at a higher risk of falling below the official poverty line.

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Fig. 3. visual representation to illustrate the concepts of exclusion and inclusion

Poverty and Poverty Reduction

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The focus of the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” has been on poor people or people as mentioned above who are at a higher risk of falling below the official poverty line.

Poverty is often most acute when people experience multiple layers of discrimination based on their gender, disability, age or other factors. Gender and Disability are discussed in some detail in subsequent sections.

**Gender**

*What is gender?*

Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed, learned, and changeable over time and place.

Sex, in contrast, refers to the physical differences between males and females that are determined by biology.

Along with class, race,’ and other aspects of social identity, gender determines the roles, power, and access to resources for people in any culture. Gender roles and gendered power relations directly influence who has access to and control over which resources and opportunities, and who makes decisions. In many countries of the world, the distribution and control of resources and opportunities is not equal between women and men. Thus, women and men do not enjoy equal rights, opportunities, access to resources, and rewards.11

**Gender Equality**

Gender equality is about equality for men and women, girls and boys. It means “absence of discrimination on the basis of a person’s sex in opportunities, in the allocation of resources and benefits or in access to services. “ Equality does not mean that men and women are treated in the same way but that they have equal opportunities and rights in all spheres of life”. In the context of local economic development, it means that participation in governance, and access to decent employment opportunities and conditions of work, to resources, and to services, are not negatively influenced by the fact that one is male or female.”

**Gender Equity**

Gender equity takes into consideration the differences in women’s and men’s lives and recognizes that different approaches may be needed to produce outcomes that are equitable. It refers to fairness and justice in the distribution of benefits and responsibilities between women and men.

**Gender Mainstreaming:** 12

Gender mainstreaming is the process to achieve gender equality. It requires assessing implications of any planned action, including legislation, policies and programmes on men and women, in all areas and at all levels.

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11 Oxfam - PPT
It is a strategy for making women’s as well as men’s concerns and experiences an essential part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

**Gender Mainstreaming in Economic Development**

Successful gender mainstreaming in local economic development processes brings about fundamental changes in power relations between women and men. And consequently promotes greater participation in decision making and economic activities.

“A participatory approach such as LED requires not only a balanced representation of women and men participating in the process, but also the creation of conditions in which opinions of all participants are freely voiced and defended. In addition, the planning and implementation of LED strategies need to be truly responsive to the specific and at times different concerns of women and men.

Reducing the gender gap, promoting increased participation of women in employment, addressing gender discrimination in the types of jobs available to women, addressing wage differentials and traditional gender roles contribute in increasing opportunities for women to participate productively in economic development.

**Gender, Poverty and Employment in Sri Lanka**

**An Overview**

Sri Lanka was ranked 87th of 159 countries in 2015 Gender Inequality Index rankings this is because the country is ranked high on indicators on health and education of women. The maternal mortality ratio and adolescent birth rate is low and Sri Lanka has a high rate of women with at least some secondary education.

In contrast, the Gender Inequality Index indicators for empowerment and economic activity show considerable inequality. Unemployment rate among women is double than that among men. The Labour force participation rate among women in Sri Lanka is 35.9% compared to 75.1% among men.

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Fig 4.
Visual representation of population, labour force participation rate, unemployment rate and sector wise employment rate of men and women.

Women, in Sri Lanka, are over-represented in agriculture sector, in informal economy and in unpaid jobs. Nationally, 30.4% of working women are in agriculture compared to 25.3% of working men; women make up about 60% of the total proportion of estate agricultural workers. Surveys show that 86% of agricultural workers are in informal employment; one among every four employed women in Sri Lanka is an unpaid family worker, compared to one among every 35 working men.

This information shows that when employed, women are more represented in “vulnerable employments” characterized by unpaid work, contributing as family workers, with low or no access to social protection or maternity benefits as they work in the informal sector.

Several factors account for this situation with occupational segregation, gender pay gap, discrimination in employment, differences in the quality of jobs available to women versus the quantity of such jobs on one side. While on the other side factors constraining women’s participation include social, religious and cultural norms, increased role in household activities, looking after the family, limited mobility, and lack of skills and qualifications for certain types of jobs.

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18 Contributing as family workers who make their contribution to the economic activities carried out by their own household, without wages/salaries
There are comparatively fewer businesses run by women than by men and these businesses face significant challenges in growth and sustainability. Enterprises run or led by women face various challenges such as lack of resources to invest, limited entrepreneurial skills, limited access to business development services, including financial institutions, markets and buyers.

Political Representation and decision making bodies:

In Sri Lanka, at the national level, only 4.9% of seats in parliament are held by women. At local levels, women represented 5% of elected delegates in Provincial Councils and 2% in Local Councils in the 2006-2010 period.

Rural women’s participation in CSOs is mostly restrained to women’s groups, particularly women’s rural development societies formed under state schemes to improve access to micro finance services.

Multiple and inter-related factors contribute to this situation. Some of these are lack of awareness of services, low self-confidence, limited entrepreneurial capacity, and limited resources for investment. In addition, gender roles (care of children, family and house), difficulty in balancing family commitments and work (Labour intensive household work that impedes rural women’s participation in paid work and public life ), lack of resources or availability of affordable child care and lack of safe and affordable transportation, negatively affect women’s participation in economic and decision-making activities.

Since women make up almost 52% of the population in Sri Lanka, Poverty reduction and economic development cannot be achieved if strategies that promote gender equality are not used.

Box1: Contributing to governance and local economic development

Vijaya Darshani: is a lady, 38 years old from Maniavelli village, Town and Gravets, Trincomalee, Sri Lanka. As the president of Community Development Centre (CDC), Maniavelli, a CSO partner of HI-CAMID, with keen interest to improve her CSO and the livelihood of the members, she received training on leadership, business development, livelihood and CSO governance over a period of one year. The training was followed by individual coaching from HI-CAMID staff, to secure economic opportunity for the members of her CSO and herself and to participate in local community development activities.

With the training and coaching, Vijaya approached Local Authority officials and was able to write proposals and secure construction contracts to build 3 roads, set-up 21 street lights, and promote home based employment for members of her CSO. She also set-up a system within her CSO, through which members could obtain a loan amounting up to 15,000 LKR to set-up a business of their own.

Her interest in advancing the needs of the members of her CSO was acknowledged by the Community Development Officer, a Local Authority Official. He suggested that she stand for the local elections. Supported by her husband and members of the CDC who helped in the canvassing, Vijaya was successfully elected as the Urban Council member in Maniavelli – in local elections in Sri Lanka to represent the voice of members of her CSO.
Vijaya shared that, as president, earlier, she seldom spoke in meetings, but with the training and coaching, she felt confident to speak and raise issues in meetings. “I feel that the 10 types of training given through the project are very important and should be given to all CSOs. I also feel that I have personally benefitted a lot from the trainings.”

Vijaya’s example shows the achievement in Local Economic Development in increasing economic opportunity and in participating effectively in governance.

Toolbox: The following Tools are available in the CD accompanying this book.

1. Gender Analysis tool

Key resources: These are resources that will deepen understanding on gender and mainstreaming.


Picture 4: CSO members are involved in fish selling activity in Thanthamalai (Mannalai South West DS Division)
Disability

What is Disability:
The term disability covers a wide range of different physical, psycho-social, sensory or intellectual impairments. People with disabilities face physical, communication, attitudinal and institutional barriers that result from the interaction of their impairment with the environment that they live in. This tends to exclude them from education, health, employment and even family life. As a result, many face extreme poverty and marginalisation affecting their overall well being.

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) definition of people with disabilities is:

“Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others”. UNCRPD

The Protection of the Rights of Persons with Disabilities Act 1996, which is the national legislation for disability in Sri Lanka, defines persons with disabilities as “...any person who, as a result of any deficiency in his physical or mental capabilities, whether congenital or not, is unable by himself to ensure for himself, wholly or partly, the necessities of life.

Disability and Poverty
There is a close link between disability and poverty. Disability is both a cause and consequence of poverty. This relationship is often described as a vicious circle, poverty leading to disability and disability worsening poverty.

“... disabled people are also more likely than other people to live in grinding poverty. More than 1.3 billion people worldwide struggle to exist on less than US $ 1 a day and the disabled in their countries live at the bottom of the pile.” James D. Wolfensohn, former former President of the World Bank 2002.

Fig. 5
This diagram represents in a circular way the negative cycle linking disability, poverty and vulnerability.
Source: DFID, Poverty, Disability and Development, p.4.
The main links between poverty and disability are:

- **Poor people are more at risk of acquiring a disability** because of lack of access to good nutrition, health care and sanitation as well as safe living and working conditions.

- **People with disabilities are more likely to live in poverty** due to discrimination and barriers to participation in all spheres of society, including in earning a living and have to bear additional costs related to their disability – such as the costs for personal assistance, medical care and assistive devices. More specifically, limited employment opportunity for both wage and self-employment due to poor access to skills development, vocational training and education are reasons that lead people with disabilities to have limited access to economic opportunities.

It is also important to note that disability affects not only the person with a disability, but also their families. Many family members who provide primary care to a person with a disability have often left work due to their caring responsibilities. What is more, carers and the families of people with disabilities usually experience a higher level of financial hardship than the general population (Inclusion International 2007).

All people with disabilities are not necessarily vulnerable. Amongst people with disabilities, some people might be more vulnerable than others. For instance, people with Intellectual impairments, mental health conditions or those with severe impairments are often most vulnerable. Aside from diversity of disability, social characteristics such as, gender, age, ethnicity, class and caste, increase the disadvantage faced.

**Disability Inclusion**

Disability Inclusion means that persons with disabilities are active members of the society they live in and share equality in decision making and receiving services. It is about "being a part of" and not just "being there." Disability inclusion is about having equal rights and opportunities to participate in all areas of life, including economic activities and local governance. Disability inclusion is about the society acknowledging that disability is part of the diversity in society and it must be equipped to address this diversity.

Two main approaches are commonly used to promote inclusion of people with disabilities in all areas of development including economic development.

1. **Twin Track Approach**
2. **Disability Mainstreaming**

**Twin Track**

The twin-track approach means working simultaneously on:

a) Individual change (e.g. information and awareness of people with disabilities regarding their rights, opportunities, access to resources and services, etc.)

b) Working towards systemic change (institutional reforms promoting equality of rights in laws, policies, etc., awareness of community members on inequitable practices and ideologies, etc.)
Given below is a diagrammatic representation of what a twin track approach could look like when working on including people with disabilities in economic development.

**TWIN TRACK APPROACH FOR MAINSTREAMING DISABILITY**

- **Approach to promote access for People with Disabilities to**

  **Mainstream services**
  (non-specialized services for society in general).
  - vocational training
  - soft skills training (life skills, financial education and business development, etc)
  - employment services
  - financial services such as saving, credits, insurance

  **Support Services**
  - Assistive Technology
  - Mentors for persons with disabilities
  - Sign language Interpreter
  - Adapted transport/ Escort Allowances
  - Modification to work place
  - Pre Placement training.

  **Specialized services**
  - Assistive devices
  - Specialised Vocational training

- **FOR Equal opportunities and full participation**

**A principle: as much inclusive approach as possible, and specialized approach when necessary**

**Disability Mainstreaming:**
Disability mainstreaming is the process of integrating formerly segregated and/ or stigmatised issues and people with disabilities into ‘mainstream’ society and development programmes. It is a strategy through which concerns, needs and experiences of persons with disabilities are made an integral part or dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that persons with disabilities benefit equally and inequality is not perpetuated.

- Mainstreaming is about ‘inclusion’ – not just ‘involvement’ or ‘integration’
- Mainstreaming promotes participation, empowerment, self-determination and equality
- Mainstreaming is a human rights and political issue
- Mainstreaming is both a process and a goal.
Barriers to mainstreaming

Barriers are "blocks" that prevent the process of mainstreaming. Barriers are present both at society level, including family members of the person with disability and at the individual level, where they appear within the person himself or herself.

Barriers to mainstreaming are:

<table>
<thead>
<tr>
<th>Attitudinal barriers</th>
<th>Legal/Political barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>These are negative attitudes of people, popular negative beliefs, negative social norms. E.g: “a person with a disability cannot work”</td>
<td>These refer to laws, policies, strategies and practices that do not take into consideration the needs of people with disabilities. Often policies and plans are developed without consulting people with disabilities and hence fall short in their ability to respond to the needs of people with disabilities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Physical barriers</th>
<th>Communication barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>These are barriers faced in accessing and in moving around a built or natural environment by people having difficulties with mobility such as those on a wheelchair/using a crutch/having painful joints, impaired vision, etc.</td>
<td>This cover difficulties in receiving and understanding information, in expressing themselves and in responding. Communication barriers are faced by those with hearing and speech difficulties, vision difficulties and those with cognitive difficulties in interpreting the information.</td>
</tr>
</tbody>
</table>

In addition, personal factors such as self esteem, confidence and awareness determine the access of people with disabilities to economic/livelihood opportunities. Specific factors function as barriers on disability inclusion are the lack of reliable data and evidence on impacts of disability inclusion on poverty reduction and concerns around perceived higher costs related to inclusion, need of technical expertise, as well as time-consuming nature of inclusive efforts.

Overview of disability in Sri Lanka

In Sri Lanka, approximately, 1 among every 10 people lives with disability. Census data show that there are 18, 52,768 persons in Sri Lanka with some form of disability. 41% of this population have visual impairment, 30% have difficulties in walking and 16% have hearing impairments while 13% have cognitive difficulties. Sri Lanka is the only country in Asia where there are more women with disabilities than there are men. The prevalence of disability is on the rise due to increase in chronic diseases such as, diabetes, respiratory diseases, cardio-vascular disorders, and aging population.

Data show that in Sri Lanka, people with disabilities are excluded from education, health, employment and even family life. Only 3.4% of children with disabilities are in schools, Unemployment rate among people with disabilities is 14.4%, majority (73%) are supported by their families and 6.2% receive support from Government Institutions. (Reference)

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21 The census of population by the Department of Census and Statistics 2012, records 8.7% (7.5% male and 9.5% female) of the population in Sri Lanka, as persons with disabilities
22 UNESCO-Disability at a glance - 2015
Studies have found that monetary poverty level among households with disabled persons is 45% higher than that among households without disabled persons, in Sri Lanka24.

All people with disabilities in Sri Lanka are not equally vulnerable to poverty. Women and persons with certain types of impairments can be at greater risk to poverty. 74% of women with disabilities in Sri Lanka, have an income of less than USD 1.00 per day, and 98% less than USD 2.00 per day, the comparative figures for men are 48% and 89% respectively25. Persons having intellectual impairments have more difficulties in getting jobs or economic opportunities. People with disabilities are also excluded from mainstream vocational trainings and employment as there is no provision of sign language or Braille if required.

In Sri Lanka, most infrastructures, whether public or private, are not accessible to people with disabilities. Travelling to ones place of work using Public transport can be challenging, as trains and buses (the main means of Public transport in Sri Lanka) are not designed to accommodate the needs of people with disabilities in travelling independently and safely. Only 55% of people who have mobility disability in Sri Lanka use buses and even less - 36% use trains.26 Many need to be accompanied by an escort to help them travel. Those who can afford either hire three wheel taxis, or buy their own vehicles. The lack of transport options act as a serious barrier preventing people with disabilities from participating in local economic development.

A prerequisite to being employed is having functional independence or being able to perform the tasks required for the job. Often for basic functional activities, such as for walking, speaking, listening and reading, people with disabilities use assistive devices. A study in Sri Lanka shows that only 35% of individuals who feel that a tricycle or a wheelchair would be of use to them had such devices. Among those with hearing impairments only 24% had hearing aids.

Disability Inclusion and Local Economic Development:

People with disabilities have the same rights to opportunities, services and information as anyone else in society. People with disabilities make up almost 15% of the population. Being excluded from participating in economic activity puts financial pressures on the individual, the family and society. Ensuring that people with disabilities have access to jobs and businesses will contribute to local economic development.

As people with disabilities are often engaged in running their own businesses, several schemes are available with the Department of Social Service and Ministry of Defence in Sri Lanka, that provide the seed capital, vocational training and self-employment support required for such ventures. These are generally small businesses and family members join to contribute making these an important livelihood option.

Employers who have hired people with disabilities recognize the many benefits of engaging in inclusive policy: with equal qualifications, people with disabilities have better retention rates and

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24 A study by (Kumara1 and D. N. B. Gunewardena2)
26 National Policy
lower absenteeism rates. In terms of innovation, companies are developing a better understanding of the needs of their clientele with disabilities. Meaning that, people with disabilities are also customers and for some companies, inclusion helped them to reach out more customer segments.

People with disabilities are an untapped resource of skills and talents that could contribute to the success of an organization by bringing their unique life experience and perspective into the world of work. The Institute for Corporate Productivity, based in Seattle, reports that more and more high-performing organizations are integrating the issue of diversity and inclusion at the highest levels of their business strategy. The inclusion of people with disabilities in a company contributes to its effectiveness, productivity, competitiveness and overall success.

**Toolbox:** The following Tools are available in the CD accompanying this book.

- Identifying persons with disabilities

**References:**

- Equal opportunities: access to livelihoods for persons with disabilities- Humanity & Inclusion (the new name for Handicap International)
A Toolkit for Replication

This project is funded by the European Union
Part Two: Legal Frameworks and Actors of Local Economic and Inclusive Development in Sri Lanka
PART 2: Legal Frameworks and Actors of Local Economic and Inclusive Development in Sri Lanka

Legal Frameworks

Legal frameworks here, refers to international and national Laws, Acts, Policies, and regulations. These are generally seen as a commitment that the state makes on a topic and provides direction to implementers in preparing plans and operational strategies for the country.

Key acts, polices, regulations and schemes that are relevant to inclusive economic development in Sri Lanka are summarised below. Relevant sections within the legal framework that make an explicit reference on vulnerable persons, marginalised women and people with disabilities have been highlighted. At the same time Acts, specifically on rights of people with disabilities and women, are reviewed in the light of what it says on employment.

International Frameworks

Among international frameworks that promote economic development and are ratified by Sri Lanka are the Sustainable Development Goals and ILO conventions.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs are a set of 17 goals accompanied by 169 targets, entailed in the Agenda 2030. The 17 goals are interconnected and cover areas such as poverty eradication, health, water and sanitation, women empowerment, education, and so on.

The government of Sri Lanka has formed a separate ministry on Sustainable Development that reflects the government’s commitment on the SDGs. Data for SDGs indicators are collated and published by the Department of Census and Statistics (DCS) on their website.

One of the key principles that guide the implementation of the SDG is “No one left behind.” The SDG actively aims at bringing persons and groups facing marginalisation into development processes.

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1The Agenda 2030 for Sustainable Development is an international political declaration formally adopted by United Nations Sustainable Development Summit, which took place from 25-27 September 2015.
SDG Goal 8: To Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Target 8.5: “By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.”

National Indicators: (Sri Lanka)
8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities
8.5.2 Unemployment rate, by sex, age and persons with disabilities

The government of Sri Lanka has set itself the task of collecting information on the targets for these goals. The information is expected to be disaggregated by sex, age and disability.

ILO Conventions: The International Labour Organisation Convention has a total of 190 Laws that aim to improve labour standards of people across the world. Sri Lanka has ratified 43 of the 190. Eight conventions are Fundamental conventions on prohibition of forced labour, child labour, the right to organize in a trade union, and suffer no discrimination. The fundamental conventions are binding upon every member country. Sri Lanka has also ratified 3 out of the 4 governance conventions (employment policy convention, labour inspection convention, international labour standards convention) and 32 Technical conventions. Technical conventions cover specific areas such as unemployment indemnity, Night work women’s convention, minimum age convention, etc)

A detailed list of the ILO conventions ratified by Sri Lanka is available on the ILO website.2

National Frameworks
Among national frameworks in Sri Lanka the following Acts, polices and schemes relevant to local economic development are listed below.

- The National Human Resources and Employment Policy (NHREP) 2012,
- The National Policy for Decent Work in Sri Lanka 2006,
- The National Policy for Small Medium Enterprise Development

The National Human Resources and Employment Policy (NHREP) 3: is an overarchign policy framework of the Government of Sri Lanka that is meant to govern its human resource development work and actions that are to be taken to provide full, decent and productive employment. The NHREP is a framework that brings together other existing national policies related to employment and human resources formulated by different ministries under one umbrella – it identifies points of convergence. The policy is comprehensive, it not only covers human resource development, education, training and skill building but also provides policy direction to specific sectors such as agriculture, Industry, services, Informal employment, gender mainstreaming, social protection, and wages, etc.

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On informal employment, the policy action states that it will adopt a two-pronged approach: “On the one hand, expansion of firms in value-added sectors will be encouraged and on the other hand, the employability of workers in more skilled, better paying occupations will be enhanced. Entrepreneurial skills will be developed through easy and subsidized credit facilities. Product and market guidance and insurance schemes to cover short-term economic fluctuations will be introduced.”

With reference to Small and Medium Enterprises, the policy discusses the existing gaps and provides actions to address and promote SMEs – (for example it directs SMEs to ensure decent work practices and social protection of employees, among other things)

Chapter 14 of the policy document titled: “Employment Opportunities for Vulnerable Groups, Disabled Persons and those in Underdeveloped Regions” discusses the gaps in policy and practice in addressing the issues of vulnerable persons and groups in Sri Lanka in securing decent work. At the same time, the policy recommends specific measures to address this gap.

Examples of Policy actions mentioned on “Employment Opportunities for Vulnerable Groups, Disabled Persons and those in Underdeveloped Regions” in the NHREP:

- The industrial base in Northern and Eastern Provinces will be re-established.
- Investments in employment-intensive infrastructure development work will be initiated,
- Partnerships with civil society and community-based organizations will be formed to improve access to essential services,
- Child labour in hazardous activities will be eliminated on a priority basis.
- Support to families of working children will be provided for the elimination of child labour.
  A better database will be established, on the persons with disabilities.
- An enabling physical environment will be created for persons with disabilities to access and participate in vocational training……

The National Policy for Decent Work in Sri Lanka 2006: formulated under the Ministry of Labour Relation and Foreign Employment, this legal framework provides the policy direction that Sri Lanka needs to take in implementing economic and social development. It is also the point of convergence for other policies on several aspects of decent work, and thus creates a blueprint for action in creating employment, and in ensuring the quality of work and workers’ lives. The Policy emphasizes that the need for increasing the quality and quantity of jobs is the surest way of moving people out of poverty. Quality is the essence of the concept of Decent Work, defined as opportunities for men and women to obtain productive work, in conditions of freedom, equity, security and human dignity.

National Policy Framework for Small Medium Enterprise (SME) Development: The policy states that the Government of Sri Lanka recognizes SMEs as the backbone of the economy, as it accounts for more than 75% of the total number of enterprises, provides 45% of the employment and contributes to 52% of the Gross Domestic Production (GDP). SMEs promote broad-based equitable.
It is important to discuss social protection in the context of local economic development and in reducing poverty. The Government of Sri Lanka provides an extensive array of social protection services aimed at assisting the poorest groups. The 2016 poverty indicator bulletin states that the impact of all social protection schemes together has led to a reduction in the poverty level from 6.7 to 4.1. 11 different ministries oversee over 30 welfare programs. They cover labour market programs, social insurance and social assistance.

The Department of Social Services provides assistance to orphans, poor widows, people with disabilities, poor elderly and disaster victims in the form of food subsidies and pensions. The Samurdhi, a significantly large programme that aims to alleviate poverty and create opportunities for the youth, women, and the disadvantaged, has three major components. The first is the provision of

Social Protection in Sri Lanka

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\(^{1}\)http://www.social-protection.org/gimi/ShowCountryProfile.do;jsessionid=q7DDQ9FAxvXs/sUxQqQap2KlbyeHT55/Y3Bl9jqxKpH585
SUxEsvYfIS/3421577/v=14/LX

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a consumption grant transfer (food stamp) to eligible households. The second component of Samurdhi is a savings and credit program operated through Samurdhi banks, and loans meant for entrepreneurial and business development. The third component is rehabilitation and development of community infrastructure through workfare and social (or human) development programs.

An evaluation by World Bank (2002) of Social protection programmes and in particular the Samurdhi program found several weaknesses. Most important was that despite the size of the programme, there were severe coverage problems – (leaving out those who were most in need). The report also mentioned that “Public Assistance program that provides assistance to widows, orphans and the disabled worked much better but was under-funded”.

### Legal Frameworks on Women’s Rights

Sri Lanka has ratified the **UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)** in 1981, which is the main legal framework that upholds the rights of women in general including in employment.

**CEDAW Article 11** outlines the right to work for women as "an unalienable right of all human beings." It requires equal pay for equal work, the right to social security, paid leave and maternity leave "with pay or with comparable social benefits without loss of former employment, seniority or social allowances." Dismissal on the grounds of maternity, pregnancy or status of marriage shall be prohibited with sanction.

However, provisions under **CEDAW** are yet to be incorporated into national legislation.

Other relevant women’s laws in Sri Lanka include the Prevention of Domestic Violence Act in 2005. This act discusses the different types of violence faced – physical, verbal and economic violence that is perpetrated against women by denial to economic well being.

### Legal Frameworks for People with Disabilities

Sri Lanka is signatory to the **United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)** and has ratified the convention on 8th February 2016.

**Article 27** of the UNCRPD on Work and Employment states that “States Parties recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities…..”

National legal frameworks upholding the rights of people with disabilities include:

**Protection of the Rights of Persons with Disabilities Act, No.28 of 1996**: This Disability specific law promotes and protects the rights of Persons with Disabilities in Sri Lanka. Part V; Clause 23 – makes an explicit mention of protection of individual rights, against discrimination in employment, education and access to public spaces. It also describes legal measures that may be taken in instances where individuals have been discriminated against.

The **National Policy on Disability** in Sri Lanka is one of the most comprehensive policies available; it encompasses fields as diverse as employment, education, sports, accessibility and CBR. With respect to employment the policy outlines guidelines for equal opportunities in – a) employment including self employment, Vocational training and in Poverty alleviation schemes that include social security schemes, self employment and waged employment. The policy also talks about reasonable accommodation in work place.
Disabled Persons (Accessibility) Regulations, No. 1 of 2006. – is a regulation that comes under the Protection of the Rights of Persons with Disabilities Act, No. 28 of 1996. It provides accessibility specifications for built environment, transport and communication.

Public Administration Circular No. 27/88, 18th August 1988: As per this circular - When vacancies in the public service and public corporations are filled, 3% of such vacancies should be filled by disabled persons possessing requisite qualifications and whose disability would not be a hindrance to the performance of duties. Recruitment should be in accordance with the approved scheme of recruitment

Other relevant legislation include Mental Health Act 1873 to protect the rights of persons with mental disabilities, the Social Security Board Act N°17 of 1996 to provide a pension and insurance benefit to Persons with Disabilities, and the Trust Fund for Visually Handicapped Persons 1992 for the access to welfare schemes, education, vocational training and self-employment of visually impaired people.

[A detailed analysis of policy and plans relevant to local economic development can be found in the Tool box attached in the accompanying CD.]

Actors

A range of actors are involved in Local Economic Development - Civil Society Organizations, Private businesses, Public service providers and Local Authorities and State Administrative institutions. Systemic interaction of these stakeholders promotes an environment that is conducive for economic and inclusive growth.

"Reasonable accommodation: See terminology for definition."
Civil Society Organisations

Civil Society Organisations (CSOs) used in the context here refers to those having a strong presence at the grass root level. CSOs have emerged as important actors in local economic development in Sri Lanka. Traditionally, these organisations were Temple Development Societies and Death Donation Societies (funeral aid societies) in Sri Lanka. These were supplemented in 1906 by the first Thrift and Credit Co-operative Societies, established under the Co-operative Societies Ordinance. It was only in 1940 that the first Consumer Co-operative Societies were set up. Over the years, CSOs in Sri Lanka have been involved in a wider variety of issues such as livelihood development, advocating on human rights, etc while often continuing as Death donation societies.

Listed below are some CSOs working at grass root level on livelihood development in Sri Lanka.

Fisheries Societies – These CSOs formed of fisher folk belonging to a specific geographic area are registered with the Department of Fresh water aqua Culture. Forming a society helps the fisher folk obtain equipment like canoes, fishing nets and fuel for boats and at the same time have better access to loans and subsidies from the department. The Society also receives skill training on post harvest, and a fish box for storage and marketing from the department. Coming together as a society helps fishermen in marketing, in fixing prices and increasing bargaining power. Since fresh water fishing is seasonal, these societies help members with loans to tide over the lean season.

Farmers Societies: These are formed at the grass root level and registered with the Department of Agriculture. Being members of the society makes it easier to channelize services from the Agriculture Department. The Department provides subsidies to set-up appropriate irrigation system, seeds, planting material, agro wells, rice parboiling drums, etc. The members also receive training and onsite support on pest disease management, weed control management, water management, compost making and nursery management, post harvest technology, marketing value addition products and home gardens, etc.

Rural Development Society and Women Rural Development Societies: Both these societies are registered with the Department for Rural Development at the provincial level. They receive livelihood support in the form of revolving fund activities, income generation activities, skill development & vocational training programs, capacity development programs and Infrastructure facilities. They contribute to community development by undertaking activities such as cleaning drives, small scale infrastructure construction, setting up street lights, etc.

Community Development Centres (CDC): These are essentially similar to the RDS and WRDS, but come under the aegis of the Local Authority. These societies consist of members from the Local Authority area. The CDCs primarily focus on economic activities, and its members benefit from the links to development projects channelized through the society. Its members also work on small construction projects such as (small) buildings and bridges that are advertised locally and are involved in other development activities taken up within their locality.

Disabled Peoples Organisations: These associations are formed of persons with disabilities and/or their family members at the Divisional Level and are usually federated at the District level. The DPOs are registered with the Department of social security. These associations work generally on advocating on Disability Rights and support members of the group with information on programmes and schemes available within the government system, targeted at people with disabilities. Disability pensions, medical allowances, vocational training for people with disabilities and financial support to set-up small businesses - are some of the schemes available to people with disabilities.

From the above list it is apparent that there is a wide variety of CSOs, with greatly differing capacities. Some CSOs have a stronger community level presence, while others maybe stronger at district or divisional level. CSOs also differ in their mandates, and in terms of their efficiency and effectiveness in supporting livelihood and influencing community development.

As key actors of local economic development, with the influence and potential to bring about change at the local level, CSOs remain central in promoting equitable economic development in their region

Public Sector service providers:

Government actors provide an enabling environment for local economic and inclusive development. While, several actors within the government system may contribute to local economic development, we make a specific mention of those service providers that have been involved with strengthening businesses and supporting employment. The range of services provided by these actors include - support for production, capacity building, vocational training, subsidies, technical know-how, loans,
marketing, technology development and transfer, business linkage promotion, technical support, trade promotion and exhibition services, etc.

Vocational Training, The Ministry of Tertiary Education and Training have the responsibility for vocational training. However, Vocational training is also provided under specific ministries such as the Ministry of fisheries, agriculture and so on.

In Local Economic development the Ministry of Labour and Trade Union Relations, Ministry of Agriculture, Ministry of Fisheries, Ministry of Science and Technologies, play an important role as those Ministries hold responsibility over policy formulation and providing directions for implementation. It is the Departments at the Central level and Provincial level that then carry forward specific actions, provide services as per their mandate, directly or channelized through the District Secretariat.

Listed below are some government actors who play a key role in providing services to promote local economic development. This is by no means an exhaustive list but one based on the project experience.

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Enterprise Development Authority (NEDA)</strong></td>
<td>The mandate of NEDA includes Forming and strengthening Micro, Small &amp; Medium enterprises in Sri Lanka, to ensure their growth and sustainability. NEDA fulfils it, in coordination and partnership with other departments and agencies:</td>
</tr>
<tr>
<td></td>
<td>• NEDA is responsible for the formulation of policies, plans and promotional incentives to support and promote trade and development in industry and agriculture.</td>
</tr>
<tr>
<td></td>
<td>• NEDA promotes improved technical skills for enterprise development.</td>
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<td></td>
<td>• Supports infrastructure development required to meet the development needs.</td>
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<td></td>
<td>• Facilitates the access of entrepreneurs to finances required for enterprise development and operation.</td>
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<td></td>
<td>• Promotes Research and Development to improve product</td>
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<td></td>
<td>• Facilitates regional economic development.</td>
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<tr>
<td><strong>Vocational Training Authority (VTA)</strong></td>
<td>This authority holds responsibility over formulating and providing vocational training programs to youth in Sri Lanka.</td>
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<td>• Supports establishment of vocational training centres in rural areas. (A total of 245 VTC across Sri Lanka.)</td>
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<td>• Conducts training of trainers in order to promote good quality vocational trainings in rural areas.</td>
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<td></td>
<td>• Conduct competency based assessments</td>
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<td>• Hold responsibility for certification of the training.</td>
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| National Apprentice and Industrial Training board | • Provide career guidance and counselling to school leavers and other youth.  
Offers a variety of courses ranging from 3 month courses in light or heavy vehicle driving to 2-year courses for Electronic Appliances Technicians.  
This institution provides vocational and Technical Training for youth, to acquire employable skills through well formulated skills programs with highest professional Standards to meet the skilled manpower requirement in the industry.  
This is the largest institution doing apprenticeship training, with 20,000 trainees at any one time and an annual output and input in the region of 10,000. Over 145 types of training, some enterprise-based and others in the form of institutional training, are provided. |
|---|---|
| **Provincial** | **Department of Agriculture** | Leads the development of a diversified and competitive food and agricultural sector through strengthened institutional coordination assuring nutritious food security, job creation and poverty eradication, thus maximizing the sector’s contribution to provincial economy in a sustainable manner.  
Services offered:  
1. Promotes the formation and Registration of Farmers societies which can be a group of farmers, Young Farmers, Women Farmers and Producer Groups  
2. Provides on-site technical support in enhancing crop production, setting up irrigation systems, etc.  
3. Conducts Mobile Crop Clinics (Mobile clinic) – that look at disease control and prevention.  
4. Provides Training and Awareness programmes on schemes and techniques offered by the dept.  
5. Provides Subsidy Systems for agriculture and agriculture related services.  
6. Supports self - seeds production |
| **Department of Fisheries and Aquatic Resources / Fisheries Unit** | Placed within the Ministry of Agriculture, this Unit assists the inland and marine fisheries community in enhancing productivity using improved technology, reducing post-harvest losses, promoting value addition and through marketing and strengthening Community Based Organizations in a sustainable manner.  
Services offered:  
1. Financial and technical support to improve infrastructure.  
2. Financial and technical support to increase fish production  
3. Financial and technical support to improve marketing facilities |
| Department of Animal Production | This department provides livestock inputs and services to farming community to maintain a healthy animal population and enhanced productivity to achieve sustainable livestock development. Services Offered:
1. Veterinary services (including mobile services).
2. Support forming and strengthening Livestock farmers' societies.
3. Provide 50% Subsidy Assistance for livestock purchase.
4. Do Artificial insemination for the cattle
5. Heifer calf (effort calf rearing scheme)
6. Conduct Trainings and Awareness programs |
| Department of Rural Development | This department aims at promoting economic and cultural development of rural communities in Sri Lanka by strengthening community groups such as, Rural Development Societies (RDSs) and Women Rural Development Societies (WRDSs), while channelizing schemes for self employment training and finances to achieve its objectives. Services Offered:
1. Support formation of Rural Development Societies (RDSS) and Women Rural Development Societies (WRDSS) and strengthening them.
2. Provide self-employment training to the WRDS and RDS
3. Facilitate and Monitor small / medium scale revolving loan activities to improve livelihoods of rural communities through RDSS and WRDSS through Women Development Training Centres (WDTC) |
| District Secretariat (DS) | Usually, the GA/District Secretary oversees all development activities in the district, including Central Government activities, provincial functions and to some extent non-governmental projects. The District Secretaries function as the 'outposts' of the Central Government. The District Administration is responsible for backstopping and coordinating implementation of activities assigned to them by both the provincial administration as well as the Central Government. At the lowest administrative level of Sri Lanka (The Divisional Secretariat Level), it is the Gram Niladhari and Development Officers who support the District Administration in implementation and monitoring of Development Projects and plans. |
Local Authority

The local authority (Pradeshiya Sabha, Urban Council and Municipal Council) is a unit of local government in Sri Lanka “charged with the regulation, control and administration of all matters relating to the public health, public utility services and public thoroughfares, and generally with the protection and promotion of the comfort, convenience and welfare of the people”.

Though the local government system directly comes under the provincial government as it is a fully devolved subject, the Central Government indirectly controls the Local Affairs as well. Local government staffs belong to the Provincial Government service, which is directly under the Provincial Public Service Commission governed under the Provincial Governor who is appointed by the Executive President of the country. Supervision of LAs is done through the provincial departments of Local Government. These departments come under the purview of the Commissioner of Local government who is also a seconded officer of Central Government’s Public Administration Service. The line Ministry of Local Government of the Central government mandated with the policy related to matters of Local Government such as boundary limits and categorisation of LAs.

The power to operate the Local Governments in Sri Lanka is governed through three main legislations passed by the legislature. They are as follows:

1. Municipal Council Ordinance No 29 of 1947
2. Urban Council Ordinance No 61 of 1939
3. Pradeshiya Sabhas Act No. 15 of 1987

Some of the specific functions of the LAs are given below;

- Solid waste management
- Provision and maintenance of roads and thoroughfares
- Public Health, primary care and sanitation
- Community water supply
- Fire prevention
- Disaster Management
- Libraries
- Playgrounds
- Parks
- Bus stands
- Community Centres
- Public Toilets
- Cemetery / Crematorium
- Public Markets
- Regulatory services such as issuing Building Approvals, Trade Licenses, Change of Ownership, Issuance of Environmental Protection Licenses and Street line Certificates

As part of their jurisdictional powers, LAs are authorised to collect revenues for some services provided by them in the form of user charges (direct services), tax, fines, cesses, etc. LAs derive their revenue from the following sources:

- Assessment rate;
- Entertainment tax;
- Tax on animals and vehicles;
- Licence fees;
- Rents;
- User charges
Limited capacity is one of the key issues in the Local Authorities that hinders their ability to discharge their duty. Some of the key issues related to the local authorities include poor service delivery leading to poor tax collection, Lack of Public Participation, lack of insights/tools required for better planning.

**The Private sector**

Government actors play a central role in supporting economic growth through providing policies and development plans, institutions to implement these as well as public goods and services, with the aim of building a supportive environment for a thriving private sector. The private sector itself is considered as the engine of economic growth. The private sector comprises not only of Micro-, Small, Medium and Large companies that are locally owned or multinational, but also of farmers, producer groups, self-employment or informal businesses. All these private sector entities aim to make profit.

Successful businesses of all kinds drive growth, create markets and employment, enable trade and pay taxes, realize investments, ensure capital flows, offer goods and services, and thereby contribute to economic growth and poverty reduction.

Especially decent job creation and integration in value chains or more general access to buyers in local and national markets offer opportunities for vulnerable groups to benefit from economic growth through sustainable and diversified income generation.

To identify and capitalize on such opportunities for communities and vulnerable groups in the Eastern Province of Sri Lanka the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” conducted a market study to identify potential products, producers and respective buyers as well as employers. Project beneficiaries are mainly engaged in agricultural production or offer labour. The market study presented potential buyers such as Ananda Stores or MILCO as well as a retail scheme by Unilever and Brandix as employer to integrate community members in value chains and labour markets. The full market study as well as a list of companies can be found in the accompanying CD.

Producers or future employees were introduced to interested companies. Business relationships were established based on economic terms.
A Toolkit for Replication

This project is funded by the European Union
Part Three: Process and Methods/Best Practices for Replication
Part 3: Process and methods/best practices for replication:

This section of the guidebook discusses the processes, methods and some best practices for replication.

Project approach to Inclusive Economic Development:

To contribute to better economic opportunities for vulnerable people in the Eastern Province, this project follows the model of Local Economic and Inclusive Development (as explained in part 1, on page 4) and strengthens public, private and civil society stakeholders’ capacities to participate in local economic development processes and shape a conducive and inclusive economic environment. As a principle, this project is tackling the disadvantaged position of vulnerable groups and ensuring that they share the benefits of economic development. This involves identifying and breaking the barriers these groups face to enjoying an equal participation within their socio-economic communities, as well as in terms of access to public services and private sector activities. The project hereby builds respective capacities of individual stakeholders; CSO, Local Authorities, Livelihood Service Provider and private businesses as well as fosters their cooperation in local multi-stakeholders forums (Regional Enterprise Forum REF by the National Enterprise Authority NEDA). Thus, the project centres around four interrelated components:

1) CSOs will be equipped to include vulnerable people and to participate in local development processes in order to advocate for their community’s concerns and to improve their livelihoods.

2) Key socio economic service providers and large private enterprises will be supported to better equip people from vulnerable groups to participate in development opportunities.

3) Local Authorities and CSOs have the capacity to promote growth for most vulnerable and marginalized groups, via NEDA Regional Enterprise Forums.

4) Local Authorities, service providers, private enterprises as well as NEDA at national level and in the Eastern Province have tools (this Replication Guidebook) and experience to replicate/scale up process and practices to enhance inclusive economic development.

These components are implemented through a set of activities that build capacities of respective stakeholders to be more inclusive and activities that create linkages between them to realize local economic and inclusive development. Participation and ownership of activities by CSOs representing vulnerable people, Service Providers, businesses, Local Authorities and NEDA are fostered to implement and replicate similar activities themselves.
Part 3: Process and methods/best practices for replication:

This section of the guidebook discusses the processes, methods and some best practices for replication.

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4) Local Authorities, service providers, private enterprises as well as NEDA at national level and in the Eastern Province have tools (this Replication Guidebook) and experience to replicate/scale up process and practices to enhance inclusive economic development.

As an initial step, barriers for vulnerable people to access CSOs, economic and regulatory services by Service Providers and Local Authorities as well as markets are identified. These barriers are then addressed through capacity development of each stakeholder. CSOs are strengthened through organizational capacity building programs that enable them to better advocate for and address their members' economic needs. Economic services and economic activities are strengthened through capacity building of Economic Service Providers and private companies. Participatory governance is promoted by capacity building of Local Authorities and support to REFs. All capacity building programs aim to increase effective performance of stakeholders as per their mandate.

As part of capacity building of each stakeholder, linkages between them are strengthened and increases access to services, citizen engagement and economic activities for CSO members and supports thereby support inclusive service delivery.

REFs are supported through capacity building and by fostering the inclusion of CSOs, service providers and Local Authorities in the forum. Thereby REFs offer a platform for all stakeholders to address each interest and concern, creating inclusive economic opportunities.

Project activities are conducted with and by CSOs, service provider, Local Authorities, private companies and REFs. Through this experience as well as provided tools these actors are capacitated to replicate actions toward Local Economic and Inclusive Development.

In the following selected tools, methods and steps applied in this project are presented based on main components and stakeholders.
Government officials such as the Grama Niladhari, Development Officer, Agriculture Instructor and Rural Development Officer and village leaders are consulted to review and help with the screening of CSOs that were active in the area.

Training Needs Assessment (TNA) is an important step prior to any training. The methodology depends on available resources. The assessment uses interviews and focus group discussion with targeted activities that are available in public and private sectors. It also aims to build capacity of CSOs and its members to actively manage their organizations, be more inclusive, and participate in local economic development. The capacity building is expected to increase knowledge and skills of CSOs and its members to actively participate in the project.

The purpose of this activity is to identify the most appropriate Civil Society Organisations (CSOs), that are involved in livelihood activities that are registered with the relevant administrative office (e.g., In Sri Lanka this list was collected from the Department of Social Services). The 10 training modules, listed below, are found to be most suitable for the interventions.

**A1: Identification of CSOs for promotion of economic opportunities**

- **B1:** Identification of economic service providers
- **B2:** Linking service providers and CSOs
- **B3:** Linking private enterprises and CSOs/vulnerable people

**A2: Building capacities of CSOs to include vulnerable member and to provide access to economic opportunities**

**A3:** Linking service providers and CSOs

**B1:** Identification of economic service providers

**B2:** Linking service providers and CSOs

**B3:** Linking private enterprises and CSOs/vulnerable people

**A1.3: Final Screening and Selection:**

Face to face interviews are organised with the shortlisted CSOs to confirm existence and interest in the project. It is important to engage with more than one member of the CSO in working in the project. It is also important that more than one member expresses their interest and commitment to the activities. This is because, projects tend to engage with members of the CSO in working in the project. It is also important that more than one member expresses their interest and commitment to the activities. This is because, projects tend to engage with members of the CSO in working in the project.

**II Steps:**

1. **C1:** Situational Analysis with Local Authority
2. **C2:** Implementation of plan
3. **C3:** Monitoring and Evaluation
4. **C4:** REF

**Picture 8: CSO members participate in the awareness session on poultry farming**
A. Strengthening Civil Society Organisation

A.1: Identification of CSO for promotion of Economic Opportunities

I Purpose:

The purpose of this activity is to identify the most appropriate Civil Society Organisations (CSOs), that would work towards increasing or opening up better economic opportunities for its members. The aim is to identify persons from vulnerable categories such as women head households, people with disabilities, persons who have been affected by the war, etc willing and interested in setting up or running an enterprise and link with a viable economic option.

Since these CSOs are formed of members of the community itself, they are well placed to link people in their communities with available economic services provided by the government and non-government stakeholders.

II Steps:

A 1.1 : Information collection on CSOs from the target area:

List of CSOs with name and location of intervention mentioned, involved in livelihood activities that are registered with the relevant administrative office (e.g. In Sri Lanka this list was collected from the Divisional Secretariat\(^1\)) is collected. These CSOs are usually made up of members from the community, formed at village level or sub district level, which have come together for a common agenda including for economic development of their members. In the project, Women Rural Development Societies, Rural Development Society, Community Development centres, Fisheries society, Farmer society, cooperative society and women’s society/women’s network in Sri Lanka were the identified CSOs.

\(^1\)Divisional Secretariat is the administrative sub unit of a District in Sri Lanka.
A1.2 : Initial Screening

Two rounds of screening are done to finally select CSOs for project implementation. An initial screening is done to shortlist CSOs for a face to face interview.

CSOs list collected as mentioned above are screened based on the following factors - objective of intervention, mandate or organisation, functioning of the CSO, demography of the region. Government officials such as the Grama Niladhari, Development Officer, Agriculture Instructor and Rural Development Officer and village leaders are consulted to review and help with the screening of the CSOs that were active in the area.

Factors influencing the screening of CSO are:

a) **Objective of the Intervention:** The objective of the intervention determines the most appropriate CSO to work with. For example as the intervention had a focus on women empowerment in local economic development, hence, CSOs led and managed by women supporting enterprises also led or run by women were prioritised.

b) **Mandate:** The mandate of the organisation plays a key role in determining who the organisation would work with. For example most NGOs work with the most vulnerable depending on individual mandate. Government service providers usually have their own criteria based on the guiding policies and priorities.

c) **Functioning of the CSO:** It is important to assess how a CSO functions, who are the members, who are the active members, the size of the group, how active the CSO is, whether it is registered, If the CSO attends Divisional Secretariat level meetings regularly, whether they have existing links with economic service providers, and so on.

d) **Demography of the region:** This looks at the demography to understand better social exclusion and how this may influence local economic development. It looks at - How many households are there in the locality. How many families are there that fall under the vulnerable category as defined by the project? (This information is usually sought from secondary sources and through the GN Officer)

See ‘A 1.2 CSO Initial Screening Tool’ for an example of a tool developed within the project, to help with the initial screening of CSOs and initial short listing of CSOs. In the project, this was done based on a scoring of CSOs. The highest score possible for a CSO was 12. All CSO's securing 12 and 11 were selected.

---

3. Gender equality

2. Leadership skills

9. CSO vision, mission, strategic planning

3. Agriculture Instructor is a public officer within the Department of Agriculture responsible for agriculture extension services in a “range”.

4. Rural Development Officer is a Divisional secretariat level officer within the Department of Rural Development responsible to implement schemes and activities of the department.

5. Vulnerable – persons that have irregular or low incomes (i.e. earning less than 10,000 LKR per person per month).

6. Government officials such as the Grama Niladhari, Development Officer, Agriculture Instructor and Rural Development Officer.

7. Grama Niladhari - is a Sri Lankan public official appointed by the government, to carry out administrative duties in a Gram Niladhari Division, which is a Sub Unit of the Divisional Secretariat.
A1.3 : Final Screening and Selection:

Face to face interviews are organised with the shortlisted CSOs to confirm existence and interest in being part of the intervention. These interview give information on the CSO’s organisational set-up, its members, it activities particularly linked to local economic development, financing, training and capacity needs, and willingness to include people from vulnerable backgrounds.

See “1.3 CSO Final Screening tool” that was designed to collect this information in project. The CSO is selected based on the criteria mentioned below:

a. CSO Holds regular meetings
b. Have existing systems and procedure for functioning and a governing body.
c. The duration of existence
d. Have a large membership base that included members from among vulnerable families.
e. Are involved with livelihood activities and engage with multiple actors, both government and non-government.
f. Have more than 2 different sources of funding (Membership fees, Government budget, NGO financial support & Private funds)

III Points to consider:

Commitment and Interest of key members: It is important to assess the interest of the members of the CSO in working in the project. It is also important that more than one member expresses their interest and commitment to the activities. This is because, projects tend to engage with members frequently and require their regular participation in multiple activities. If fewer members are interested, then, it is difficult for them to participate in all the planned activities leading to drop out and poorer outcomes.

IV Thinking Inclusion:

a) Consider CSOs led and managed by persons belonging to vulnerable categories, such as Women’s groups, Disabled People Organisations, etc
b) Identify relevant information sources for CSOs made of persons from vulnerable backgrounds. For example to get information about groups made of people with disabilities (Disabled Peoples Organisation), visit the Department of Social Service. For information on CSOs led and managed by women visit the Department of Rural Development.
c) Check if the CSO is willing to include persons from vulnerable backgrounds – single women headed households, people with disabilities, people living below poverty line, etc within their group. And provide training and coaching to help them include these persons.

V: Tools: The following tools are available in the CD accompanying this book, in folder named : Part 3 Process document, under “Tools”.

<table>
<thead>
<tr>
<th>Name of Tool</th>
<th>Brief Description</th>
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<tbody>
<tr>
<td>A1.2 CSO Initial Screening Tool</td>
<td>This tool helps do the initial screening of CSOs based on an agreed criteria</td>
</tr>
<tr>
<td>A1.3 CSO Final Screening Tool</td>
<td>This tool helps with selecting the relevant CSO for project implementation.</td>
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</tbody>
</table>
A2. Building Capacity of CSOs on Local Economic Development:

I Purpose:

The purpose of capacity building activity is to increase the ability of CSOs and its members, in particular vulnerable group members, to better access economic development opportunities that will help them increase their incomes and contribute to local economic development.

The capacity building is expected to increase knowledge and skills of CSOs and its members to actively manage their organizations, be more inclusive, and participate in local economic development activities that are available in public and private sectors. It also aims to build capacity of CSOs and its members to participate in governance.

II Steps

A 2.1: Training Needs Assessment

Training Needs Assessment (TNA) is an important step prior to any training. The methodology depends on available resources. The assessment uses interviews and focus group discussion with targeted trainees (key members of the CSO) to identify training needs and methods. It is recommended to collect the following information to help design the training and training plan:

a. What is the gap in knowledge, or skill that will be addressed
b. Who should be trained
c. On what topic must the training focus on?
d. How should the training be done,
e. How the training should be facilitated.
f. What could be the follow-up actions

The tool 2.1 capacity assessment tool, found in the accompanying CD, is used to assess gaps in knowledge and skills on topics such as leadership, financial management, governance, inclusion and so on.
A2.2: Prepare/Adapt the Training curriculum and content:

Based on the Training Needs Assessment results, the training curriculum (defining competences and training objectives, assessment methods, module content. duration) and a training plan is prepared. This training curriculum and plan is discussed with the CSO partner to ensure it answers the capacity gaps. The delivery of the training -schedule, duration, etc. is adapted to the CSOs members’ need.

The training methodology emphasizes use of participatory approaches and promotes active learning: participants learn by experimenting themselves and sharing their experience. For that reason, the training curriculum content should focus on activities involving participants and should mobilize different learning approaches in order to ensure it answers to the different ways by which participants learn.

The training modules available in toolbox, in the accompanying CD, are used or can be adapted as per the needs of the target participants. The 10 training modules, listed below are found to be most relevant to building capacities of CSO on Local Economic and Inclusive Development in the Eastern province in Sri Lanka.

Training Modules:

1. Skills to include vulnerable people in CSO activities
2. Leadership skills
3. Gender equality
4. Financial management skills
5. Community consultation & need assessment
6. Fund raising skills
7. Advocacy, Stakeholder relationships and communication strategy
8. Resilient livelihood/business skills
9. CSO vision, mission, strategic planning
10. CSO governance

Training modules once developed is tested once before formal delivery.

2.3 Capacity Building

2.3.1: Facilitating the Training:

Training is organised for key members, generally comprising of the executive body members - president, secretary and treasurer, of the CSO. Potential participants are briefed about the training objectives, prior to the training itself, so that they commit to participating voluntarily. The trainer is also briefed about project intervention context and participants profile, prior to the training itself.
Picture 8: Livestock development officer visits poultry beneficiaries
Generally participatory methods have proven to be more efficient in terms of knowledge transfer; however the facilitation style is adapted to the prevailing cultural norms and customs as well as the participant’s profile.

The trainers and participants find the following pointers useful in making training effective:

- Use actual examples from the field for explaining ideas and concepts
- Use of activities, exercises and games to explain concepts.
- Language used is what participants are most comfortable with. (Tamil/Sinhala)
- Ensure participants listen to each other and that everybody is involved in activities and discussions

To ensure that knowledge transferred during the training is retained, it has to be put in practice on the field. And coaching is there to support this practical experimentation and to provide guidance in connection with the training provided.

2.3.2: Coaching

This refers to the continuous support by a trained project staff, to the Key CSO member in carrying out activities that will help members participate in local economic development. Key members having received the training are supported by project staff in conducting awareness sessions with other members of the CSOs, improving their documentation and recording keeping, in linking with economic services and participating in governance.

2.3.3: Exposure visits

Training followed by exposure visits to places where good practices maybe demonstrated has promoted experiential sharing with other CSOs and to increase linkage with economic service providers.

2.4: Monitor progress:

Monitoring whether the training has given the desired results and is on track, is important to capture throughout the project duration. The tool below is used to monitor the change in practice and on governance of the CSO. [See Tool capacity Assessment]

III Points to consider:

Capacity building takes time. So when planning ahead capacity building in a project, one’s need to ensure enough time is dedicated to this activity. External factors (festivals, local elections, natural disasters, etc.) have to be taken into account but also internal events which might affect the availability of CSO members (like elections, general assemblies, etc.).

Proper selection of key members for all the training is important. Factors that may be considered while selecting potential trainees is: their availability; willingness to learn, ; interest for being a trainer/coach; capacity of listening to people; legitimacy in the CSOs, etc.
IV Thinking Inclusion:

While organizing the training consider that some people may face barriers when participating and being involved in the entire capacity building process. Some women might need support to look after their children when they are attending the training. People with disabilities may need transport allowance or an escort to come to the programmes. Some may require materials in Braille, or a sign language interpreter or a captionist.

It is recommended that to start with a raising awareness session for the CSO members prior to the training, consult with potential trainees to identify and address these barriers.

V Tools:

The following tools are available in the CD accompanying this book, in folder named: Part 3_Process document, under “Tools”.

<table>
<thead>
<tr>
<th>Name of Tool</th>
<th>Brief Description</th>
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<tbody>
<tr>
<td>A2.1 CSO capacity assessment Tool</td>
<td>A tool to assess the training requirement and measure training outputs.</td>
</tr>
<tr>
<td>A2.2 CSO Training Manual - “Training Manual on Strengthening Capacity of Civil Society Organisation”</td>
<td>A Training package for CSOs on governance, leadership, business and financial management.</td>
</tr>
</tbody>
</table>

The following additional tools of use when working with CSOs are available in Part 4 – Toolbox section.

1. Awareness Poster
2. Training Module for CSOs.
3. Member Record Book
4. REF- checklist
5. Proposal developing format
B. Strengthening Economic Services

B1. Assessing CSO Access to Public Economic service

I Purpose:

The purpose of this activity is to facilitate better access by CSOs and its members to local economic development services offered by the government. The objective is to match the service requirement of CSOs and their members with existing public services available that promote local economic growth. This activity also aims to identify any specific barriers that prevent access to these services by CSOs and their members.

II method:

Step B 1.1: Preparation for Service Identification:

- Preparation for service identification

Step B 1.2: Assessment of Government Economic Service provider

- Assessment of Government Economic Service provider

Step B 1.3: Prepare joint action plan to improve quality and reach of services

B1.1: Preparation for Service Identification:

In order to do an assessment of access to business development services, it is important to first identify the relevant service provider. Relevance of service, quality of service, where the service is available, how the service is provided and willingness of the institution to work on the project helps decide the service provider for the intervention. The project “Building Inclusive Civil Society and Governance for Sustainable Growth in Sri Lanka” found the following departments most relevant and useful to the needs of CSOs to promote local economic and inclusive development:

1. Department of Agriculture,
2. Department of Animal Production & Health,
3. Fishers Unit,
4. Department of Rural Development,

To work with the departments mentioned above, an MoU is signed to define scope of work, and provides the necessary authorisation for implementation.

B1.2: Economic Service Assessment:

As an initial step, an assessment is done with the economic service provider to understand a) the services offered, b) gauge how relevant the services are to the needs of the targeted CSO and its members. b) The coverage of the service and gaps in service delivery.
A suitable assessment methodology is designed, based on the objective of the assessment and available resources. In order to get a comprehensive understanding on issues on access, it has been found that the assessment must ensure participation of respondents from among targeted CSOs, individual owners of businesses in the area, on one side, and respondents from among service providers (e.g. department of agriculture) on the other. It is recommended to discuss with both senior officials in the department and the extension officers (e.g. Agriculture Instructor).

Key questions covered in the assessment are:

1. **Target population & Condition of Access**:
   What population does the service provider work with, whether there is an eligibility criterion, whether there is any limitation on the number of population they reach out to, whether the service is available for the whole year or is it seasonal?

2. **Awareness of service**
   It seeks to understand the steps taken by the department to provide information of the service to its target beneficiaries and if these steps have led to an increased awareness among the target.

3. **Application and Approval**
   This collects information on systems and processes required to get a service on one hand, and to identify challenges in this the process and to get approvals. How long does it take to get approvals? To whom do the documents have to be submitted?

4. **Service delivery**
   Each service provider usually has a number of services that they offer. For example, the Department of Agriculture provides the following services as extension services:
   
   a. Forming and Registering the society
   b. Technology transferring
   c. Crop clinic (Mobile clinic)
   d. Training and Awareness programmes
   e. Subsidy system
   f. New crops introduction /Celebrating Field Day
   g. Supporting to self seeds production
   h. Follow-up/Feedback on service

Hence, the questions under the 4th section seek information on specific services offered by the department rather than for the department as a whole.

For example for point "c" of "service delivery" mention above:

- **Specific questions administered to service providers**: How is information shared prior to organising a crop clinic? How often does it happen? What is the Targeted area? How does the department deploy staff for crop clinic?

- **Questions put to the CSO and individual members** were: Have you ever heard about crop clinic? And have you ever accessed to the service in village level? If not why not, if yes, what helped in accessing them. Were there any challenges faced.
As a first step of the assessment a desk review gives the basic information about the service provider and the services and helps refine questions. Following the desk review the data collected from the respondents mentioned above through Focus Group discuss, interviews and meetings. The FGDs and interviews and consultations are designed to give information on the problems and potential solution. This information is analysed and helps the planning process discussed in the subsequent step.

This assessment is important in planning effective intervention and hence requires considerable preparation, a robust methodology that ensures information is collected from both the service provider and potential recipient of the service (the CSO and its members). **B1.2 - Access assessment tool annexed in the toolbox is used to collect this information. Also see “B 1.2 -Example - Access to Service Assessment Dept Agriculture – Batti” an example of a completed assessment of the department of agriculture as done within the project Titled “Building inclusive civil society and governance for sustainable growth in Sri Lanka”**

**B1.3: Prepare joint action plan to improve quality and reach of services:**

The problems identified and proposed solutions from the assessment are discussed with both senior officials and extension officers of service providers. Users and service providers are consulted to prioritise working on solutions identified. Resources required to carry out the solutions is identified and a work plan developed that defines the time and resources required.

Attached is a **template of an “Inclusion project” (1.3-inclusion project)**, which are short terms action plans covering a period of 1 to 2 years - having short term objectives which focus on strengthening the system rather than suggest alternate actions. Also attached is “B1.3 -Example - Inclusion Project Agriculture Dept”, an example of an inclusion project developed with the department of agriculture.

**Points to consider:**

The objective of the assessment will define the methodology and focus of assessment. The tools used by the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” had a greater focus on reach of services by CSO members as against improving quality of the service itself.

**Think Inclusion:**

When doing the assessment of access ensure that you have a representative sample/respondents from vulnerable categories. That is, consult with women (including single head households, people with disabilities, people living in poverty to understand how services maybe tailored, so that all are also able to access these.

Consider the access needs of people with disabilities when doing interviews.

**Tools:** The following tools are available in the CD accompanying this book, in folder named: Part 3_Process document, under “Tools”.

<table>
<thead>
<tr>
<th>Name of Tool</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1.2 Access assessment tool</td>
<td>To help with data collection for the assessment of access</td>
</tr>
<tr>
<td>Example of Assessment</td>
<td></td>
</tr>
<tr>
<td>B1.3 Inclusion project template</td>
<td>To help plan and document the joint actions with define</td>
</tr>
<tr>
<td>Example of Inclusion project</td>
<td>timelines, responsibilities and resources.</td>
</tr>
</tbody>
</table>

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B2. Linking CSOs with Economic service providers

Purpose:

The purpose is to link CSOs and its members with economic opportunities offered by government economic service providers by addressing barriers to access faced by the CSOs and its members. This aims at building capacity of the service provider and supports implementation of the joint action plans. The capacity building and the joint action plans are developed such that they are well within the scope of the service provider's work. The joint actions plans are designed to support Service providers improve their access and quality of work, it does not suggest new actions.

II method

Step B 2.1
- Capacity Building of Public economic service providers

Step B 2.2
- Implementation of Joint Action Plans

B 2.1: Capacity Building of Service Providers:

Capacity Building of Service Providers is an important step in a) in being able to link with CSO/members effectively and b) in supporting capacity building of CSOs/members.

Technical Training are organised through the respective departments, facilitated by subject matter experts identified by the departments themselves. The training includes handholding support at field level aimed at improving ability of the extension officers in handling field level situations. Technical training topics covered are on agriculture, inland fishing and financial management, and inclusion.

Exposure visit for officers is organised for extension officers of the department, who cover the GN that the project works in. The exposure visits are made to places that showcase good practices of concerned departments and has been found to be instrumental in promoting inter department coordination.

B 2.2: Implementation of Joint Action Plans:

The Joints action plans provides concrete activities, fixes responsibility, and makes resources available to take steps in linking CSOs and their members with economic opportunities.

Listed below are examples of actions undertaken with Department of Agriculture, Department of Animal Production & Health, Department of Rural Development and Fisheries Unit, within the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka”, to increase awareness of the department service and for better utilisation of the service.

Grama Niladhari Division (GN) Level Awareness programme - This awareness programme was held by the project at the GN level, where officials from the Department of agriculture, Animal Production & health, Rural Development, Fisheries Unit and GN level officials came together to do an awareness programme of the services offered by the respective departments. The GN level awareness meetings not only increased awareness of services to members in the community and brought economic service providers closer to the people, it also enhanced better coordination between officials of the departments including GN level officials. “Mr. Abaranjithan (Aquatic Development Officer) said “after the GN level awareness programme and coordination meeting, he got to know other department extension staffs. So now he is able to share information regarding fisheries unit requirements and resources to the community easily.”
It was felt that this awareness programme was instrumental in increasing the use of economic services, provided by the departments, by members of the targeted community. Mr. Sinharajah (LDO) said that; after the GN level awareness, more applications were received for chicks, stud goat & Bull, medicine and disease control than before. However, it was also noted that the department had not anticipated this increase in demand and had limited allocation. The department officials discussed that the allocation will be increased in the future.

Awareness materials development: Several information and communication materials were developed. Leaflets (see b2. 2 Leaflets), banners, materials for notice boards of departments, videos were prepared and used within the project to provide information on the services to community members. Government departments involved in the project were provided with a signage of their office. This helped to increase visibility of the office and the services that they provide.

Make informal Sub group - members of CSOs from a geographic locality were organised together as an informal sub-group (e.g.: Sub group for Agriculture, Sub group for Animal Production and Health) with 2 persons assigned the responsibility of acting as the focal point for the sub-group. This person was put directly in touch with the department’s extension officer. Two way communications from the extension officer to CSO members and from CSO members to extension officers was established.

Facilitate access to financial schemes and soft loans: Despite subsidies available for resources for economic growth (e.g. Heifer calf, fishing equipment, etc) many poor farmers are unable to avail these facilities due to lack of resources to pay. The project mobilised access to soft loans and financing schemes available within departments such as the Rural Development, Samurdhi, Social Services) so that people would benefit.

Technical training for CSOs: Training content on agricultural technology, milk production was adapted to the needs of the target CSO and the members. Simple training and demonstration were used to help increase production capacity of the businesses.

Points to consider:

To work with government economic service providers a formal collaboration needs to be in place / MoU signed. This takes time as several levels of approval are required. Implementing agencies will need to factor in time required for getting necessary approvals into the planning and execution of activities.

Anticipate a sudden increase of demand for services offered by the government department following efforts to improve access. However resources within the departments are limited. Hence, it is strongly advised to train department officials to allocate resources and budget anticipating this potential increase.

Think Inclusion:

Persons living in poverty or below the poverty line will seldom have the resources to pay for a service offered by the department even when the service is heavily subsidised. For example the Department of Animal Production & Health offers 50% subsidy on buying cows. The cost of 1 cow is 50,000 LKR, the department will pay 25,000 LKR, the rest is to be paid by the buyer. People with disabilities, single women, often do not have 25,000 LKR to buy the cow. In this case, one could consider, availability of a soft loan or other funding mechanism to cover the cost of the service. However, ones’ needs to make sure people can repay if they take a loan.

Persons belonging to social excluded backgrounds (women, people with disabilities, etc) tend to face additional barriers to access as compared to others. Hence the assessment must specifically look at barriers these barriers and allocate resources to addressing them. For example, if a person on wheelchair, who is running a business, is to attend the GN level awareness sessions – then physical accessibility of the venue must be considered.

Tools:

The following additional tools of use when working with CSOs are available in Part 4 – Toolbox section.

1. Service providers contact details
2. Awareness Raising Leaflets on good practices in agricultural production
B3. Linking with Private Sector Companies for Local Economic Development

I Purpose:

To identify economic opportunities such as self-employment, wage employment or access to markets with private sector companies, and match these opportunities with economic development needs of CSOs and their members.

II Steps:

B 3.1: Preparing linkages: market assessment, marketing plan

The purpose of a market assessment is to provide necessary information on economic providers, markets and value chain opportunities in order to identify possible opportunities of collaboration with companies. The assessment identifies available and potential sectors, local products, local producers and buyers along different value chains. It further explores the viability of local producers as well as their strengths and weaknesses to tap economic opportunities. The study reflects on requirements and interests that buyers have towards local products and producers.

Matching of these buyer's demands and producers' offer results in identification of potential linkages between producers and buyers and in concrete recommendations for interventions to realize economic opportunities for both. This matching can be done via reflecting on criteria such as demand, sector growth, and potential to include vulnerable people, competition, and product viability and will help to select which business partners could be linked successfully. To precede with the business linkages a marketing plan is helpful. In such plan goals and respective activities are set, e.g. target market, product, distribution channels, pricing, and promotion.

[See Market assessment ToR, Report, Step by step guide: How to establish business linkages, and list of potential private sector buyers in Tools.]

B3.2: Intervention Strategies

The recommendations given in the market study are reviewed by the project team and CSOs; suggested opportunities for business linkages are prioritised. A short intervention strategy (concept note) is prepared that briefly provides the context, the key needs that will be addressed and the activities that will be taken up to link CSOs and their members to the private sector.

During this project 4 intervention strategies/concept notes were realized; Wage employment with Brandix, Integrating groundnut farmers in the value chain, Linking Dairy Farmers to MILCO and Unilever’s Saubhagya CSR initiative. [See section Tools for concept notes]
**Intervention strategies include:**

- **Strengthening linkages within value chains** (Concept note dairy and groundnut)

1. Supporting the formation of producer groups
2. Training producer groups or small enterprises to improve organisational set-up for better business performance and to be more reliable business partners,
3. Facilitating access to services through linkages with Livelihood Service Providers to increase the quality and quantity of production.
4. Providing machinery and/or equipment to increase quality and quantity of production.
5. Identifying and lobbying with potential buyers, including providing information about producer groups, quality and quantity of production, etc.
6. Informing producers about buyer requirements, benefits of larger buyers, market dynamics, etc.
7. Linking producer groups with buyers along the value chain, through for example meetings, field visits, initiation of sales agreements, etc.

The project facilitated the formation and registration of groundnut producer groups and Dairy Farmer Managed Societies. The groups were trained on organizational management and production techniques. For training on production as well as to benefit from other livelihood services the groups were linked to Service Provider (Departments of Agriculture, Department of Animal Production and Health). Increased capacity of these groups contributed to be more attractive for potential buyers. To improve production and marketability the groups were supported with machinery and equipment, for example a ground nut decorticator or milk cans. Meetings were arranged between the producers groups and potential buyers in which terms and conditions for cooperation were agreed.

- Linking members of CSOs to existing CSR initiatives Developed by Companies (Concept note Unilever)

1. Identifying CSR programs by companies in the location that provide economic opportunities for vulnerable people.
2. Lobbying with companies to include vulnerable people in the programs.
3. Identifying interested person to be part of CSR programs
4. Link interested people and CSR programs, through e.g. community meetings, presentation of best practices, etc.

In this project, the Saubhagya Scheme of Unilever was introduced to interested women. Project staff initiated CSO meetings with Unilever representatives during which the scheme was presented and applications of women collected. The Saubhagya initiative promotes women as home-to-home ambassadors for Unilever consumer goods. The women purchase goods from Unilever suppliers for an initial investment of 2500 LKR and sell them in their communities with a profit of up to 25%.
**Promote access to wage employment** (Concept note Brandix)

1. Identifying employment opportunities with large companies in the area
2. Raise awareness on inclusion and engage companies in recruiting persons from vulnerable backgrounds.
3. Informing CSOs about employment opportunities, requirements, work conditions and the application process during CSO meetings
4. Collecting application from interested people and forward to the company
5. Interested candidates and employed people are informed about decent work

During the project duration, the garment manufacturer Brandix was seeking workers for a factory in Batticaloa. CSOs were informed respectively through this project. More than 250 applications were collected from interested women and forwarded to the company. 95 women are permanently employed with Brandix.

Implementation of these intervention strategies is demonstrated more in detail as per the example of Linking Dairy Farmers to MILCO.

**B3. 3: Implement Intervention Strategies**

Example: Linking Dairy farmers to MILCO to ensure constant sales at agreed prices, leading to an income increase for farmers.

Considering the increasing demand for raw milk in the domestic market, the dairy sector offers growth potential for local farmers. Many dairy farmers in the Eastern Province however suffer from marketing constraints and low productivity. Small-scale farmers usually sell their milk to middlemen or neighbours, often at lower prices than fixed by the government. MILCO Pvt. Ltd is a leading company in Sri Lanka’s dairy sector, purchasing raw milk for further processing. To address market constraints of dairy farmers and facilitate purchase by MILCO, the project linked dairy farmers and the company. Integration in the dairy value chain contributed to stable sales and income for the farmers. To increase farmers’ productivity access to services from the Department of Animal Production and Health as well as equipment to increase quality production were provided.

The above mentioned Intervention Strategy “Strengthening linkages with targeted value chains” is operationalized for dairy farmers and MILCO as follows.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Purpose</th>
</tr>
</thead>
</table>
| Formation of Farmer Managed Society (FMS) with dairy farmers. | This project informed and gathered dairy farmers (men and women) in Ralkuly and Periyaveli, who were members of targeted CSOs, to form a FMS. The farmers were informed about the FMS set-up and cooperation with MILCO.  
FMS are directly linking the producers to MILCO which contributed to guaranteed sales and prices for farmers and guaranteed supply for MILCO. Income is stable and increasing compared to individual sales.  
FMS offer individual farmers the chance to benefit from the group’s facilities, e.g. collection centre. |
<table>
<thead>
<tr>
<th>Activity</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizing and facilitating initial meetings with MILCO Private Limited and dairy farmers/FMS</td>
<td>To inform both parties about the cooperation, to clear expectations and to finalize the sales agreement as well as terms and conditions.</td>
</tr>
<tr>
<td>Agreement signing between parties</td>
<td>To formalize the business cooperation.</td>
</tr>
<tr>
<td>Quality management; Providing testing equipment, milk cans, and renovation of a milk collection centre for the FMS.</td>
<td>Low productivity of dairy farmers was identified a significant market constraint. Increasing the fat content in the milk improves its quality and thus sales prices. The FMS was provided with respective testing equipment. This equipment also contributed to transparency of sold milk quality and achieved price. Farmers often store milk in plastic containers, which risks contamination. Provision of aluminium milk cans reduces this risk. Renovation of a milk collection centre enables storing of milk in a common place and enables easy transport for MILCO. MILCO as well as the Department of Animal Production and Health provided training to farmers on quality assurance and milk handling. Quality management contributed to increased milk yield and quality, thus higher sales prices and increased incomes.</td>
</tr>
<tr>
<td>Training on milk handling and quality control</td>
<td></td>
</tr>
<tr>
<td>Business development training to the FMS management and farmers</td>
<td>Farmers and FMS management are aware of business practices and have more bargaining power. Business cooperation with MILCO can be assessed and remains transparent.</td>
</tr>
<tr>
<td>Referral and linkages: Linking the FMS to the Department of Animal Production and Health. Linkages to banks. Establishing linkages and advocating for support in REFS</td>
<td>Dairy farmers of the FMS are informed and have access public services to increase production quality, such as public veterinary services. Yield and quality of milk are improving; higher sales prices can be achieved. Farmers are linked to banks to obtain loans for high yielding cattle varieties Advocating with other FMSs and the Department of Animal Production and Health to address common issues of dairy farmers, for example establishing fodder resource centres through Department subsidies and technology transfer.</td>
</tr>
</tbody>
</table>
Points to Consider:

- Engaging with the private sector requires a specific approach that tends to be different from the classic NGO approach. The engagement should ideally demonstrate that it makes business sense to partner with targeted CSOs and their members. The private sector is generally driven by a profit motive. Hence if one is unable to demonstrate benefits to the business, the private sector may not engage. For example, in this project, after negotiating for 3 months with another milk processing company, the company backed out, stating that their costs of production and collection were too high.

- At the same time it is essential to help CSOs in understanding on how to talk with companies/identify on which grounds they could collaborate with companies. Within the project, using the REF (see C2), CSOs were coached to present their needs to a multi-stakeholder audience that included private sector companies as well.

- Essential for the implementation of an intervention providing access of vulnerable persons to economic opportunities in the private sector, wage employment, self-employment or value chain integration, is mutually available, relevant and complete information. Both, producers or employee as well as buyers or employers need to be informed about each other’s offer and conditions. Many potential private sector buyers and employers lack knowledge and access to local producers and future employees. On the other side producers and interested workers are not informed on how to access these companies. To bridge these access barriers sharing of information is a key step. Personal rapport with decision making staff of private companies helps in getting better access and necessary information from these companies.

- Forming a producer group supports farmers in finding a place in the value chain. Organising themselves into a group helps having a stronger power to negotiate terms and prices, to pool resources, offer bulk supply, conduct marketing activities, etc.

- Next to supporting producer groups, business development or value chain integration of micro, small and medium enterprises contributes to local economic development. For both, producer groups and small-scale businesses official registration is necessary. See section tools for the process of business registration.

- A challenge to the promotion of wage employment and creating a lasting relationship with employers is to limit the drop-out rate of employees. People tend to quit employment if they are not sufficiently prepared to work in a new environment, complying with the internal rules in place, or because they lack soft skills or working conditions are not good enough. It requires on one hand to prepare workers for the new job, such as supporting them for instance through soft skills training, coaching and ensuring regular follow-up. On the other hand, ethical working conditions should be ensured. For example, 95 women are permanently employed with Brandix through this project. No drop-out was registered. Brandix provides transport, trainings, meals and overtime pay. The project team followed up on contractual agreements and working conditions with the women.

Thinking Inclusion:

Consider that persons from vulnerable background, women, people with disabilities, etc can be involved in businesses that are profitable and in wage employment. If the company has already developed CSR policies it helps, however the focus is more on demonstrating how inclusion is good for
business. The private sector is profit-oriented; this applies to producers groups, private sector buyers as well as employees and employers.

Consider specific access needs (attitudes, physical access, finances, communication needs, etc) of people with disabilities, women in getting jobs or in managing a business.

Consider that transparent information is key for lasting and profitable business relationships and that information imbalances need to be addressed.

**Tools:** The following tools are available in the CD accompanying this book, in folder named: Part 3 Process document, under “Tools”.

<table>
<thead>
<tr>
<th>Name</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B3.1</strong>&lt;br&gt;Market study ToR</td>
<td>ToR to hire the consultant to conduct the strengthen identified market linkages and value addition for small scale producers in Ampara District</td>
</tr>
<tr>
<td><strong>B3.1</strong>&lt;br&gt;Market study report</td>
<td>Market study report on strengthen identified market linkages and value addition for small scale producers in Ampara District. Utilized to identify the buyer and seller by the SMEs.</td>
</tr>
<tr>
<td><strong>B3.1</strong>&lt;br&gt;Directory Market Leaders</td>
<td>Directory with addresses of Market Leaders who could be potential buyers for local products in the agriculture, fisheries, small industries and livestock sector</td>
</tr>
<tr>
<td><strong>B3.1</strong>&lt;br&gt;Step by step guide: How to establish market linkages</td>
<td>This guide explains steps to establishing market linkages. It describes which market information to collect and how to analyse it and how to develop a marketing plan.</td>
</tr>
<tr>
<td><strong>B3.2</strong>&lt;br&gt;Concept Note of Brandix</td>
<td>Concept note for Brandix initiatives to Establishing Sustainable Livelihood for Vulnerable Groups through Utilizing Available Employment Opportunities in Private Sector</td>
</tr>
<tr>
<td><strong>B3.2</strong>&lt;br&gt;Concept Note of Dairy</td>
<td>Concept note for Dairy initiatives for Inclusion of vulnerable into Dairy Sector Value Chain and facilitating Market Linkages</td>
</tr>
<tr>
<td><strong>B3.2</strong>&lt;br&gt;Concept Note of UNILEVER</td>
<td>Concept note for UNILEVER initiatives to facilitating CSR Initiative of Unilever Sri Lanka Ltd by Linking Vulnerable Women to the Saubhagya Programme</td>
</tr>
<tr>
<td><strong>B3.2</strong>&lt;br&gt;Concept Note of Groundnut</td>
<td>Concept note for Groundnut initiatives of Mainstreaming Vulnerable Producers into Groundnut Supply Chain through Supporting the Groundnut Value Chain Development in ThirukKovil Division in Ampara District</td>
</tr>
<tr>
<td><strong>B3.3</strong>&lt;br&gt;Business registration process</td>
<td>Flow chart describing the steps to register a small-scale enterprise</td>
</tr>
</tbody>
</table>
C. Promoting Participatory Governance at Local Level.

C1. Local Authority and Participatory Governance for Local Economic Development

I Purpose
To build capacity of local authority to promote an enabling environment for local economic development, that is inclusive addressing the needs of the most vulnerable sections of society.

II Steps:

Step C1.1: Situational Assessment
Situational assessment is the key preparatory activity for planning, and designing interventions to address the capacity building needs of the selected Local Authority on Local Economic Development. The assessment is done to a) Identify priority activities for improving citizen engagement and conducive business environment and b) to Prepare an Action Plan for implementation of priority activities.

The situational assessment provides information on:

a) Citizen engagement – what are the avenues for citizen engagement at local level, what is in place how effective is it. The assessment looked at Local participatory planning processes, processes for sharing information, citizen's feedback mechanisms on performance of the LA.

b) Local Business Environment: Awareness by LA on the local business environment, whether efficient regulatory services are available and practiced, how and whether the LA supports businesses with policies that are relevant to the local economy.

c) Political Context: this looks at how decisions are made, who influences local economic development. It looks at political influences from national and provincial levels, from the provincial and district administration and from communities.

d) Readiness Assessment on Pro-active Disclosure of Public Information: To assess the willingness of the LA to disclose public information and to what extent is it being done on several topics.

[See C1.1 – Tools _ baseline questionnaire]

An Assessment is done on the Internal Capacity of the LA (the project worked with 5 LA) on

- Citizen Engagement
- Facilitating Environment for Local Businesses
- Financial Capacity
Consultations with LA is done to share findings from the above assessment giving information on current status of institutional strengths of the LA; citizen engagement practices and, local business promotion mechanisms within respective LA. This helps LA prioritize actions to promote local economic development and capacity building interventions for themselves.

**Step C 1.2: Intervention Development**

As mentioned above, the assessment helps a) **Identify priority activities** for improving citizen engagement and conducive business environment and b) to **Prepare an Action Plan** for implementation of priority activities.

Consultations are done with LA, and the officials to define specific tasks and mobilize resources to achieve this task.

- Identify specific objectives to be achieved
- Design specific activities with sub-activities for achieving each of the objective
- Develop an Intervention Plan as shown below for the specific objectives shown as examples

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Activity</th>
<th>Sub Activity</th>
</tr>
</thead>
</table>
| Objective 1: Enhance the local authorities’ citizen engagement | 1. Introducing innovative and pragmatic participatory approaches to enhance participatory governance in the LAs | • Introduce “Participatory planning and budgeting” process to develop 2018 annual budget for the LAs  
• Carry out an Electronic Citizen Report Card (eCRC) survey to assess the citizen satisfaction on critical LA services in order to facilitate the allocation of funds through annual budget |
| | 2. Strengthen LA and citizen partnerships for greater citizen participation and active engagement in the LA decision making process | • Assessment on institutional strength of existing Community Based Organisations in the LA areas in order to identify potential CBOs for establishing partnerships with LAs  
• Strengthening of Committee system in council and enhance the mandatory citizen partition at local decision making within existing legal mandate.  
• Encourage, guide and Facilitate to conduct consultative meetings with the different stakeholders and the council staff to establish new committees depending on requirements (e.g.- Rate payers association, three wheeler drivers association etc) |
### Objective 2: Promote a conducive environment for local businesses

| Specific capacity building programs to the LA staff to elected members in order to institutionalize citizen engagement within LAs | • Review the existing citizen charters and prepare/update the Citizen Charter  
• Sharing of budget summary for the current year and critical financial information among citizen |
| --- | --- |
| Training on soft skills to the council staff on consultation and participatory methodologies, negotiation skills and conflict resolution using the hand book on Community participation in decision making  
• Train the Leaders of CBOs and any other citizen groups (inclusive of women and youth) who are interested in sitting at the council advisory committees (standing committees and newly establish advisory committees identified on consultative basis) on Council mandate and other soft-skills (negotiating skills etc).  
• Train council staff on Front office handling, grievance handling, the way to behave under Right to Information Act etc  
• Train staff on preparing day to day documentation that is concise and understandable simple and easy to understand manner for the laymen citizenry by the citizens to promote accountability and transparency. E.g. - Budget summary, accounts summary, project summaries etc.  
• Awareness program for Local government politicians as well as the officials on importance of Local economic development, importance of local business and sustainable use of local resources. |

### 3. Improve public information dissemination process and practices to ensure transparency in the LA functions especially in utilizing the funds gathered from the citizen

- Awareness program for the Local Business people on their role in the society and their social responsibility towards general citizenry  
- Facilitate to establish committees to promote local business inclusive of both business community and council  
- Facilitate to conduct consultative meetings with the business communities to identify the service deficiencies and facilitate the council to improve providing such services. This would also be done in conjunction with developing the citizen charter.  
- Mapping the existing Local economic development drivers such as the predominant economic sectors, government support system including regulatory environment, functions of business associations for formal and informal sectors and engagement of non-state actors and the resources.  

### 4. Specific capacity building programs to the LA staff and elected members in order to institutionalize citizen engagement within LAs

- Operational challenges in organizing the REF were also faced, which included: Delays in approval for cutting wood to the entrepreneurs.  
- Field visits, initiation of sales agreements, etc.  
- Intervention strategies include:  
- Facilitate to establish committees to promote local business inclusive of both business community and council  
- Facilitate to conduct consultative meetings with the business communities to identify the service deficiencies and facilitate the council to improve providing such services. This would also be done in conjunction with developing the citizen charter.  
- Mapping the existing Local economic development drivers such as the predominant economic sectors, government support system including regulatory environment, functions of business associations for formal and informal sectors and engagement of non-state actors and the resources.  

### 5. Strengthen LA – business sector relationships and establish possible partnerships for facilitating conducive environment for businesses

- Awareness program for the Local Business people on their role in the society and their social responsibility towards general citizenry  
- Facilitate to establish committees to promote local business inclusive of both business community and council  
- Facilitate to conduct consultative meetings with the business communities to identify the service deficiencies and facilitate the council to improve providing such services. This would also be done in conjunction with developing the citizen charter.  
- Mapping the existing Local economic development drivers such as the predominant economic sectors, government support system including regulatory environment, functions of business associations for formal and informal sectors and engagement of non-state actors and the resources.
Objective 2: Promote a conducive environment for local businesses

6. Identify the gaps in the regulatory services of LAs and recommend appropriate measures to enhance the customer friendliness in delivering regulatory services

- Mapping of the existing systems in the council to identify the gaps in regulatory services – E.g. Trade licensing process, tendering procedure on council markets and shops, parking lots, etc.
- Develop guidelines and brochures on selected regulatory services to improve efficiency in delivering those services
- Introduce an effective redress mechanism for regulatory services using ICT enabled tool

7. Identify required legal and policy changes within the mandate of the LAs and support the LAs to implement those changes

- Provide technical assistance to the councils to prepare required by-laws and facilitate with the Provincial councils to pass the by-laws to facilitate inclusive growth – These by-laws are prepared on consultative process with the relevant stakeholders/beneficiaries.
- Identify the by-laws that required regulating the businesses in the council area and assisting to prepare the necessary by-laws in consultation with the stakeholders.

Step C. 3: Implementation of Proposed Key Tasks and Activities

Once the core intervention plan is developed, Step 3 will focus on implementation of those key activity identified as part of the Intervention Plan prepared under Step 2. Under this step, the implementing agency prepares and follows a detail action plan for each of the key activity. An example of a detail action plan is shown below for the ‘Key Activity 1: Introducing innovative and pragmatic participatory approaches to enhance participatory governance in the LA’
### Key Activity

Introducing innovative and pragmatic participatory approaches to enhance participatory governance in the LAs

<table>
<thead>
<tr>
<th>Carry out an Electronic Citizen Report Card (eCRC) survey</th>
<th>Responsible Team at LA</th>
<th>Required Technical Assistance</th>
<th>Start date</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Select LAs for eCRC survey</td>
<td>Secretary, Local Government Assistant (LGA), and ACLG office CDO</td>
<td>CGI will provide all technicalities to carry out eCRC survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prepare sampling plan for LAs (sampling for only the HI woring GNDs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Training of enumerators</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Testing the eCRC Application</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Carry-out eCRC survey</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Preparation of survey finding report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sharing the report with the CBOs in the GNDs and LA officials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Training for CBOs to advocate to integrate eCRC findings in the budget process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Introduce “Participatory planning and budgeting” process to develop 2018 annual budget</th>
<th>Responsible Team at LA</th>
<th>Required Technical Assistance</th>
<th>Start date</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Consultation with the LA on finalizing the ‘activities’ related to planning</td>
<td>Secretary, Local Government Assistant (LGA), and ACLG office CDO</td>
<td>CGI will facilitate in developing the process for participatory planning and budgeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Formation of planning team and oversee committee at the LA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Setting up planning committees at GND level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identify planning facilitators</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Training of planning facilitators</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Data collection on GND Profiles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Carryout community consultations at GND level (at least in the HI supported GNDs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Preparation of LA level and GND Plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consultation with the LAs and community leaders to prioritise funds for annual budget 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Step C1.4: Monitoring and Evaluation

For successful implementation of the proposed interventions, a proper monitoring and evaluation plan should be developed to facilitate the reviewing of the progress towards achieving the intended objectives. The M&E Plan suggested below is a table that describes the indicators that are used to measure whether the program meets planned objectives. The M&E system suggested below also defines – who is responsible for M&E, what forms and tools will be used, how the data will flow and who will make decisions using the data. A sample M & E Plan for the interventions is shown below;

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>DEFINITION</th>
<th>BASELINE</th>
<th>TARGET</th>
<th>DATA SOURCE</th>
<th>FREQUENCY</th>
<th>RESPONSIBLE</th>
<th>REPORTING</th>
</tr>
</thead>
<tbody>
<tr>
<td>How is it calculated?</td>
<td>What is the current value?</td>
<td>What is the target value?</td>
<td>How will it be measured?</td>
<td>How often will it be measured?</td>
<td>Who will measure it?</td>
<td>Where will it be reported?</td>
<td></td>
</tr>
</tbody>
</table>

---

Local Economic and Inclusive Development: A Toolkit for Replication // 60
Points to consider:

- Working with Local Authority requires considerable time invested in building rapport with Government officials (Commissioner of Local government, Assistant Commissioner of Local government, Local authority secretary and the staff of LA and building confidence around the objective of working with the system to strengthen it rather than give the feeling of being monitored.

- Considering sustainability is key, here it means – the ability of the LA to continue independently with supporting an enabling environment for business. This requires that resources are identified within the system that could support LA – the Good governance resource centre which is established at the district is one such resource that maybe considered.

Thinking Inclusion:

- Ensure meaningful participation of persons from vulnerable backgrounds in citizen engagement opportunities.

- Consider representation of person from vulnerable back grounds – people with disabilities, single women headed households, etc in committees such as the advisory committee.

Tools: The following tools are available in the CD accompanying this book, in folder named: Part 3_Process document, under “Tools”.

<table>
<thead>
<tr>
<th>Name</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1.1 – Tools baseline questionnaire</td>
<td>A tool that helps assess existing practices on local governance</td>
</tr>
</tbody>
</table>

The following additional tools of use when working with CSOs are available in Part 4 – Toolbox section.

1. Citizen Engagement guide.
2. Citizen engagement list
3. eCRC Guide
4. LAPDP Guide
5. Training materials:
   a. LA services
   b. Conflict Resolution
6. CBO assessment format
7. Advisory Committee guideline
8. RTI – 38 Docs list
C 2. Regional Enterprise Forum

Regional Enterprises Forums (REF) as promoted by NEDA, are established in Sri Lanka to provide an enabling business environment for small and medium enterprises. At sub national levels, i.e., District and Divisional Secretariat (DS) level, the REFs act as coordination platforms to create a network between enterprises, Business Development Service Providers, public administrative institutions, regulatory services, chambers and business associations, etc. The forums are conducted on divisional level by NEDA Development Officers and chaired by the District Secretary. A REF on district level follows up on divisional level forums activities and concerns.

Objectives of Regional Enterprise Forums:
- Create a network and coordination mechanism between economic stakeholders in an area
- Facilitate public-private dialogue
- Provide a public platform in which issues of small-scale entrepreneurs can be raised with other stakeholders and solutions can be found. Issues which cannot be solved locally are collected and forwarded to the district level REF and further to respective public institutions to be addressed.
- Provide a public platform in which opportunities for small-scale entrepreneurs can be explored among all stakeholders.
- Promote enterprise development and regulatory services
- Communicate information to concerned enterprises, e.g. changes in regulatory services
- Present and receive feedback for public development plans
- Create an enabling environment for small-scale enterprises

At the DS level, REF meetings are supposed to be held quarterly. However, the REF meetings in certain areas of Sri Lanka are not conducted regularly and are not inclusive of all economic stakeholders, such as CSOs or producer groups yet.

I Purpose:

In line with the above, Divisional and district level REF need to be strengthened to better enable a conducive business environment and contribute to Local and Inclusive Economic Development. The project supports the functioning of REFs with the objective to link economically active groups and persons supported through the project with economic service providers and local governance mechanisms. Hereby a strong focus is given to the inclusion of CSOs and producer groups as economic actors representing most vulnerable persons. The REF offers an ideal platform for CSOs to represent the economic concern of their members and to liaise with other stakeholders. The project cooperates with NEDA to ensure inclusion of all economic stakeholders including CSOS, capacity building of NEDA Development Officers and to regularly hold effective REF meetings.
II Steps:

C 2.1: Preparations:

To engage with NEDA and its existing structure at local levels, it is important to meet NEDA officials at the national level, obtain necessary approvals, formalise the agreed collaboration through an MoU that outlines the scope of work and personnel who would be involved at each level of the NEDA structure i.e. National, Provincial/District and DS level.

Meetings are organised through NEDA with District and Divisional Secretaries to discuss the collaboration, expected deliverables and anticipated challenges to this collaboration.

C 2.2: REF and Gap analysis:

In a consultative process with NEDA officials and local entrepreneurs challenges in organising REF meetings on a regular basis and to achieve REF objectives were identified.

Following challenges were pointed out:

- Officers expressed that they had limited capacities, limited skills on presentation / business counselling / effective report writing /issue tracking as per NEDA requirements.
- Limited human resources available to meet REF requirements.
- Operational challenges in organising the REF were also faced, which included: Delays in disbursement of budget to hold the REF meetings, templates or standard procedures were not available at the local level.
- Difficulty in following up on issues identified in the REF meeting,
- Low Awareness of NEDA and its objectives among local economic development stakeholders,
C 2.3: Measures taken to address the challenges identified:

Activities designed to address the identified challenges are prioritised and jointly agreed by NEDA and the project team.

Examples of actions undertaken to ensure that REFs are functioning and are more effective:

a. Capacity building for NEDA Development Officers at divisional level:

- Support a systematic capacity building of NEDA Development Officers including trainings on preparing invitations, meeting minutes, structuring a meeting etc Exposure visits to functioning REFs was arranged.

- Support training on NEDA’s "Issue tracker". The issue tracker is a tool to record issues brought forward in a REF meeting and to monitor if these issues are addressed by the institution in charge. Once trained each DO receive a tablet with the issue tracker software. DOs were trained on handling the software and track issues.

b. Support and strengthen linkage and communication between national and provincial NEDA structures.

c. Sensitize LAs, CSOs and Service Providers on the REF, its objectives, importance and support their meaningful participation. In depth support was provided to CSOs to represent their members’ economic needs See tool (REF Check list in CSO Toolbox)

d. Support NEDA officers and REF meetings with preparing a financial and action plans of REFs, which are intended to support continuation after end of the project as well as to strengthen accountability for REF participants.

C 2.4: Conduct REF meetings:

The NEDA Development Officers plans the REF meeting. The first step here is to ensure availability of the District Secretary who chairs the meeting. The NEDA Officer then requests a budget allocation from, NEDA’s national level to actually conduct the meeting.

The NEDA Officer prepares a participants list for invitations. This list includes participants from public administrative institutions, Service Providers, Local Authorities, and Chambers and of course entrepreneurs. The project was able to include CSOs representatives to the REF, which are since then also regular participants. (Tool D4 in the REF tool box provides a list of participants for reference). The officer sends out invitations.

During the REF meeting the Officer prepares meeting minutes and reports respectively (Tools C2.4-Invitation letter and Meeting minutes reporting template). The meeting minutes include a table for issue tracker) that NEDA uses to document and monitoring of issues identified and to what extent they have been addressed. Unsolved issues are followed up by the NEDA Development Officer with respective institutions. This report is validated by the DS before sending to NEDA at national level for information and their database. The minutes are also used as a reference for follow-up in subsequent REF meetings.

\*Issue Tracker - NEDA
Points to Consider

- When REF forums are chaired by the respective Divisional Secretaries, the decision making process is most effective and issues can be better addressed, accountability for actions is to be more likely ensured.

- Communication and linkages between divisional, district, provincial and national level within NEDA are important for the effective functioning of the REF.

- There is a need to reach out to MSMEs, CSOs and producers and encourage participation in the REF meeting as MSMEs presence in the REF meeting is very limited even after they received the invitation.

- Participation of the Departments (Agriculture, Animal Production and Health, Rural Development, Fisheries etc and of Local Authorities in the divisional and district level REF meetings is considered essential to address concerns of enterprises and other economic stakeholders and explore respective solutions.

Thinking Inclusion:

- Ensure that, enterprises established and run by persons belonging to traditionally excluded groups because of their sex, disability, class, ethnicity, etc, are aware of the REF and know how it can help their business, are motivated to attend the meeting and feel comfortable in expressing their issues with the larger audience.

- Ensure that CSO member representing their member’s economic needs are participating in REF and are capacitated to advocate.

Tools: The following tools are available in the CD accompanying this book, in folder named:
Part 3_Process document, under “Tools”.

<table>
<thead>
<tr>
<th>Name</th>
<th>Brief description</th>
</tr>
</thead>
<tbody>
<tr>
<td>C 2.4 – REF Invitation template</td>
<td>Standard template to invite forum members</td>
</tr>
<tr>
<td>C 2.4 Meeting minutes template</td>
<td>For documentation of meeting and follow-up of action points</td>
</tr>
</tbody>
</table>

Box 2: Raising concerns and getting support: food processing training after REF meeting

In a REF meeting of Koralaiopattu central DS division; entrepreneurs engaged in food processing businesses, requested that they wish to have a training on proper labelling and packaging. A; the representative from Chamber of Commerce, who was attended the same REF meeting, immediately explored existing opportunities for such training. Consequently, several selected entrepreneurs received the required training the following month.

Box 3: Raising concerns and getting support; broom makers are able to source raw material

Broom makers from Koralaiopattu DS joined their REF meeting and raised their concerns for sourcing raw material for the broom sticks. Traditionally they cut sticks from a nearby government forest, which was prohibited recently. The broom makers brought this problem to the attention of the REF forum. The attending Divisional Secretary reacted immediately and arranged another location and official approval for cutting wood to the entrepreneurs.
Exposure visit of CSOs to a successful dairy farmer at Northern Province.

Jointly effort with Milco to improve the livelihood of members of Farmer Managed Society.
A Toolkit for Replication

This project is funded by the European Union
Part Four: A Replication Guide Booklet for Civil Society Organizations (CSOs)
A. Replication Guide Booklet for Civil Society Organizations (CSOs)

The replication guide booklet for CSOs is a compilation of posters, training manuals, checklists and templates, good practice documents that will help CSOs better manage their organizations, be more inclusive, and participate in local economic development activities that are available in public and private sectors. It also contains a tool to help CSOs and its members to participate in governance.

These tools are used within the project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” and have been compiled by the project in consultation with CSO members. These tools maybe used directly or adapted to prevailing context when used for replication.

[Note: This replication guidebook is visualised as a dynamic resource and encourages users to suggest new tools and review old ones.]

The Tools:

[Click on name of tool to go to the tool]

<table>
<thead>
<tr>
<th>Name of Tool and Location</th>
<th>Purpose</th>
<th>How can it be used?</th>
<th>Location of Tool</th>
</tr>
</thead>
</table>
| A 1. Awareness Posters    | To be used as communication material for general awareness for community, on issues related to local economic development and inclusion | CSOs such as Women Rural Development Societies, Women network, Women Societies, Disabled People’s Organizations can use posters to raise the awareness among communities on issues affecting them. A few suggestions are given below:  
  - Put up these posters when you organize an event, meeting.  
  - Use as placards during rallies on “raising awareness on community issues”  
  - Paste the posters on the boundary walls of common buildings such as schools, markets, bus stands, and library  
  - Use as a template for the wall painting and Billboards.  
  - Place posters in the offices of the divisional and district secretariats, local authorities and economic service providers (e.g: Department of Agriculture, Dept of Animal Production & Health, and Chamber of Commerce, etc) | Soft version in CD: Look in Folder: A CSO Replication Guide booklet in Part 4: Toolbox.  
Hard version: is available on page 71 below |
| **A2. CSO Training module** | The training manual aims to increase knowledge and skills of CSOs and its members to actively manage their organizations, be more inclusive, participate in economic development activities that are available in public and private sectors. It also aims to build capacity of CSOs and its members to identify and raise issues faced with regards economic development at local levels. | While the training manual maybe used by several actors working on local economic and inclusive development mentioned below are a few suggestions for CSOs to use:  
- Use as reference material to plan and conduct orientation programs on a specific topic for other members of their own CSOs. (For example, CSOs may wish to conduct a small orientation on leadership. Key members can refer for content given in the manual to do the needful.)  
- Share manual with trainer to organise re-fresher training later.  
- Use to read up again and refresh their knowledge on a topic. (For example - CSO members can refer to the section on financial management to refresh their knowledge on how to maintain a Cash Book.) | Soft version in CD: Look in Folder: A CSO Replication Guide booklet in Part 4: Toolbox. |
| --- | --- | --- | --- |
| **A3. CSO membership record book (Both Hard and Soft version)** | The purpose of the membership record book is to collect personal details including information on gender, disability, social status, etc. Information on economic status and the specific needs of each member is also systematically recorded. The record book also serves as a tool to track progress on fulfilment of the needs identified. | CSO members can use this record book, it is the secretary who is usually tasked to update the record book on a monthly basis.  
- Use to collect detailed information of each member. The secretary can do this through the monthly meetings.  
- Update record book on a monthly basis with information from members on the progress and achievements made.  
- Where participants cannot come for monthly meetings the secretary may be required to collect the information through home visits to the person’s home. | Soft version in CD: Look in Folder: A CSO Replication Guide booklet in Part 4: Toolbox.  
Hard version: is available on page 78 below |
| **A4. REF-checklist** | Checklist for CSO members, to support planning and participation in Regional Enterprise forum. This forum provides a space for CSO | CSO office bearers and members who have received training, coaching from the project would be able to use the tool more easily. | Soft version in CD: Look in Folder: A CSO Replication Guide booklet in Part 4: Toolbox.  
Hard version: is available on page 79 below |
<table>
<thead>
<tr>
<th>A checklist for CSO members, to support planning and participation in Regional Enterprise forum. This forum provides a space for CSO</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Use as a planning tool prior to the attending REF meetings. It is recommended to follow each of the steps mentioned below as it would make participation by the CSO to REF meeting more effective.</td>
</tr>
<tr>
<td>A format to support CSOs in writing a comprehensive proposal in order to apply for projects on civil construction, street lighting, loans (Samurdhi) available with Local Authority, Public bodies and NGOs.</td>
</tr>
<tr>
<td>CSO key members, that is office bearers will use it to apply for projects on behalf of the CSO as a whole and for individual member needs. The template for the proposal may be used as it is. Some agencies may have their own format. However the template is broad enough and includes elements required as information for most agencies.</td>
</tr>
</tbody>
</table>

**A5. CSO proposal development format**

Picture: Available materials for CSOs strengthening
<table>
<thead>
<tr>
<th>Awareness Posters</th>
<th>Short description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Poster 1" /></td>
<td>A poster highlighting that women can earn and have the capacity to decide and act for the wellbeing of their family.</td>
</tr>
<tr>
<td><img src="image2" alt="Poster 2" /></td>
<td>This poster explains how communication barriers faced by people with hearing and speech difficulties can be addressed.</td>
</tr>
<tr>
<td><img src="image3" alt="Poster 3" /></td>
<td>A poster highlighting a burning issue faced by society and strongly expressed by women’s group as one of the biggest cause for domestic violence and poverty.</td>
</tr>
<tr>
<td><img src="image4" alt="Poster 4" /></td>
<td>This poster would like to highlight the need for following proper channels when seeking employment abroad. As spurious companies take advantage of ignorance of people, cheating them on their hard-earned money, exposing them (potential employees) to extreme hardships and trafficking in foreign country.</td>
</tr>
<tr>
<td><img src="image5" alt="Poster 5" /></td>
<td>This poster would like highlight that people with disabilities have the capacities and skills to be employed and run businesses. This is in response to the fact that employment rates among people with disabilities tends to be low.</td>
</tr>
</tbody>
</table>

*Note: These posters were developed by the CSO members under the project Building inclusive civil society and governance for sustainable growth in Sri Lanka d “Building Inclusive Civil society and governance for sustainable growth In Sri Lanka.” CSO members are encouraged to be creative to prepare new posters as per the need of their community.*
With my income, I can care for my family!
Assign translators and sign language interpreters in all institutions!
Let’s build a drug and alcohol free society!
Going abroad for work? Let’s go only with the guidance of the Foreign Employment Bureau!
We can become part of Sri Lanka’s economy.
A 2. Training Manual on  
“Strengthening the capacities of Civil Society organizations”

Below is the Preview of Content, the module itself is available in the CD attached under part 4 - toolbox

<table>
<thead>
<tr>
<th>Training manual</th>
<th>Short description of the module</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion of Vulnerable People in CSOs</td>
<td>This module aims to increase awareness of CSOs about social exclusion, vulnerability and poverty. The module further discusses the policies linked to the topic and helps CSOs identify barriers and defines the role of CSOs in promoting participation of social excluded groups (women, people with disabilities and war affected people) in economic activities.</td>
</tr>
<tr>
<td>Leadership Skills</td>
<td>This module increase awareness on characteristics of leadership and types of leadership. This module provides the skills to CSOs and its members to better understand how to make decisions and represent the voices of its members in larger forums.</td>
</tr>
<tr>
<td>Gender Equality</td>
<td>This module aims to increase the awareness of CSO members on the concept of gender, sex, gender discrimination, gender based violence, gender mainstreaming and legal frameworks related to gender equality. It is expected that this awareness would help CSOs in addressing gender discrimination in project activities. (e.g: CSOs such as Fisheries Societies would include more women in decision making positions, etc)</td>
</tr>
<tr>
<td>Community Consultation and Need Assessment</td>
<td>This module aims to enhance skills of CSOs members on conducting systematic needs assessment, resource mapping and community consultations. CSO members trained on this module are expected to be able to identify community needs more effectively using the tools given herein.</td>
</tr>
</tbody>
</table>
| CSO Vision, Mission, & Strategy and Strategic Planning | This module helps the CSOs to Define and adopt a clear vision, mission, and strategic planning for their CSOs.  

The training provides CSO members with skill to do a Strengths, weaknesses, opportunities, and threats (SWOT) analysis of their CSOs for strategic planning. |
| Financial Management | This module aims to promote the skills of the CSO members on the concepts of financial management, such as book keeping, financial records/ledger maintenance, and objectives of annual audit.  

In addition, it helps to clearly understand the importance of the financial management and how it could be managed by the CSOs themselves. |
| Fundraising Skills | This module aims to increase awareness on fund raising strategies and sources.  

It further aims to develop skills of participants on analyzing the needs, opportunities and sources in fund raising. In understanding financial risks and barriers to CSOs so as to plan and implement an effective fund raising strategy. |
| CSO Governance | This module aims to increase awareness on the roles and responsibilities of the governance body office bearers.  

The module also provides members with the skill to clearly define their organizational structure, management, adopt process that increase accountability and improve governance of the CSOs. |
| Enhancing Stakeholder Relationships, Advocacy and Communication Tools for CSOs | This module aims to increase awareness on evidence-based advocacy - approaches and methods. The module covers topics such as why advocacy is important and helps to map stakeholders for developing an advocacy strategy. |
| Business Skills and Resilient Livelihood | This module aims to give basic business and marketing skills.  

The module covers training on preparing a business plan for small businesses. It also increases awareness on risk reduction measures that could be taken up by the business and on how to set-up resilient livelihoods. |
**Membership Record Book**

Name of the Society: ____________________________
DS Division: ____________________________
GN Division: ____________________________
Registration No: ____________________________
Registration Date: ____________________________

<table>
<thead>
<tr>
<th>No</th>
<th>Full Name</th>
<th>Address</th>
<th>Contact No.</th>
<th>GN Division</th>
<th>Date of Birth</th>
<th>NIC Number</th>
<th>Age</th>
<th>Educational Qualification</th>
<th>Occupation / LH Activity</th>
<th>Type of LH Activity</th>
<th>No of Family Members</th>
<th>Type of Vulnerability</th>
<th>Type of Disability</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>If disable how many members?</th>
<th>Samarthi Beneficiary</th>
<th>Monthly Income</th>
<th>Savings</th>
<th>Dependents</th>
<th>Unemployed</th>
<th>Are they vulnerable Yes / No</th>
<th>Date of Registration in the CSO</th>
<th>Needs</th>
<th>Referral</th>
<th>Referral Date</th>
<th>Needs</th>
<th>Well</th>
<th>Toilet</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Received Assistance</th>
<th>Referral</th>
<th>Referral Date</th>
<th>Received Assistance</th>
<th>Referral</th>
<th>Referral Date</th>
<th>Received Assistance</th>
</tr>
</thead>
</table>
### A 4. CSO Regional Enterprise Forum Checklist

<table>
<thead>
<tr>
<th>Steps</th>
<th>✓ Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you identified key livelihood challenges, through a consultation at ground level with the presence of Gram Niladari Officer and Development Officer</td>
<td></td>
</tr>
<tr>
<td>Do you have evidence to support the claim on identified livelihood challenges</td>
<td></td>
</tr>
<tr>
<td>Have you Prioritized these needs/issues and presented to the other members of your CSO and received comments and suggestions</td>
<td></td>
</tr>
<tr>
<td>Have you categorized the prioritized needs/issues that can be solved internally by the CSOs, and those that need external support such as supports from REF.</td>
<td></td>
</tr>
<tr>
<td>Do you have the resources (money and time) within the CSO to attend and follow-up REF consultation meetings</td>
<td></td>
</tr>
<tr>
<td>Have you prepared yourself to present the issues/needs at the REF</td>
<td></td>
</tr>
<tr>
<td>- What to present</td>
<td></td>
</tr>
<tr>
<td>- How to Present</td>
<td></td>
</tr>
<tr>
<td>- Relevant handout, if required</td>
<td></td>
</tr>
<tr>
<td>Do you have a tracking sheet to track which are issues have been addressed, or on progress or any issues like on hold or difficult proceed, if so what/how/by whom etc</td>
<td></td>
</tr>
</tbody>
</table>
A 5. Proposal Development Format

Proposal Cover Letter

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(Request date)

(Title)

(Title)

(Title)

(Title)

(Title)

(Title)

(Title)

(Title)

(Title)

(Signature & Stamp)
01. Topic:...................................................................................................................................................

02. Village background:
..........................................................................................................................................................
..........................................................................................................................................................

03. Target Group :
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04. Purpose:
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05. Activities:
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06. Contribution:
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07. Duration:
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..........................................................................................................................................................

08. Budget:
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..........................................................................................................................................................

Signature & Stamp.
(GNO/DO/EDO/SDO/CSO)

Annexes (Photos/Meeting minutes)
A Toolkit for Replication

This project is funded by the European Union
Part Four: B
Replication Guide Booklet for Government Economic Service Providers
Local Economic Development is a locally-owned, participatory development process undertaken within a given territory or local administrative area in partnership with both public and private stakeholders. The LED approach makes use of local resources and competitive advantages to create decent employment and sustainable economic growth.¹

Actors involved in local economic development are individuals, Civil Society Organizations, private businesses, Business Development Service providers (including public, private and financial services) as well as Local Authorities and state administrative institutions. These actors require the capacity to perform according to their own mandates as well as to participate in multi-stakeholder interaction, e.g. with community representatives, private sector and public authorities and thereby contribute to an improvement of inclusive business environment and socio-economic service delivery.

Government economic service providers play a key role in supporting an enabling environment for local economic and inclusive development. The range of services government actors provide include, support for production, capacity building to farmers, vocational training, subsidy, technical know –how, loans, support for marketing, trade promotion, exhibition services, etc.

This booklet supplements information given in the other sections of the guidebook particularly to part 3, which outlines the steps by which CSOs may be identified or formed, as in the case of producer group, capacity of CSOs built for better management of their own CSOs including on financial management and for better access to economic opportunities offered by government service providers. Users can also review the good practice documentation in annexed in booklet E of the guidebook.

This booklet targets mainly those directly involved in providing services. The expectation is the extension officers of departments will replicate the project approach in the remaining areas within their range.² In order to do so, given here are contact details other service providers in the region so that extension officers of the departments will continue to reach out to CSOs in the area and with colleagues from other departments. Awareness raising materials (leaflets) of departments that explain livelihood services offered, are attached herewith for officers to use when conducting awareness sessions in communities and with CSOs.

<table>
<thead>
<tr>
<th>Name of Tool</th>
<th>Purpose</th>
<th>How will you use?</th>
<th>Location of Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. 1 Service providers Contact Details</td>
<td>To serve as a contact list for Extension Officers of government departments to be connected with officials of other departments.</td>
<td>Extension officers will use the contact details to continue to reach out with colleagues from other departments. It is expected that this link would ensure increased availability of a range of economic opportunities to communities</td>
<td>Soft version in CD: Look in Folder: B Replication guide booklet for govt economic service providers Part 4: Toolbox. Hard version is available on page 83 below.</td>
</tr>
<tr>
<td>B. 2 Awareness raising leaflet on good practices in agricultural production.</td>
<td>To serve as material for distribution for community level awareness session on livelihood options provided by the department.</td>
<td>Extension officers can distribute the material during awareness sessions and to individual farmers during field visits.</td>
<td>Soft version in CD: Look in Folder: B Replication guide booklet for govt economic service providers Part 4: Toolbox.</td>
</tr>
</tbody>
</table>

²Range – mean the geographical area assigned to an extension officer of the department.
# B 1. Service providers Contact Details

A telephone directory of relevant Department staff

## Department of Agriculture

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Director</td>
<td>Mr. Hussain</td>
<td>026 222 0366</td>
</tr>
<tr>
<td>Deputy Director / Batticaloa</td>
<td>Mr. V. Perinparajah</td>
<td>065 22 44 463</td>
</tr>
<tr>
<td>AI HQ &amp; NGO Coordination</td>
<td>Mrs. Rubeshini</td>
<td>077 48 83 900</td>
</tr>
<tr>
<td>AI / Paddipalai / Batticaloa</td>
<td>Mr. Prem</td>
<td>077 28 58 001</td>
</tr>
<tr>
<td>AI / Paddipalai</td>
<td>Mrs. Veni</td>
<td>077 76 65 592</td>
</tr>
<tr>
<td>AI / Paddipalai</td>
<td>Mr. Suresh</td>
<td>0776 3 79 594</td>
</tr>
<tr>
<td>AI / Kiran / Batticaloa</td>
<td>Mr. Ravivarman</td>
<td>077 27 34 411</td>
</tr>
<tr>
<td>AI / Valaichchenai / Batticaloa</td>
<td>Mr. Sri Kanna</td>
<td>077 05 53 375</td>
</tr>
<tr>
<td>AI / Valaichchenai Central / Batticaloa</td>
<td>Ms. Hasmiya</td>
<td>075 55 69 695</td>
</tr>
<tr>
<td>Deputy Director / Trincomalee</td>
<td>Mr. M. Parameswaran</td>
<td>026 22 22 2526</td>
</tr>
<tr>
<td>AI HQ &amp; NGO Coordination</td>
<td>Mr. Riswan</td>
<td>077 36 72 914</td>
</tr>
<tr>
<td>AI / Town &amp; Gravets / Trinco</td>
<td>Mr. Siththik</td>
<td>077 73 80 046</td>
</tr>
<tr>
<td>AI / Muthur</td>
<td>Mr. Sathiyaseelan</td>
<td>077 23 35 303</td>
</tr>
<tr>
<td>AI / Muthur</td>
<td>Mr. Achuthan</td>
<td>075 97 46 503</td>
</tr>
<tr>
<td>Deputy Director / Ampara</td>
<td>Mr. D. M. S. B. Dissanayaka</td>
<td>063 22 23 287</td>
</tr>
<tr>
<td>AI HQ &amp; NGO Coordination</td>
<td>Mr. Parameswaran</td>
<td>077 92 30 614</td>
</tr>
<tr>
<td>AI / Thirukkovil</td>
<td>Mrs. Tharshini</td>
<td>077 37 45 683</td>
</tr>
</tbody>
</table>

## Department of Animal Production & Health

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Director</td>
<td>Mr. M. A. Mohamed Fazil</td>
<td>026 22 22 183</td>
</tr>
<tr>
<td>Deputy Director / Batticaloa</td>
<td>Dr. Mrs. U. Kugenthiran</td>
<td>065 22 22 397</td>
</tr>
<tr>
<td>District LDO &amp; NGO Coordination</td>
<td>Mr. P. Shanmuganathan</td>
<td>077 77 71 546</td>
</tr>
<tr>
<td>LDO / Paddipalai</td>
<td>Mr. Sinharajah</td>
<td>077 18 03 423</td>
</tr>
<tr>
<td>LDO / Kiran</td>
<td>Mr. Manoharan</td>
<td>077 53 84 189</td>
</tr>
<tr>
<td>LDO / Valaichchenai</td>
<td>Mr. Mathanasekaran</td>
<td>077 08 33 037</td>
</tr>
<tr>
<td>LDO / Valaichchenai Central</td>
<td>Mr. Harish</td>
<td>077 87 08 134</td>
</tr>
<tr>
<td>Deputy Director / Trincomalee</td>
<td>Dr. Mr. Nizamdeen</td>
<td>026 22 22 564</td>
</tr>
<tr>
<td>VS / Town &amp; Gravets</td>
<td>Dr. Mr. Arunthavarajah</td>
<td>077 95 86 699</td>
</tr>
<tr>
<td>LDO / Muthur</td>
<td>Mr. Naleem</td>
<td>077 84 82 013</td>
</tr>
<tr>
<td>Deputy Director / Ampara</td>
<td>Dr. Mr. M. A. Naizaar</td>
<td>067 22 24 512/ 3</td>
</tr>
<tr>
<td>District LDO &amp; NGO Coordination</td>
<td>Mr. Shifinayulla</td>
<td>075 51 59 275</td>
</tr>
<tr>
<td>VS / Thirukkovil</td>
<td>Dr. Ms. Sajeena</td>
<td>077 27 82 155</td>
</tr>
</tbody>
</table>
# A telephone directory of relevant Department staff

## Department of Rural Development

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Director</td>
<td>Mrs. Kavitha Unthayakumar</td>
<td>026 22 25 990</td>
<td>071 82 14 761</td>
</tr>
<tr>
<td>Senior RDO &amp; NGO Coordinators</td>
<td>Mr. Pathmarajah</td>
<td>077 99 93 500</td>
<td></td>
</tr>
<tr>
<td>District RDO / Batticaloa</td>
<td>Mr. Mohan Premkumar</td>
<td>065 22 26 295</td>
<td>071 85 69 054</td>
</tr>
<tr>
<td>RDO / Paddipalai</td>
<td>Mr. Vadivel</td>
<td>077 14 62 712</td>
<td></td>
</tr>
<tr>
<td>RDO / Kiran</td>
<td>Mr. Nithiyananthan</td>
<td>077 22 52 822</td>
<td></td>
</tr>
<tr>
<td>RDO / Valaichchenai</td>
<td>Mr. Sharmilaraj</td>
<td>077 79 65 853</td>
<td></td>
</tr>
<tr>
<td>RDO / Valaichchenai Central</td>
<td>Mr. Tharanitharan</td>
<td>077 95 32 808</td>
<td></td>
</tr>
<tr>
<td>District RDO / Trincomalee</td>
<td>Mr. Y. Baskaran</td>
<td>026 22 23 531</td>
<td>077 58 09 250</td>
</tr>
<tr>
<td>RDO / Town &amp; Gravets</td>
<td>Mr. Sathees</td>
<td>077 94 89 273</td>
<td></td>
</tr>
<tr>
<td>RDO / Muthur</td>
<td>Mr. Nihal</td>
<td>077 78 52 227</td>
<td></td>
</tr>
<tr>
<td>District RDO / Ampara</td>
<td>Mr. A. B. M. Sharif</td>
<td>067 20 51 285</td>
<td>077 78 63 060</td>
</tr>
<tr>
<td>RDO / Thirukkovil</td>
<td>Mr. GObikanth</td>
<td>077 50 04 721</td>
<td></td>
</tr>
</tbody>
</table>

## Fisheries Unit

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Director</td>
<td>Mr. S. Suthaharan</td>
<td>026 22 22 184</td>
<td>077 90 03 528</td>
</tr>
<tr>
<td>District ADO/ Trincomalee</td>
<td>Ms. M. Sharmiluxshana</td>
<td>077 71 02 403</td>
<td>077 78 50 051</td>
</tr>
<tr>
<td>ADO / Muthur</td>
<td>Ms. Thuba</td>
<td></td>
<td></td>
</tr>
<tr>
<td>District ADO / Batticaloa</td>
<td>Mr. L. Pratheepan</td>
<td>077 78 49 533</td>
<td></td>
</tr>
<tr>
<td>ADO / Paddipalai</td>
<td>Mr. Neethirajan</td>
<td>077 22 46 808</td>
<td></td>
</tr>
<tr>
<td>ADO / Kiran</td>
<td>Mr. Kethaharan</td>
<td>077 90 33 771</td>
<td></td>
</tr>
<tr>
<td>ADO / Valaichchenai</td>
<td>Ms. Theebika</td>
<td>075 74 35 308</td>
<td></td>
</tr>
<tr>
<td>District ADO / Ampara</td>
<td>Mr. M. L. M. Imthiyas</td>
<td>077 25 86 031</td>
<td></td>
</tr>
<tr>
<td>ADO / Thirukkovil</td>
<td>Mr. Abaranjithan</td>
<td>077 23 14 461</td>
<td></td>
</tr>
</tbody>
</table>
A Toolkit for Replication

This project is funded by the European Union
Part Four: C
Replication Guide Booklet for Local Authority
Local Economic Development is a locally-owned, participatory development process undertaken within a given territory or local administrative area in partnership with both public and private stakeholders. The LED approach makes use of local resources and competitive advantages to create decent employment and sustainable economic growth.

Actors involved in local economic development are individuals, Civil Society Organizations, private businesses, Business Development Service providers (including public, private and financial services) as well as Local Authorities and state administrative institutions. These actors require the capacity to perform according to their own mandates as well as to participate in multi-stakeholder interaction, e.g. with community representatives, private sector and public authorities and thereby contribute to an improvement of inclusive business environment and socio-economic service delivery.

Local authority play an important role in promoting an enabling environment for local economic development, and with addressing the needs of the most vulnerable sections of society.

The key actions to Promote a conducive environment for local businesses include:

1. Creating opportunities for consultations with local businesses
2. Improving regulatory services (Trade License, Building Approvals, Ownership Change)
3. Policy and legal measures
4. Enhancing citizen engagement in local development processes

This booklet supplements information given in the other sections of the guidebook.

In line with the above key actions, tools are given below that enhance citizen engagement and promotes a conducive environment for local business. These tools maybe used by supervisors, Councillors and LA staff, Planning staff of LA (Community Development Officers, Local Government Assistant, Development Officers), and Local Government trainers.

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<table>
<thead>
<tr>
<th>Name of Tool</th>
<th>Purpose</th>
<th>How will you use?</th>
<th>Location of Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. 1. Citizen engagement guide</td>
<td>The overall objective of this guide is to provide required knowledge, skill and attitude of local government staff to engage community for its different requirements. This guide provides practical tools to effectively conduct community engagement</td>
<td>To be used as a training tool, or a reference document to read through for Local Authorities, before Planning any activity that requires citizen engagement - such as LAPDP, budget consultation</td>
<td>Soft version in CD : Look in Folder : C Replication Guide Booklet – LA Part 4 : Toolbox.</td>
</tr>
<tr>
<td>C. 2. eCRC Guide</td>
<td>To serve as an awareness material on what is eCRC</td>
<td>The guide provides information on what is ECRC and how it is done. This can be used as during awareness sessions to give a light explanation of the eCRC to LA councillors and LA staff</td>
<td>Soft version in CD : Look in Folder : C Replication Guide Booklet – LA Part 4 : Toolbox.</td>
</tr>
<tr>
<td>C. 3. LAPDP Guide</td>
<td>To increase the clarity on the process of facilitating the LAPDP To standardise the LAPDP process so that easy to ensure the quality</td>
<td>Planning staff (CDOs, LGA, DOs) Chairman can use as a guide while planning and preparing for the LAPDP</td>
<td>Hard version is available on page 87 below.</td>
</tr>
<tr>
<td>C. 5. LA services</td>
<td>To help local authorities organise training for community members by providing the necessary training materials on LA services.</td>
<td>Share the guide with LG trainers</td>
<td>Soft version in CD : Look in Folder : C Replication Guide Booklet – LA Part 4 : Toolbox.</td>
</tr>
<tr>
<td>C. 6. Citizen engagement list</td>
<td>To know about &quot;How the community can get involved with Local Authority&quot; Increase relationship between public and LAs</td>
<td>This handout maybe used by Council members / CSOs / Community members Can be kept in public libraries Can be disseminated in the awareness meetings Can be used as a handout during training on citizen engagement.</td>
<td>Hard version is available on page 91 below.</td>
</tr>
<tr>
<td>C. 8. RTI - 38 Doc</td>
<td>To ensure the preparedness of the LA documents Based on the RTI Can be used as training materials</td>
<td>Public and LA staff Display / By referring Can be used as training materials</td>
<td>Soft version in CD : Look in Folder : C Replication Guide Booklet – LA Part 4 : Toolbox.</td>
</tr>
<tr>
<td>C. 11. CBO assessment format</td>
<td>To serve as an assessment tool to help LA assess CSOs and help in decision making – who to work with and what areas to work on</td>
<td>to help LA assess CSOs and help in decision making – who to work with and what areas to work on</td>
<td>Soft version in CD : Look in Folder : C Replication Guide Booklet – LA Part 4 : Toolbox.</td>
</tr>
</tbody>
</table>
C2. eCRC Guide

What is a Citizen Report Card?

User feedback is a cost-effective way for a local government to find out whether its services are reaching the people, especially the poor. Users of a public service can tell the local government a lot about the quality and value of a service. The Citizen Report Card (CRC) represents an assessment of public services delivered by local governments from the perspective of the citizens. Citizens, who are users of these services, can provide useful feedback on the quality, efficiency, and adequacy of the services and the problems they face in their interactions with service providers. When there are different service providers, it is possible to compare their ratings across services. The resultant pattern of ratings (based on user satisfaction) is then converted into ‘report card’ on the city’s services. A citizen report card on public services is not an opinion poll. Report cards reflect the actual experiences of people with a wide range of public services. The survey on which a report card is based covers only those individuals who have had experiences in the use of specific services, and interactions with the relevant public agencies. Citizen Report cards have been used by local and national governments, civil society organizations and development partners in over 20 countries as a tool for citizen engagement and service improvements.

What is an e-Citizen Report Card?

eCRC is a revolutionary concept that enables reliable collection of citizen feedback through an Android-based mobile application and analyzing and reporting the information collected in real time. The key stages in eCRC are:

a. Conducting a mobile-based survey of sample households on local infrastructure creation and delivery of public services. Using Tablets, a scientific sample survey of households is conducted to collect feedback and experiences. A GIS tracking system in the cell phones indicates the location from where data is collected, thereby enhancing the reliability of data collection.

b. A web-based survey management module enables survey managers to track the progress of the survey on a real-time basis. The module enables remote monitoring and management of survey activities and hence ensures greater quality control.

c. Online Dashboard and Data Analysis Tools developed as a part of the eCRC addresses the information needs of various stakeholder groups (e.g. policy makers, administrators, political representatives, and citizens). The results of the survey are presented through easy to understand graphs, tables and maps. Simple color codes are used to facilitate easy inferences on performance levels.
How was the eCRC in the fivlocal authorities designed and implemented?

The eCRC was designed and implemented as a collaborative initiative with the Department of Local Government, Eastern Province, led by the Commissioner of Local Government (CLG) and supported by the team of Assistant Commissioners of Local Government (ACLGs). The services to be covered, timing of the survey and other logistical details were finalized in consultation with the CLG and the ACLGs. The survey was carried out by a team of Community Development officers (CDOs) and Development Officers (DOs) who have already been trained as a pool of resource persons by The Asia Foundation (TAF). A detailed discussion session was facilitated by CGI's consultant. All eCRC surveys monitored by and trouble-shoot by Good Governance Resource Centre (GGRC), a unit established at each R/ACLG offices to coordinate the development initiatives, a pool of trained staff coordinate the whole eCRC process.

What is eCRC?

- Uses Mobile Tablets and of the art technology for survey and reporting
- Highly accurate
- Immediate results
- Ability to see results in the city map
- Allows resource deficient local governments to repeat the exercise with a one-time investment cost
C3. LAPDP Guide
Participatory planning and budgeting process

**Step one: Planning the LAPDP consultation process**

This step includes initial planning among key LA staff: Secretary, Development Officers (DOs), Local Government Assistant (LGA), Finance Assistants (FAs), and Management Assistants (MAs) to define the planning process and collection of necessary information to be used during the LAPDP consultations. LAPDP process mainly plan on the following basis:

1. The key information as to previous LAPDP documents and extracts information on what have been delivered and what have not yet been delivered as per previous LAPDP,
2. details of public complaints and requests received from public,
3. summary of eCRC results, prioritised areas, on which services public raised concerns most in terms of LA service delivery
4. Budget summary

The above first three data will be basis for public to prioritise the development works within the LAs’ prime services.
Step two: Gathering support from stakeholders and disseminating to the public

While planning is in process, LA will inform to the public and other relevant stakeholders as to the date, purpose and venue of the public consultation. Generally the following segments of community representatives are invited for consultation process;

1. CBOs representatives including Women Rural Development Societies (WRDS), Rural Development Societies (RDS), Fisheries and Farmers societies, Community Centres,
2. Grass root government officials; Grama niladaries, Samurdhi officers, Economic Development Officers (EDO), etc
3. Representatives from vulnerable communities i.e. Disable persons organizations
4. Youth representatives
5. Representatives of local Non-Government Organizations (LNGOs)
6. Religious leaders
7. Local business personals

The general public will be informed about the meeting loudspeaker to ensure their participation. Letters are also delivered the community representatives as to the LAPDP consultation.

Step three: Conduct GN wise and Ward wise LAPDP public consultation

LA staff facilitates the LAPDP consultation process based on GN level or ward level consultation. Key LA staff are comprised of Secretary, Local Government Assistant, Community Development Officers, Development Officers, Finance Assistants, Technical Officers. First, LA will present the eCRC results and agree with the eCRC identified areas, what have been thus far achieved as per previous LAPDP, public requests and complaints and budget summary. Afterwards, GNs’ most dissatisfied services (five services) are taken into consideration for further planning; identifying specific requirements of those services and prioritization the order. In addition to that five services, there would be a category of ‘Other’ for participants to voice their other concerns, which cannot be categorised under those five most prioritised services.

Step four: Compiling consultation data

All prioritised areas of services are recorded and compiled by relevant LA staff. The format for entering data are used accordingly all GNs or Ward level information will be compiled. The compilation should ease the preparation of LAPD plan.

Step five: Develop Ward and LA wise plan

A simplified format will be used to prepare ward level and LAPDP plan. As a first step, LA staff focuses on gathering GN level and Ward level development prioritization and prepare the ward level planning and then move onto the preparation of LAPDP. A selected group of community representatives from wards will take part in the LAPDP preparation.

Step Six: Dissemination and implementation of LAPDP plan

Ward level and LAPDP plans will be shared with community representatives and other relevant stakeholders; this will ensure the transparency and accountability of the local authority as to its development initiatives. On the other hand, community groups could demand their respective LA councillors to fulfil their ward development requirements. Above all, LAs could use the LAPDP to implement its development initiatives and to share its resource more equitable.
C6. Citizen engagement list

Citizen engagement opportunities in local authorities

In the Local government context, the citizen participation is highly emphasized in the mother law, national policy and the reform as well. Local Government has the public representatives in the council while the local government framework insists to have citizen engagement in their activities in different stages.

A. Committees

As per the section 12 of the Pradeshiya Shaba (PS), from time to time appoint committees consisting either of members of the Shaba or members of the inhabitants or chair persons of the Gramodaya Mandalayas to assist or advise to the Shaba of any matters of the Shaba other than the powers to raise any lone, to levy any rate or to impose any tax.

The following committees should be appointed by the Shaba to advise or assist the following subjects. Further the Shaba can appoint any number of committees where ever it feels necessary.

- Finance & Policy making
- Housing & community development
- Technical services &
- Environment & amenities.

B. Advisory committees

The advisory committee system was introduced by the reform circular no 10 (People participation and social development) and ask the local government sector to implement as an administrative arrangement. There is no legal framework for the advisory committee system in the sector. The advisory committee should consist of senior citizens, subject specialist, ward members and other competent persons in the area. This committee will be functioned as a link between the public and the council. Further it will assist to develop development policy, resources distribution and to discharge other council functions.

C. Ward Committees / Jana Shaba

The reform circular no 10 and the national policy of local government is suggested to established the ward committees in each wards as an administrative arrangement until the wards are legally established. This ward committee system to be introduced to ensure the active participation of the people and bridge the gap between the people and the council.

D. Tax Payers Associations

The tax payers’ committees are active in the urban local authorities and those are not popular in the rural local authorities. The reform circular no 10 and the national policy of local government is sought to established the tax payers’ associations in the rural areas also. This association may play a vital role in the planning and budgeting process of the council and ensure the citizen participation in those activities. Further it will enhance the public relation of the council.
E. Community Centers
The community centers are the one and only Community Based Organization (CBO) functioning under the local government system. The local authority may get the services of the community centers for any its service delivery and especially for the planning, budgeting, implementing and monitoring of the services and the activities of the councils.

F. Local Authority Participatory Development Planning (LAPDP) process
In order to ensure the grass root level citizen engagement, the reform circular no 10 stressed to have the bottom up process in the planning. The Local Authority Participatory Development Planning (LAPDP) process has been introduced by the line ministry as an administrative arrangement to facilitate the particular activity. Further the national policy of local government is also highly emphasize to have the participatory planning mechanism for the divisional planning.

G. Annual Budgeting Process
In order to have a participatory budget for the council, the reform circular no 3 and no 10 put emphasis on the proposals of the public should accommodate in the estimate preparation stage of the budget process. In addition to this the national policy of local government is also reinforce to have a system to prepare the budget in a participatory way.

H. Local Authority Grievance Redress Mechanism
The national policy of local government has highlighted to have an effective grievance redressed mechanism to predict the public assessment on the governance. Further the same mechanism can be used to receive the suggestions of the public and the analysis of it can be used for the resource allocation or budgeting purposes.

I. Citizen Report Card (CRC)
The national policy of local government has highlighted to immediately establish the CRC to get the feedback from the citizen to assess the council services and the satisfaction.

J. Social Auditing
It is clearly mention in the reform circular no 5 to have a clear role for the citizens in the planning, implementation and monitoring of the projects and contribution to the project as well in the form of materials, financial and in labour. Further it suggests to get the involvement of the ward committee for the above purposes. This was re insist in the national policy of local government.

K. Establishment of environmental committee
Reform circular no 8 is outline to have an environmental committee to handle the environmental responsibilities assigned to local authorities.

L. gallery in the council
As per the new reforms, the council has to provide the public gallery to the citizen of the area to observe the council proceedings and the matters discussed in the council.
M. City Development Committee

The national policy is suggesting to have a city development committee to develop the city development plan and help to the council on resource allocation.

N. Readers circles

Each and every library and reading centers should have the readers circles to enhance the facilities for the readers and they will contribute the development of the library services in formal and informal ways.

O. Gramodaya Mandalayas

Still the Gramodaya Mandalaya act is valid and the reform is strongly recommend to reactivate those mandalayas and get their support for the planning and implementation of development activities of the council.
A Toolkit for Replication

This project is funded by the European Union
Part Four: D
Replication Guide Booklet for Regional Enterprise Forum
D. Replication Guide Booklet for Regional Enterprise Forum

The replication guide booklet for National Enterprise Development Authority (NEDA) Officials to plan, conduct and follow up the Regional Enterprise Forum (REF) meetings so that relevant economic development issues are identified and addressed. Regional Enterprise Forum is a multi stakeholder forum comprising of economic development service providers including service provider departments, local authorities, divisional secretariat, chamber of commerce, police, and CSOs etc. The detail list is given below D -4

These tools can be used or adapted based on the local context. The tools can be used separately and in conjunction with tools mentioned in Part 3, C-2 of the guidebook. The guiding concepts and processes that inform use of the tools are explained in the part 1 and 3 of the replication guidebook.

<table>
<thead>
<tr>
<th>Name of Tool</th>
<th>Purpose</th>
<th>How will you use?</th>
<th>Location of Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1. REF meeting minutes format including Issue tracker chart format</td>
<td>The purpose of the Regional Enterprise Forum (REF) meeting minutes format is to give a standard format for National Enterprise Development Authority development officers to use it during the REF for taking the notes and action points</td>
<td>This tool will be used by the NEDA officials How will you use it – • During the REF meeting to take the notes of the issues and actions taken • Prior to the NEXT REF meeting circulate with the multi stakeholders for their reference</td>
<td>Soft version in CD : Look in Folder : D Replication Guide Booklet – REF _ Part 4 : Toolbox. Hard version is available on page 95 below.</td>
</tr>
<tr>
<td>D2. REF invitation letter format</td>
<td>To provide a standard template for use.</td>
<td>NEDA Officials will use the template to send out invitation letters to expected participants for the REF meeting.</td>
<td>Soft version in CD : Look in Folder : D Replication Guide Booklet – REF _ Part 4 : Toolbox. Hard version is available on page 96 below.</td>
</tr>
<tr>
<td>D3. REF attendance sheet format</td>
<td>A set template to collect information of participants at the REF meeting</td>
<td>NEDA Officials will use this format to collect the information on participants for reporting</td>
<td>Soft version in CD : Look in Folder : D Replication Guide Booklet – REF _ Part 4 : Toolbox. Hard version is available on page 97 below.</td>
</tr>
<tr>
<td>D4. Suggested list of participants for REF</td>
<td>A suggested list of participants, to be used as a checklist prior to ensure invitations have gone out to all relevant stakeholders. And that no-one is left out, that could be particularly important to the outcomes of the meeting</td>
<td>NEDA Officials will use as a checklist prior to sending out the invitations.</td>
<td>Soft version in CD : Look in Folder : D Replication Guide Booklet – REF _ Part 4 : Toolbox. Hard version is available on page 98 below.</td>
</tr>
</tbody>
</table>
Regional Enterprise Forum Meeting Minutes

District;  
Venue;  
Time;  

Brief Report:
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
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<table>
<thead>
<tr>
<th>No</th>
<th>Issues – (Discussed / Proposed)</th>
<th>Name / Institution</th>
<th>Response - Institution</th>
<th>Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td></td>
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</tbody>
</table>
D2. REF invitation letter format

Designation; Date
Society / Institution / Department;
Division; (Batticaloa)

Regional Enterprise Forum (REF) Meeting

With the objective of enhance the small and medium entrepreneurs in our division and support to break the barriers by provide the most appropriate solutions for the economic development initiatives; we have decided to have the subject meeting with the participation of respective Local Authority, Societies, Institutions and Departments who are actively operating with commitment in our division.

Date: ....................;
Venue: ....................;
Time: ....................;

Therefore, we kindly requesting you to participate in this meeting without fail.

Thank you,

Divisional Secretary

Divisional secretariat

.........................
## D3. REF Attendance sheet format

**Attendance – Divisional Enterprise Forum Meeting**

**DS Division;**

**Date;**

<table>
<thead>
<tr>
<th>No</th>
<th>Name / Institution</th>
<th>Position</th>
<th>Institution / Organization / Department</th>
<th>Contact Number</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
## D4. Suggested list of participants for REF

List of general participants _ REF_ (Regional Enterprise Forum)

<table>
<thead>
<tr>
<th>No.</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Divisional Secretary</td>
</tr>
<tr>
<td>2</td>
<td>Additional Director of Planning</td>
</tr>
<tr>
<td>3</td>
<td>Admin Officer – Grama Niladari Officer</td>
</tr>
<tr>
<td>4</td>
<td>Development Officer - NEDA</td>
</tr>
<tr>
<td>5</td>
<td>Pradesha Sabha - Secretary / Chairman</td>
</tr>
<tr>
<td>6</td>
<td>Pradesha Sabha – Community Development Officer</td>
</tr>
<tr>
<td>7</td>
<td>Samurdhi HQ - Manager</td>
</tr>
<tr>
<td>8</td>
<td>SSO - Social Service officer</td>
</tr>
<tr>
<td>9</td>
<td>VITHATA</td>
</tr>
<tr>
<td>10</td>
<td>SKILL Development Officer</td>
</tr>
<tr>
<td>11</td>
<td>HRDO</td>
</tr>
<tr>
<td>12</td>
<td>MOH / PHI</td>
</tr>
<tr>
<td>13</td>
<td>Environmental officer - District Officer</td>
</tr>
<tr>
<td>14</td>
<td>Forest Officer - District Officer</td>
</tr>
<tr>
<td>15</td>
<td>Chamber of Commerce</td>
</tr>
<tr>
<td>16</td>
<td>Police</td>
</tr>
<tr>
<td>17</td>
<td>Department of Agriculture (AI)</td>
</tr>
<tr>
<td>18</td>
<td>Department of Animal Production &amp; Health (LDO)</td>
</tr>
<tr>
<td>19</td>
<td>Department of Rural Development (RDO)</td>
</tr>
<tr>
<td>20</td>
<td>Department of Fisheries (Fl)</td>
</tr>
<tr>
<td>21</td>
<td>Aquaculture Development Officer (ADO)</td>
</tr>
<tr>
<td>22</td>
<td>Cooperative Development officer (CDO)</td>
</tr>
<tr>
<td>23</td>
<td>IDB - Industrial Development Board</td>
</tr>
<tr>
<td>24</td>
<td>Media</td>
</tr>
<tr>
<td>25</td>
<td>State / Private - Bank</td>
</tr>
<tr>
<td>26</td>
<td>I/NGOs + UN agencies who are supported to LED at divisional level</td>
</tr>
<tr>
<td>27</td>
<td>CSO Representative</td>
</tr>
<tr>
<td>28</td>
<td>SME / MSME / Private sector</td>
</tr>
</tbody>
</table>
A Toolkit for Replication

This project is funded by the European Union
Part Five: Good Practices in Local Economic and Inclusive Development
Good Practices in Local Economic and Inclusive Development

1.1. Objective

The objective of the documented good practice is to showcase how applied approaches, methodologies and tools have lead to successes in improved access to economic opportunities for beneficiaries, improved service provision, increased networking and to showcase lessons learnt during their application.

1.2. Methodology

In order to identify and document good practices from the project, an internal evaluation, lessons learnt workshop with key stakeholders of the project was conducted and it led to the pre-identification of 28 practices. These 28 practices were screened by an external consultant using the criteria mentioned below.

Criteria taken in consideration in selecting good practices from the project were:

i. Actions that are aligned to existing systems and add value to the system which increase efficiency and accountability.

ii. Actions that Demonstrate ‘Positive Impact’ in the lives of the most vulnerable populations in the targeted areas.

iii. Actions that show collaborative action and multi-stakeholder engagement, increasing opportunities for partnerships.

iv. Actions that show potential for replication and scaling up

The consultant did a desk review of project documents, activity reports. He further, collected information from the field through observation, key informant interviews with the key stakeholders of the project, focus group discussions (FGDs) and in-depth interviews with the beneficiaries. Information collected were reviewed and analyzed using the criteria mentioned above and finally 20 practices were documented from the project. These practices demonstrate one or more of the criteria mentioned above.

For information collected directly by the consultant from the field, HI assessment an ethical protocols were followed. Participation to the interviews and group discussions was voluntary. Participants’ consent was obtained before taking any photographs or videos. Reasonable accommodation measures were ensured when interviewing people with disabilities. HI protocols and procedures of ‘Do no harm’, Protection against Sexual Exploitation and Abuse, Child Protection policy, and Anti-fraud bribery and corruption policy and Code of conduct were followed.

Presented here are 5 good practices that are intrinsically linked to part 3 of the replication guidebook. These aim to show the main components of the project, which include increasing economic opportunity for CSOs and their members by linking with economic service providers and fostering a conducive environment for economic growth.
1. Good Practices in Local Economic and Inclusive Development

1.1: Fisheries Fingerling Centre - Linking CSOs with Public Service Providers for economic development

There are 565 households in Kadukkamunai in Paddippali DSD Divisional Secretariat Division) in Batticaloa district. Fresh water fishing is one of the main occupations of the villagers. Agriculture and livestock rearing are their other sources of income. Due to availability of fresh water fishing opportunities in the village owing to the Villukkulam reservoir which is in the village and Kadukkamunai River which crosses the village, The National Aquaculture Development Authority (NAQDA) project established a fingerling centre in 2009 in the Division/Village and facilitated the formation of a fisheries society with 40 members. 10 of its members were trained on fish-breeding. However the society had later on become less active and members were not able to run the fingerling centre effectively.

The project “Building inclusive civil society and governance for sustainable growth in Sri Lanka” worked on one hand at building capacities of CSOs identified through the Fisheries Unit and on the other hand with the staff of Fisheries unit itself and then linked the two so that the CSOs could receive optimum benefit.

The society now meets once every month and has accumulated a saving of 1,300,000 LKR since the beginning of the project, through increased incomes from joint actions taken up by the society, better management of its funds and increased membership. The department of Animal Production & Health has allocated an amount of LKR 500,000 for building a pond for the breeding activities. 4 members of the society are employed in the fingerlings centre – this is a source of income for the members.

The Project Intervention:

The project coordinated with the Fisheries Unit in Trincomalee, Batticaloa, and Ampara. An assessment was conducted through Aquaculture Development Officers (ADOs) to identify the gaps in service provision. Consultations were done with the ADO, community members and the Director of Fisheries Unit. The following problems were identified:

a). Lack of awareness on the services and facilities available at the Fisheries Unit and the department of Fisheries and Aquatic Resources

- Absence of a proper methodology to disseminate necessary information to all segments of the community.
- Lack of awareness raising materials such as leaflets, posters, etc that could help with information dissemination.
- Lack of coordination between the departmental staff (Fisheries Unit of the Provincial Department and Department of Fisheries and Aquatic Resources of the Central Government) and the community in disseminating and receiving information.
- Lack of coordination in conducting meetings among the Government staff from Fisheries departments and in dissemination of information to the community.
- Fisheries society members are unaware of the provision of 50% and 100% of subsidy from the Fisheries Department.
b) Lack of awareness on trainings and coaching available for members of the community

- People are not aware about the trainings that are available in the fisheries units of the Provincial Department, and Central Government Department or how to enroll for those trainings and whom to contact to enroll.
- Lack of coordination among the young members of the fisheries Societies, Women and the Government staff to get involved in trainings.

c) Lack of understanding among members of the fisheries Societies on good governance and sustainable development.

- Lack of awareness on registering the Society and where to register (whether to register under the central government or to register under provincial government). Lack of awareness of the advantages or disadvantages of either Government institutions
- Lack of leadership skills and financial management skills among key members of the society to expand the functions of the society in order to empower and enhance the capacity of members of the society
- Lack of coordination and collaboration among the general public and the stakeholders to protect, save and recover natural aquaculture resources.

For each of the problems identified a plan of action was designed and implemented. Given below are the plans of action that target at the capacity building of the Fisheries Unit and the CSO.

To enhance technical capacity on in-land fishing a three days full day training was provided for 21 Aqua Culture Development Officers (ADO). The Resource persons included a) Provincial Director of the Fisheries Unit, b) Senior Lecturer of Biology - Eastern Province, c) Assistant Divisional Secretary, d) Deputy Commissioner of the Corporate Society, e) Representatives from Department of Coastal Protection.

Technical content covered in the training, was: a) Pisci-culture Management, b) Integrated Pisciculture. c) Stocking Fingerlings and disease prevention, d) Fishing post harvesting and marketing, e) Rules and Regulations of Government Departments. f) Legal Provisions for Protection of Coastal Areas and g) Legal statues of Cooperative Society.

This training program contributed to increased awareness and knowledge on fingerlings management among key members of the Fisheries society. Upon completion, the key members have conducted a follow-up training for their other members.

Information guidelines and handouts on inland fishing were developed and distributed among the Fisheries society by the Fisheries Unit.

As part of the project, the society also received training on 10 topics identified by the project as key to enhance the capacity of CSOs in economic and inclusive development. The training was followed with a coaching session for key members who guided them on conducting further awareness sessions with other members of the CSO, improving their documentation, record keeping and improving their links with economic services. Members were taken on exposure visits to see the activities of other fisheries cooperative societies in Makiloormunai in Batticaloa and Thirukkovil in Ampara. While the aforementioned activities aimed at promoting increased production and quality of fish, members were also encouraged to attend a buyer’s sellers meet held in Colombo to support better marketing of the fish produced.

The project has supported renovation of the fingerling centre of the Kadukkamunai Fisheries Society, including provision of a brick pond and lighting. Pond and lighting facilities contribute to increased production of fingerlings and result in increased profit to the Society and increased income of its members. I means of income.
As a result of the actions mentioned above, the society is now active and members have access to additional means of income.

**Lessons learnt and challenges**

- Systematic capacity building of fisheries society on one hand and of the Fisheries Unit staff on the other has resulted in increased availability economic opportunities and better utilization.

- While working with Fisheries Unit enhances fish production, knowledge and linking with markets is important. The buyers and sellers meeting in Colombo, was seen as an important step that increased access of the fisheries society to markets beyond their immediate locality and in bringing in more profits.

- Meticulous record keeping by the society and fisheries unit has helped track members of the society, member’s needs and progress in terms of accessing benefits. This has resulted in members of the fisheries society benefitting equitably.

**Recommendations:**

- Peer group discussions and exposure visits were effective in promoting change in practice among fisheries society rather than through training alone. Therefore, those involved in capacity building must consider this as an important tool for capacity building.

- Capacity building of members of the Fisheries society and the staff of Fisheries Unit is seen as a prerequisite for fostering stronger and effective linkage for economic development.

- Availability of information in the form of banners and boards as well as contact details will continue to support the fisheries society to stay linked with the Fisheries unit.

**1. 3. 2: The Unilever Case story - Linking private enterprises and vulnerable people**

Kumari Rajeswari (name changed) is a 41 years old lady living with her 3 children in a house that belongs to her father. For 6 years Rajeswari’s family stayed in a camp in Ramnathpur in South India during the war. After the war, UNHCR facilitated their travel back to Sri Lanka. She returned, but had no house, no land, her allotment for a social protection scheme under the Samurdhi programme had been cancelled and she had to reapply. She is the only earning member in her family. Her husband would work as a daily laborer, but he is currently in a rehabilitation centre because of his drinking problem. Rajeswari says “it is a blessing that he is away as he does not contribute in any way when he is at home; it’s harder when he is at home as he demands money for alcohol and gets abusive”.

As a member of the Mahaveli WRDS (Women’s Rural Development Society) Rajeswari received training on business management and financial management, through the project. The project linked with the unilever CSR (Community Social Responsibility) programme “project Soubhagya”. A company representative visited Mahaveli WRDS and gave a brief orientation on the programme. Rajeswari attended this orientation on Unilever’s Soubhagya programme that gave information on the product and the business model.

Project Soubhagya is Unilever Sri Lanka’s key initiative under its Unilever Sustainable Living Plan pillar of providing ‘opportunities for women’. This unique project empowers women through entrepreneurship, helping rural women become direct-to-home ambassadors of Unilever brands. The project began in 2003 with 5 women entrepreneurs and has progressed to include more than 4000 Soubhagya entrepreneurs today. Each entrepreneur has to initially buy products worth 2500/- once their initial products are sold they can buy more. Company representatives are also available to provide advice on how to invest the profits of the initial sales, so that the profits gradually increase.
At times she faces delays in receiving supplies from Unilever – and this affects her business. However, this business model works for Rajeswari as it gives her an income on a continuous basis and the products for the business are delivered directly to her home. She doesn’t have to go to a wholesaler or pay for transportation cost of the product.

Lessons Learnt and Challenges:

There is a high rate of drop out within the Unilever Soubhagya programme due to the following reasons:

- Entrepreneurs are unable to invest. Unilever advises its Soubhagya entrepreneurs not to use the profits earned from selling the products and to re-invest the profits in the business for at least 8 consecutive weeks. For women coming from poor backgrounds it is difficult to reinvest all the money earned in the business. For many it is the only source of income.
- Entrepreneurs get little support from family.
- Entrepreneurs find door to door sales very challenging.

Recommendations

- Provision of close mentoring support to entrepreneurs is key to the success of the programme. This mentoring support was provided by CAMID – HI through the project.
- Mobilize loans obtained from the CSO of which the entrepreneur is a member or obtained from schemes initiated by Departments such as the Divi Neguma Development Department of Sri Lanka, which grants the entrepreneurs a loan needed for their initial investment.
- Re packaging the business model promoted by Unilever as door to door sales used by the soubhagya programme is looked upon negatively.
1. 3. 3: Agri-Groundnuts Initiative – Creating Linkages within Value Chains

Ananda Store is a leading sole proprietorship company in Sri Lanka’s groundnut sector and requires a sufficient and regular supply of groundnuts to make snacks and confectionary items.

In Sri Lanka, Groundnut is grown mainly in Northern, Eastern, North Central, North western and Uva Provinces. 23.7% is produced from within the Eastern Province. Within the project area, ThirukKovil Division in Ampara district was identified as the area where majority of the farmers depend on groundnut cultivation. Most farmers are small-holders engaged in cultivation of one or less than one acres of land, use traditional technologies, depend on middlemen to sell the produce, have had no means to store the groundnut and have limited access to markets.

In order to link groundnut farmers to Ananda Store, a producer group with 130 farmers was formed and trained, and purchase agreements developed. The project initiated procurement of post harvesting machines to increase marketability of the producer group, reduce production cost and enable better sales prices.

Project intervention

The Project conducted a market assessment on agriculture sector to identify potential sectors that generated income sources and employment opportunities in the Eastern Province of Sri Lanka. Amidst other findings based on the market assessment, the project identified that the Groundnut sector in ThirukKovil Division in Ampara District showed potential for being a source of economic opportunity for its communities including those from vulnerable backgrounds.

Through the project the Thirukkovil Groundnut Producer Association with a membership of 130 (90 women and 40 men) was established in October 2017 with support of a local NGO, Social Welfare Organization Ampara District (SWOAD). The association was trained by the project team, the Agriculture Instructor as well as DS representatives. As the group was newly formed, they were provided trainings on business management, leadership, Good Manufacturing Practices (GMP), Good Agricultural Practices (GAP) and how to develop a business plan. An exposure visit to producer groups in the Northern Province (Vavuniya, Oddusuddan, and Kilincochi) were organized in October 2017 and provided insight on how to manage a producer group, what is the organizational set up required and business operation. A Community-based facilitator was assigned to the association to help with record keeping and to monitor accountability and transparency of the set up.

Through the project the Groundnut Producer Association received a pod remover, digger and decorticator. These were purchased to improve the quality of nuts and reduce the cost of labor which was usually high for groundnut harvesting and cleaning of nuts. The project also supported renovation of a store to help farmers stock the nuts and sell at best market prices.

Following this, a meeting was arranged between Ananda stores and the association to clarify roles and responsibilities in the intended partnership. Purchase agreements were developed; both parties agreed that goods will be sold on prevailing market prices. also agreed to provide trainings on quality
parameters and apply fair procedures, such as transparency with market information and genuine weighing scales.

The groundnut association made its first sale in June 2018, around 15477 kg of groundnuts to Ananda stores at prices between 190-200 LKR/kg. Currently, the association is on the process of cultivation and is anticipated to sell the Groundnut in December 2018 to Ananda stores.

Furthermore, the District Secretariat is willing to invest in buying more equipment for the farmers’ association, while the Agriculture department plans to train them on how to produce groundnut seeds.

Throughout the project, the District Secretariat, the Agriculture Instructor and the local NGO, Social Welfare Organization Ampara District (SWOAD) has been involved to ensure sustainability of this intervention.

Lessons Learnt and challenges

- The systematic and step-wise approach of the project has resulted in positive impacts. The practice was successful due to the holistic approach that started with the market study, which engaged all stakeholders such as the Department of Agriculture, the Divisional Secretariat Office, private buyers, the supply chain and local organizations.
- Organizing farmers into a collective has proved to be an important step and has contributed to better access to market for farmers and giving them bargaining power.

Key Recommendations

- Forming and strengthening of farmer’s society requires a step-wise process and capacity building remains central to ensuring a better managed society, better incomes for its members and ensures sustainability of the society.
- Matching of buyer’s demands and producers’ offer results in identification of potential linkages between producers and buyers and in concrete recommendations for interventions to realize economic opportunities for both.

1. 3. 4: Electronic Citizen Report Card – Promoting participatory Governance for Local inclusive Development

Electronic Citizen Report Card (e-CRC) is one of the ways by which citizens can provide feedback on the services provided by Local Authority and participate in local governance. Electronic Citizen Report Card (e-CRC) was conducted for the general public of the Trincomalee Urban Council in 2017. The result of the study is strategically reflected in the 2018 budget of the Trincomalee Urban Council. The e-CRC assessed eleven basic services provided by the Council.

1. Household sanitation/toilets for individuals
2. Storm Water Drains
3. Solid Waste Management
4. Access Roads & By-lanes
5. Street-lighting
6. Mother & Child Care
7. Cemetery
8. Parks
9. Playgrounds
10. Library
11. Ayurveda Clinics/Hospitals
Based on a random sample of 557 households spread over 18 GN Divisions that were contacted for the e-CRC the following are the key findings:

- Considering all the services together, citizens residing in Trincomalee UC area have indicated a combined total satisfaction score of 20% out of a maximum 100%.
- Overall total satisfaction scores are on the higher side for mother and child care (42%), and library (41%). Services requiring urgent attention include street lighting (7%), cemetery (9%), sewerage (8%) and roads (14%), and play grounds (8%), as ratings for these services are relatively on a lower scale.
- There has been a slight difference between Samurdhi recipients (21%) and Non-Samurdhi respondents (19%). Also, women respondents have expressed a slight low satisfaction (18%) with overall service delivery compared to men (20%).
- Citizens identified four services as priority services for the 2018 Budget allocations: Street Lighting (69%), Storm Water Drains (68%), Solid Waste Management (54%), and Access Roads and By-lanes (54%).
- There have been different satisfactory levels among three ethnicity groups Moor (27%), Tamil (22%), and Sinhala (3%) as to receiving LA services.
- There have been huge differences among citizen satisfactory level given their distance to the local authority: close to the LA centre (21%), little away to the LA centre (19%), and far away from LA centre (5%)

**Recommendations from the result of the eCRC for the period of 2018 to 2022 are summarized below:**

- Allocating resources to enhance the top services such as storm water drains, solid waste management, street lights and access roads as listed out by the citizens as top priority services for investments in the 2018 Budget. These priorities will reflect in budgetary allocations.
- Priority areas for improvements include improving access to facilities in/of distant communities, construction and maintenance of facilities.
- The wide variation in service delivery parameters among the ethnicities is a matter that deserves a closer look. Reforming service delivery to reduce inequities should be a major reform agenda for the UC.

Based on the above findings the Urban Council Trincomalee has prioritized working on access roads and has allocated resources to complete the task.

**The Project Intervention:**

At first the project conducted a baseline and Institutional assessment of Local Authorities (LAs). One of the issues identified was the low level of public participation local development processes led by the LA.

The eCRC was identified as one of the mechanism by which the project could promote participation of the community in local and inclusive development. The eCRC is seen as a “user feedback” that is a cost-effective way for LAs to find out whether its services reach the people, especially the vulnerable and the marginalized. Recipients of public services get an opportunity to tell the service provider about the quality, efficiency, and appropriateness of the services and the problems they face in their interactions with service providers.

The eCRC is not new for Sri Lanka, or the region, the eCRC was introduced by the Asia Foundation in 2012, and used by a project funded by World Bank in 2011 to 2015. The e-CRC reflects the actual experiences of people with a wide range of public services. The survey, on which a report card is based, covers only those individuals who have had experiences in the use of specific services, and interactions with the relevant public agencies. E-CRC uses an Android-based mobile application to analyze the information collected and produce reporting in real time.
The key stages in eCRC are:

Conducting a mobile-based survey on households based on sampling about the public services provided by the LA. Using tablets, a scientific sample survey of households was conducted to collect feedback and experiences. A geographic information system (GIS) tracking system in the mobile phones indicates the location from where data is collected, thereby enhancing quality control and the reliability of data collection.

The results of the survey are displayed in a manner that is easy to understand such as graphs, tables and maps. Simple color codes are used to facilitate easy inferences on performance levels and providing information needs of various stakeholders such as policy makers, administrators, political representatives, and citizens.

The e-CRC was designed and implemented as a collaborative initiative with the Department of Local Government, Eastern Province, led by the Commissioner of Local Government (CLG) and supported by the team of Assistant Commissioners of Local Government (ACLGs). The services were covered, timing of the survey and other logistical details were finalized in consultation with the CLG and the ACLGs. The survey was carried out by a team of Community Development officers (CDOs) and Development Officers (DOs) who have already been trained as a pool of resource persons by The Asia Foundation (TAF). A detailed discussion session was facilitated by CGI. All e-CRC surveys are monitored by and trouble-shooted by Good Governance Resource Centre (GGRC), a unit that is established at each ACLG office to coordinate the development initiatives, a pool of trained staff coordinates the whole e-CRC process.

A guide on e-CRC survey was developed to explain the e-CRC survey; it also provided every method on how to conduct the survey.

The e-CRC survey tool included 13 questions covering the Laws’ common services. In every question, 04 types of answers were given. According to the respondents’ response, the enumerator selected the answers on the mobile app.

Lessons learnt and the Challenges

- Final results are reliable and reflect the situation on ground as random sampling was used, monitoring of data collection was possible by tracking GIS coordinates.
- A great level of disaggregation was possible which helped understand access and satisfaction of services depending on the socials status such as ethnicity, gender, etc and geographical distance. However, disability disaggregated information was missed and needs to be ensured in subsequent surveys.
- The eCRC report emphasizes that there are the different levels of satisfaction based on the social status and geographic distance. This information has provided the evidence to LA to ensure that adequate measures are taken during the Local Authority Participatory Development Plan (LAPDP) and budgeting exercises to address these gaps.
- Limited time and scattered locations, weather (rains) are some of the challenges faced by enumerators during a survey and need to be anticipated during planning.
- As the survey uses mobile app, issues related to network coverage and technical problems are often faced that need to be addressed.
Key Recommendations

- The eCRC is seen as an opportunity for citizens to express their needs and opinions freely and gives the local authority a quick feedback on what the citizens think. This helps Local Authority in improving their services. This process is particularly useful when there are limited opportunities for citizen engagement and is useful for LAPDP and budgeting.
- Educating the public on the eleven services and their rights to services are essential to gain valid responses for eCRC.
- It is important for the Local Authority to carrying out an in-depth analysis on contextual issues before taking actions.

1.3.5: Using Right to Information for Citizen Participation and Local Economic Development

Vijeyakanthan is a 38 years old man and is the president of Samphoor Community Centre in the Muthur Predesiya Saba territory. In 2006, during the 4th Elam war, people from Vijayakanthan’s village were displaced. He moved around from one place to another – Batticaloa, Trincomalee, etc, till March 2017, when he was finally resettled in Samphoor west, his own village.

Vijeyakanthan came in contact with HI-CAMID in 2017, as he is the president of the one of the project CSOs, Samphoor Vinayagar community development centre. Through the project, his CSO received the full capacity building support as well as training on RTI. The training on RTI was facilitated by an LA staff who had received a Training of Trainers on the topic by the project.

The awareness and information he received from the training and the links he had formed with the LA motivated him to use the knowledge from the training to seek information that concerned his community.

Using RTI he made a request for the following information:

There was a land dispute between a private individual and the village people regarding a public well that had been partly fenced off by the private individual. Exercising the Right to Information Act, Mr. Vijeyakanthan requested for information on the ownership of the land; he wanted to clarify whether the land belongs to the LA or the private individual. According to the information he received from the LA he realized that the land where the public well was built by the LA belongs to the private individual. This information, helped prevent a potential conflict among the local people. In fact, upon knowing the correct ownership the community appreciated the generosity of private individual in donating his land to make a well for the public.

“Through the RTI we can engage more with Local Authority and promote Local Development”

One of the important milestones that Sri Lanka achieved in the constitution and the legal rights regime is recognizing the right of the citizen in accessing the public information in the Article 14A of the Constitution which was part of the Nineteenth Amendment. This recognizes every citizen’s right to access “information as provided for by law and the No 12 of 2016 the RTI was enacted in August 2016 and was operationalised in February 2017. The right of citizens in accessing information about the government’s policy and decision-making is an important element of open and transparent participation of people in good democratic governance.

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The RTI 16/2016 mandates timely response to citizen requests on Government information. The RTI empowers every citizen to seek information from the Government, inspect Government documents and seek certified photocopies thereof. RTI also empowers citizens to officially inspect Government work or to take the sample of material used in any work. The basic object of the Right to Information Act is to empower the citizens, promote transparency and accountability in the Government structure, address corruption, and make the democracy work for the people. An informed citizen will be better equipped to keep necessary vigil on the instruments of government and make the government more accountable to the people.

However there were multiple challenges in enabling the constitutional provisions of the rights and the subsequent enabling legislation, much remains to be done in order to fully operationalize this legislative framework. The challenges were.

a. Need of trained human resource  
b. Preparation of information in a way that can be disseminated and understood.  
d. Existing legislation that contradict with the provisions of the RTI Act  
e. Lack of awareness of the public on the right to information and the processes required to exercise this right.  
f. Electronic and print media not giving priority to publicize the people's right to information  
g. Language barrier - issues related to a lack of language knowledge to prevent people from requesting for information.  
h. Attitudes/beliefs of the people where they believe that requesting information from the government/ LAs may create resentment in the minds of public officials.  
i. The culture of the public service that historically practiced non-disclosure for over 200 years,  

LAs are the administrative units functioning in the third tier of the democratic structure in Sri Lanka. Parliament, Provincial Councils and the Local Authorities all comprise of representatives of the public. As per new laws, public representatives to LAs are now elected based on the electorate system within a representative democracy. As per the new Local Authorities law, a member/ representative who will be responsible for their electorate will be elected for each electorate. The community has the right to evaluate the actions of this elected representative, demand for information and request for reports on the activities of the representative elected by them. In fact, the RTI Act offers a new approach to ensure the success of a representative democracy.

The Local Authority is not only a mechanism for decentralized decision making on local development it is an institution run by tax payer’s money, and hence is accountable to the public. The officials managing local government affairs are thus public servants of the people. In this backdrop, Local Authorities become constitutionally obliged to provide information to their public through the RTI Act, No. 12 of 2016.
**Project intervention.**

The project aimed at increasing awareness on Right to Information Act (RTI) among the public as well as among duty bearers in the Local Authority to promote a conducive environment for economic development.

The training on RTI was done in three stages. First an awareness session was organized at all project locations for targeted stakeholders; CSO members, Government departments and the LA staff. This was done in consultation with LA staff including ACLG, Secretary, CDO and LGA. These sessions were then followed with a ToT for LA staff at District level. The trained LA staff then trained members of Community Centers and other CSOs on RTI.

These interventions have resulted in an increased usage of the RTI act. There is an information Officer in all the LAs with a complete awareness on the role and skills. Following changes are witnessed:

a. There is a mechanism available to access the information from the local authority
b. People are educated on the RTI and how to use it
c. Officials are aware of the duty and the responsibility of a request for information.
d. Records of the Information request made using RTI are available in the public domain.

**Lessons Learned and Challenges**

1. When the RTI awareness programs and trainings were conducted there were no elected council functioning which led to a knowledge gap between the permanent LA structure and the Elected members
2. Training the duty bearers and the service receiver simultaneously contributes RTI being used more effectively and sustainability of the practice is ensured.
3. RTI will work anywhere, it could be PS or UC or MC if the staff and the public are made aware of the act and the role of each stakeholder that they are holding.

**Recommendations**

The following key factors need to be scaled-up in the practice for replication:

- The approach on training both the duty bearer and the service receiver should be continued with the elected members of LA
- Building confidence and positive relation with the key stakeholders at the beginning of the project is very important. This is key, as it deals with important and often sensitive issues.
- During the scaling-up in the replication, the elected LA members also should be engaged within the process specially the chairman/Mayor, Deputy Chairman/Mayor and also people representing all the diversities such as parties, geographical locations, ethnicities and religions.
- Engaging with the permanent structure such as the LC and Community Centers and creating resources within them.

**Conclusion**

The project actions were implemented by various development partners, International Organizations, local civil society organizations, and Government institutions. Critical to the intervention is sustainability and replicability of these actions beyond the period of the project.
A common challenge to sustainability and replication is that projects do not engage enough with the Government stakeholders and existing institutional structures. Sometimes, Government policies and procedures do not provide the opportunities to engage with CSOs and NGOs.

New projects are often implemented without taking into consideration the lessons learnt from the previous projects.

Therefore the project aimed at working with existing structures and systems, building their capacities and fostering stronger linkages between stakeholders to ensure sustainability. The project builds on the lessons learned from previous projects on local economic development and strengthening Local authority for better governance. The project conducted several assessments prior to intervention which enabled the project to understand the actual situation on ground at the given time. Some of the examples of assessments include the CSO screening process, institution assessment of LA, Access to service community assessment and the Market study. Based on these assessments the project actions were modified or redesigned.

The assessment was followed by a systematic capacity building programme that used existing resources available with Government structures and institutions. For example training for CSOs were done by extension officers of the department. And these extension officers were also trained on enhancing their technical capacity through training organized by subject matter experts from their own department. The training was followed with coaching for CSOs and public and private economic service providers so that members belonging to vulnerable sections, such as those living below poverty line, people with disabilities, women headed households would have increased economic opportunities.

This systematic capacity building approach and linkages will support sustainability of project outcomes. Trained members of CSOs and Government Departments will move or be transferred, however the knowledge will remain with the trainees. As for CSOs, capacity building was done for at least 5 persons within their CSO and they are now better linked with Local Authorities, Public and private economic service providers, and hence will be able to continue to access economic opportunities for their members.

In the project, the Local Authority staff was first trained through a ToT, and then the LA staff took the responsibility of conducting a follow-up training for the communities and other stakeholders. The main training was conducted by the CGI and GGRC. CGI used already available mechanisms at ACLG offices; Good Governance Resource Centre (GGRC) to coordinate and implement certain activities such as the e-CRC, LAPD, etc. LAPDP were developed by LA staff through a public consultation based on ward level consultation. This has further strengthened the GGRCs and their recognition in facilitating change increased and their capacity is further strengthened in conducting e-CRC survey and coordinating other certain project activities. The increased capacity and recognition of GGRC in building the LG capacity will help replication to other areas.

Private sector is one of the most important stakeholders in local economic development. Linking with private sector for employment, in value chains has been instrumental in contributing to local economic development. This component has several challenges, and requires an approach that is not the traditional approach used generally by NGOs.

Identification and strengthening the divisional level REF is important in local economic development, making available an environment for economic growth and inclusive development. As this is an existing platform it will be sustained by the government beyond the project.

Furthermore, the documentation and dissemination of the replication guidebook will expand the impact of the project beyond its targeted locations as well and the period. Replication guide book will facilitate the replication of good practices from the project and will guide the new stakeholders who engage with similar intervention at the same location or new locations.
A Toolkit for Replication

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