



Sri Lanka Centre for Development Facilitation (SLCDF)

Program Strategic Plan 2015-2020





SLCDF has been a driving force of the civil society movement in Sri Lanka for nearly three decades. SLCDF has facilitated the mobilization, organization and building the capacities of the civil society movement to claim their space in the development arena in Sri Lanka. SLCDF uniqueness has been alliance building among the NGOs and civil society actors. Through these alliances and district consortia, SLCDF has made a major contribution towards empowering and advancing the quality of lives of thousands of marginalized communities in the country. SLCDF has supported the formation of two civil society led entities NGO National Action Front (NNAF) and NGO Management Development Centre (NGOMDC) to enable advocacy, collective action and improved NGO management. SLCDF has ensured interactive spaces between government and civil society through participatory planning processes.

The development of this strategy is to build on the SLCDF long term development experiences and to strategize towards claiming spaces and voice for civil society in development.

Preface

Sri Lanka Centre for Development Facilitation (SLCDF) evolved as a non-profit organization from Sri Lanka Canada Development Fund project of Canadian International Development Agency (1987-2002), which implemented projects / programs in partnership with Canadian NGOs and managed by South Asia Partnership Canada and Sri Lanka.

From the onset of SLCDF organization in 2002, it continued to work towards the upliftment of the rural poor and vulnerable communities in the country, with support from the donor community. Since 2002, SLCDF had to face different socio-economic situations that impacted the country and the projects of SLCDF went through funding difficulties. However, despite these hard times, SLCDF maintained its focus of working for the disadvantaged communities and advancing their lives. In the recent past the country has witnessed broader changes in the socio-economic and political spheres that prompted SLCDF to think of a medium term strategic plan and position itself in the transforming economy and social context. SLCDF, through wide consultation with stakeholders and development actors developed a comprehensive 5-year Strategic plan. SLCDF is thankful to USAID/SPICE team for the opportunity created for SLCDF to reflect on its past performance over 25 years and develop this strategy. We are glad to present this 5-year strategic plan (2015-2020) to our stakeholders and partners to inform them of the position and role that SLCDF would take in the transformative change within the socio-economic context of country.

The development of the strategic plan was truly participatory and included inputs from District Consortia of NGOs, Donor agencies, Government of Sri Lanka, Canadian High Commission, NGO National Action Front (NNAF), NGO Management Development Centre (NGO-MDC), the Board of Management and Staff of SLCDF. Views of people of different regions, ethnic groups, religions, socio-economic conditions and gender were taken into account. It is praiseworthy that Senior Officials of the Government took lead role at the provincial level consultative workshops informing of the government plans and the space for NGO engagement. We wish to extend our deep gratitude to each and every person who gave input and actively participated in the strategy development process.

SLCDF is now in the process of rolling out this strategic plan and we wish to seek the commitment and support of the donors to make this strategy a reality.

Tissa Wijetunga

Executive Director

SRI LANKA CENTRE FOR DEVELOPMENT FACILITATION

30th March 2015

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SLCDF Programme Strategic Plan

2015- 2020

Development Context of Sri Lanka

Sri Lanka Centre for Development Facilitation (SLCDF), an offspring of Sri Lanka Canada Development Fund, has been operating in Sri Lanka from 2002 to the present day in the field of economic and social transformation of needy rural communities into self-sustaining ones. SLCDF has driven its development drive through a difficult path marked by civil conflict, political unrest, poor economic performances and a tsunami catastrophe in 2004. However, the lessons learnt from its previous engagement from 1987 to 2002 have given it the required resilience, strength and capacity to operate in any challenging environment.

In this exercise of developing a strategic plan for 5 years from 2015 to 2020, it became imperative for SLCDF to look at the development context now and in the next 5 years to shape its journey towards facilitating a just and equitable society for the marginalized and the disadvantaged.

Since the end of the civil war in May 2009, Sri Lanka has seen a drastic change in all spheres of public life -

freedom of movement, political stability, economic progress, infrastructure development, information and communication development etc. While the stake of the government and the private sector in the development drive increased, the stake of the NGO sector diminished to a great extent, except during the period of the tsunami and its aftermath, mainly due to depleted funds and rigid control mechanisms imposed by government on the NGOs. This has impacted on the national NGOs which were totally dependent on donor funding. The SLCDF, despite these problems continued its journey with decreased funding and staff.

Today, SLCDF is facing the challenge of mobilizing limited resources- financial, human, organizational learning, networks etc., for development of marginalized, disadvantaged communities. How could SLCDF move forward to achieve its goal as a non-governmental development facilitator? Now it is necessary to look at the current development context and challenges of development in the next 5 years from 2015 to 2020 and determine how SLCDF can position itself and what prospects it can grasp in the changing socio-political and economic environment. In fact, there occurred a sudden shift in the political environment during the Strategic Plan development process.

A key demographic feature of the Sri Lankan population is that still a large share of the population as much as 78%¹ is rural. The urban areas have 17% and the plantation areas 5%. This demographic structure is expected to change in the next 5 years due to changes

¹ Household Income and Expenditure Survey 2012

in the socio-economic sphere. The structure of the economy has also gone through significant changes since independence. In the post-independence era agriculture contributed 45% to the GDP. In 2013 this declined to 10.6%. In 2020 this is expected to be further reduced to 7%. The agricultural sector is composed of forestry, farming and fishing, commercial crops, aquaculture and horticulture. In 2013, this sector employed 31.8% of the labor force². Previously, SLCDF provided development assistance to this sector through dry zone revitalization projects, small-scale inland and marine fishery projects, plantation community development projects and participatory integrated rural development projects, mainly for the marginalized people to engage in sustainable livelihood activities through provision of technical know-how and funds and forming them into small communities for taking the interventions forward.

Though there has been development in this sector, it is beset with some problems - low productivity, low level of technology innovation and value addition, inadequate credit flows, and poor access to markets. The national policy framework for development in 2010 has stated these problems as follows:

“It appears that the scientific knowledge available in institutions is hardly linked to the extension services. Much research is neither linked to nor does address either emerging or actual needs of the community. Though a large number of rural people are engaged in agriculture, they are not versed in modern scientific

² National Plan for Development Way Forward 2010

agricultural methods. As a result, inputs such as water, fertilizer and chemicals are either overused or inappropriately used. The crops are also selected without considering the emerging needs in the market”.

The same policy framework has stated that:

The Government’s agricultural policy aims at realizing multiple goals including (a) achieving food security of people (b) ensuring higher and sustainable income for farmers (c) ensuring remunerative prices for agricultural produce (d) uninterrupted access to competitive markets both in Sri Lanka and abroad (e) farm mechanization (f) expanding the extent under cultivation (g) reducing wastage in transit (h) ensuring environmental conservation (i) introducing efficient farm management techniques and (j) using high yielding seeds and improved water management”. The agricultural policy also aims at the following:

Popularizing organic manure production among farmers through disseminating of technical know-how and ensuring a higher price for organic products, agro-tourism to attract tourists, low cost locally produced fertilizer, waste management in agriculture (organic fertilizer production by agricultural waste need to be promoted through public-private partnerships. The production of bio-energy in the form of ethanol and bio-diesel could be promoted through this intervention). The use of ICT in Agriculture is envisioned in the research-education extension continuum. New bio-tech crops will be grown on marginal lands with developed drought tolerant varieties thereby reducing the need for using inputs and water unnecessarily and unproductively.

These needs provide SLCDF the directions to engage in supporting rural agricultural communities in their effort to attain food security and self-sufficiency in agricultural products.

Similarly, the fisheries sector which employs about 650,000 people (directly and indirectly) and contributes 2% to GDP has problems relating to scientific and sustainable fishery harvesting and management. In order for fisheries sector to become self-sufficient in fishing and export of fish, adoption of improved technology in fishing and processing is necessary. It also aims at tapping the potential of inland water resources for breeding and supplying of freshwater fish through community-based fisheries management systems .SLCDF during the period from 1991 to 1995 initiated projects in the fields of inland and marine fisheries to support small growers.

Self-sufficiency in milk production is also the aim of the government. At present the local supply meets only 33% of the demand for milk and milk products. Incentives will be provided to the private sector to develop the livestock industry.

Another important sector of the economy is the Small & Medium Enterprise (SME) that makes up 80 % of the total enterprises. For promoting regional growth and social development, this sector needs support in order to bring in equity and growth to the rural and semi-urban areas. The new government formed in January 2015 has decided to set up a bureau for the promotion of small enterprises.

The services sector expanded vastly after the end of the civil war in 2009. The sector components are trading, tourism, telecommunications, financial services, information technology, banking and insurance. It contributes 60% to GDP and employs 42% of the labour force. However, this sector is also beset with problems of productivity and efficiency.

Progress Achieved in the Past Decade

The resurgence in the economy after the end of the civil war was promising. The GDP growth in 2013 was 6.7% whereas it was 4.4% in 2005.³

Unemployment in 2013 was 4.4% while it was 7.2% in 2005. Rural unemployment has declined from 7.2% to 4.5% in 2013. Unemployment among youth in the age group of 18 to 30 has declined from 15.8% to 13.1%. Inflation reduced from 11% in 2005 to 6.9% in 2014. This is expected to come down to 5% in 2014. The budget deficit was reduced to 5.9% in 2013 from 7% in 2005. This is expected to be further reduced to 5.2% in 2014. The all share price index reached 5913 in 2013 from 1922 in 2005 reflecting stronger corporate performance.

Sri Lanka's per capita income would surpass US\$ 4,000 by 2015 while the GDP would reach US\$ 100 bn. in 2016. The number of people living below the poverty line has declined from 15.7% in 2007/2008 to 8.7% in

³ Sri Lanka 2020. Towards Surpassing \$7,000.00 Per-capita Income. by Governor CB

2012/13, rural poverty has declined from 15.7% to 7.6% while poverty in the plantation sector has declined from 32% to 10.9%; people with income below US\$ 2.00 per day has declined from 28.3% to 18.9%.

Sri Lanka has also performed well in achieving a better quality of life. Maternal mortality has declined from 12.1% in 2004 to 7.2% in 2013. The number of children attending primary schools has increased to 98%, while the number attending secondary schools increased to 84%. The progress in these spheres which is also related to Millennium Development Goals has been endorsed by the UNDP and the World Bank as follows while pinpointing the drawbacks:

“Sri Lanka has met the Millennium Development Goals (MDG) target of halving extreme poverty and is on track to meet most of the other MDGs, outperforming other South Asian countries. Whereas South Asia as a whole is on track or an early achiever for nine of the 22 MDG indicators, Sri Lanka manages this for 15 indicators. Among the targets achieved early are those related to universal primary education and gender equality? Sri Lanka is expected to meet the goals of maternal health and HIV/AIDs. Progress on reaching the goals related to malnutrition and child mortality is, however, slower. Indicators are mixed on the environment: while Sri Lanka is an early achiever on indicators of ozone depleting substance consumption, safe drinking water and basic sanitation, it has stagnated or is slipping backwards on forest cover and CO₂ emissions”

Vision for 2020

According to the national development plan proclaimed together with the budget speech in 2014, the economy is expected to grow at a rate of 8% with single digit inflation and per capita income will reach US\$ 7,500 in 2020. The budget focused on passing down the benefits of economic growth to peripheries of the country. The benefits will boost the farming community, plantations, small and medium scale industries, and tourism. The new government formed in January 2015, has promised to increase the guaranteed price of paddy (Rs.50.00 for a kilo), milk (Rs.60 for a litre) and potatoes (Rs.80.00 for a kilo). An insurance scheme for crop protection and incentives such as fertilizer subsidy will be provided to popularize cultivation of maize, onions, potatoes, green peas, vegetables and fruits as well as for promoting poultry breeding and aquaculture. To do this, micro financing facilities will be expanded through Community Banking Societies (Prajamula Banks). Programmes will also be launched to promote fruits, vegetables, foliage as export products. Export of pineapple, mango, papaya, banana, and dragon fruit is expected to generate US\$ 500 million by 2020. Giving priority to agriculture and rural development is crucial to raise income of the majority of people in rural areas.⁴

⁴ 2014 Budget speech

Development Challenges in Sri Lanka

Although poverty has been reduced to 8.7% in 2013 and targeting to reduce this to 1% by 2020 would be an uphill task. The World Bank report of 31 March 2014⁵ states that an estimated 9% of Sri Lankans who are no longer classified as poor are thus vulnerable to shocks which could cause them to fall back into poverty. Also the same report states while there are regional variations, pockets of poverty exist specially in the districts of Batticaloa, Jaffna and Moneragala, the poverty headcount is high in the Central (9.5%), Uva (9.3%), Sabaragamuwa (9.3%) and Southern Provinces (9%)⁶. The Government has launched regional-wise programmes to upgrade the development status of these regions. Key development interventions include provision of livelihood support, modernization of agriculture and fishery through provision of technical knowhow, value addition to agricultural and fishery products and marketing assistance. Growing urbanization and an elderly population are also posing challenges as these will affect the government spending in all sectors i.e. infrastructure, education and health and in providing welfare assistance to the elderly.

The mismatch between labour market demand and supply and low productivity is a problem faced by industries.

⁵ World Bank Report on Sri Lanka 31 March 2014

⁶ Sri Lanka the Wonder of Asia. Vision for the Future 2010. Figures relating to year 2009

Though some progress has been achieved in gender equality, problems are still persisting in employment, equal wages, and female representation in decision making bodies, safe and secured life for women, improving living standards for female-headed households with regard to war widows.

The environment also poses a big challenge. There has been a noticeable deterioration of environmental quality in Sri Lanka. The forest cover has continued to decline steadily and by 2005 it covered less than 30 percent of the total land area. Sri Lanka has introduced many rules and regulations to reduce the emission of greenhouse gases. Sri Lanka's high biodiversity includes a diverse array of ecosystems and species and careful management of natural resources is required, balancing development needs and ecosystem services. It requires appreciation of the ecosystem services, minimizing harmful land use practices and in- depth understanding by all on factors affecting the quality of air, soil and water resources.⁷

Disaster preparedness and management is another area that needs attention. In the recent past drought, heavy rainfall, flooding, earth slips and the like were witnessed. Disasters are usually responded to only when they occur. Research, awareness raising, pre-warning, evacuation and resettlement are not systematically carried out for people who are prone to disasters. There is space for greater community engagement in preparing and responding to disasters.

⁷ UNDP Report on Achieving Millennium Development Goals 2014

The theme of the Human Development Report 2014 is Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience. The report calls for universal access to basic social services, especially health and education; stronger social protection including unemployment, insurance and pensions; and a commitment to full employment, recognizing that the value of employment extends far beyond the income it generates. It examines the importance for responsive and fair institutions and increased social cohesion for building community-level resilience and for reducing the potential for conflict to breakout.

This underpins that there is a great need for bringing all ethnic communities together through institutions (political, local government, religious, and CSOs) for building and sustaining a society for all.

How can SLCDF position itself to face these challenges?

Regulatory Environment

The new government has promised to remove the hindrances to the work of civil society groups concerned with economic and social development, environmental issues and issues of good governance and human rights. This a major step forward in providing a conducive environment for CSOs to function without impediments.

This environment will be further facilitated by the promise to ensure right to information, freedom of thought and expression.

SLCDF Journey So Far and Key Achievements

The SLCDF journey from 1987 to date has been fruitful and noteworthy in terms of its contribution to the upliftment of the marginalized communities and in building the capacity of a considerable number of civil society actors and organizations. The literature survey that was undertaken to formulate this strategic plan revealed that SLCDF has left significant landmarks during its journey from 1987 to 2014. The history of SLCDF highlighting the key achievements and landmarks is given below under several mileages.

The First Mileage 1987 – 1990: Experimental and Learning Phase

The mission of SLCDF initially was to build mid-sized NGOs, to support alleviation of poverty and inequality, both at programme and policy levels. This mission was based on a research conducted by Marga Institute which identified that there was a gap in support to mid-sized NGOs in Sri Lanka. South Asia Partnership (SAP) Canada and Sri Lanka and Canadian International Development Agency (CIDA) recognized SLCDF as an implementing agency to achieve this mission to develop the capacity of mid-sized NGOs towards poverty alleviation. SLCDF approach was a human centered, participatory development that empowers people to strive for sustainable development and social justice. During this period an

operational budget of Canadian \$4.2 million was provided to support 50 projects. SAP Sri Lanka was entrusted with the responsibility of managing the project and the management committee included a CIDA nominee, representatives of the Government of Sri Lanka and the Canadian High Commission, counterpart Canadian and Sri Lankan NGO representatives.

The trend during this period was more towards welfare and social services. However, there were projects for agriculture and rural development (35%), institutional strengthening and human resource development (48%), women in development and partnership building (17%). In addition, there was support for secretarial assistance, networking and organization of small consortia.

Key Achievements:

1. Increased understanding of the needs and aspirations of NGOs and building up linkages with a wide range of NGOs. A good number of these NGOs were outside the control of the English speaking middle class and they have been able to gain a quantum of donor funding due to SLCDF support and capacity development. (Dr. D. Wesumperuma, NGO capacity building experience in Sri Lanka- Page 7)
2. Partnership development with Canadian NGOs that provided for mutual learning on development issues between local NGOs and Canadian counterparts. This was a contributing experience to SLCDF.

It was observed that even though 50 projects were funded ranging from Canadian \$ 7,560.00 to \$ 19,600.00, these projects were not interrelated and no interface taken place among the SLCDF local partners. Therefore the learning was very individual and no collective vision building was evident. A few projects were remotely linked with poverty alleviation. However, this project funding mechanism allowed SLCDF to get preliminary linkages with the NGOs and CBOs, and to strengthening the partnership with the Canadian counterparts.

The Second Mileage 1991 – 1995: Institutional Strengthening and Human Resource Development Phase

Though the primary focus of supporting mid-sized NGOs for poverty alleviation remained during this period, a significant shift was seen in the latter part where the focus from building the capacity of mid-sized NGOs changed to supporting CBOs and most disadvantaged communities in Sri Lanka. SLCDF in this period funded 110 NGOs, CBOs and consortia for projects in the fields of participatory and sustainable community development, rural agricultural development, human resource development, gender and development, environment and livelihood development. The project funding was used strategically towards institutional strengthening and partnership promotion. A scan through the projects shows that funding was done more specifically for organizational analysis, needs assessment, HR training, consortia building and sharing of information and experiences. Twenty two NGOs

were funded for capacity development activities. It is also to be mentioned that substantial funding had been allocated for organizations working with disabled people. However, there were clear signs of continuation of the projects of the first phase.

It was also observed that SLCDF partnership promotion was unique, i.e. it was not a traditional type of partnership but a more enlightened one with a focus on development education between Canadian and Sri Lankan NGOs and between and among Sri Lankan NGOs. The NGOs were moving towards a more grassroots based program with a rural and community development focus. North –South participation continued in this period and these partners got a better understanding of each other’s programs and the mission that promoted it.

In 1992-1993 the formation of Sath-Korale Foundation, the first district consortium, took place with the involvement of 8 NGOs from Kurunagala and Puttalam districts. This promoted longer term partnership and networking among NGOs and SLCDF. During this phase the Manitoba Institute of Management (MIM) of Canada, along with SAP Sri Lanka and SLCDF, trained 200 trainers with a core cadre of 22 in NGO management. This was a landmark as it capacitated many NGO personnel to systematically manage their development work and strengthen their institutions. Also, the district based NGOs got mobilized into coalitions and this was the budding period of the district consortia. The NGO Management Development Centre (NGO-MDC) evolved during this period following on the

training given by MIM and aimed to be an independent entity to provide management training to individuals, NGOs and the budding consortia. The NGO National Action Front (NNAF) was formalized during the period and by 1995 a code of conduct was agreed to by all actors involved.

During the latter part of this period SLCDF program got streamlined and included sectoral programs. Key milestone workshops were held on each of these sectors to give the sectoral development a better vision, and strategic direction. The wide range of NGO project funding in 16 districts has resulted in SLCDF being able to identify more strategic interventions for poverty alleviation such as dry zone revitalization and development, small scale fisheries development and plantation development. Further to sectoral programming, there was a paradigm shift in the approach from individual project implementation, to collectivizing and working as coalitions among NGOs. SLCDF also hosted dialogues and collaborations as input to this process. This coalition building minimized wastage of resources, duplication of efforts and working in isolation. Participation of a few NGO members at the Social Workers World Conference was also facilitated by SLCDF. A number of thematic areas (cross-cutting themes) were identified during this period. They were private-public-NGO collaboration, gender and development, human rights, good governance and environment. Within the sectoral programs these thematic areas were given emphasis.

Key achievements:

1. SLCDF facilitated the formation of NNAF and NGO MDC as national entities that contribute to networking and capacity building of NGOs.
2. Development of a cadre of trainers on NGO management was facilitated.
3. A more focused strategic intervention on community development through sectoral programs was adopted.
4. Cross cutting themes were grounded on sectoral programs and introduced to grassroots level through different initiatives.
5. There was a significant increase in Female participation in projects and programs. Out of 316,353 beneficiaries 116,639 were women.
6. Women represented 40% in governing boards of NGOs.
7. The total funding for this phase was Canadian \$ 13.3m.
8. Pilot and experimental funding was initiated during this period to assess the feasibility and outcomes of the larger projects instead of smaller projects falling within the program components. Canadian \$ 66,000 was allocated from this fund for 14 projects.
9. A micro-initiative fund was set up as a quick response to capacity building. This fund helped action research projects at ground level, and aimed at influencing development policy and practices in the field. Improving government's understandings of NGOs and their work was also an activity conducted under this fund. Exhibition "Yataru" meaning "reality" was one such activity that developed positive attitudes in government officers

towards NGOs. Five NGO consortia held this exhibition in their respective districts to inform the government officers and general public about NGOs and their work. This helped in developing a positive image of NGOs and closer relationship between government agencies and NGOs. Seventy five projects received grants from this fund.

In 1994 a mid-term evaluation was conducted by CIDA to review, assess and report on program/project implementation.

SLCDF mediation in organizing and networking among civil society organizations during this period (district NGO consortia) emerged as a well-structured foundation for capacity building of NGOs through NGOMDC and linking these organizations to a policy influencing apex at national level that is NNAF. Program-wise, while SLCDF was responding to NGO project proposals, more poverty focused sectoral areas were identified for SLCDF poverty alleviation programs. However, these strategic interventions were not written down as organizational strategy and little emphasis was given to formulating a longer term strategy. It was in the latter part of 1994 a strategy development process initiated.

The Third Mileage 1996 – 1999: (Phase II extension) Project to Program Phase

Organizationally, SLCDF saw major changes during this period: the Advisory Committee was replaced by a Management Committee, a five year strategic plan was developed with new vision, mission and values and

goals, NNAF code of ethics was facilitated and the credibility of the forum was established.

The phase II extension was approved with two purpose statements:

1. To strengthen the capacity of the NGO sector to influence policy and implement sustainable development programs.
2. To strengthen the link between Sri Lanka and Canada by enhancing NGO partnerships and creating public awareness and understanding of development issues in both countries.

In pursuit of these purposes SLCDF identified five program components: i. Networking and consortia building ii. Sectoral programs iii. Research, learning and documentation iv. Sri Lanka - Canada partnership and development education v. Establishment of a project fund and a quick response fund. Introduction of cross-cutting themes i.e. gender and environment. Fifteen district consortia covering 270 NGOs were supported on planning, participatory development and result-based management.

Sectoral programming included dry zone revitalization, small scale fisheries, and plantation development. Under these sectors, initiatives such as tank rehabilitation, inland fish breeding projects, jak planting and processing, cattle farming, home gardening, and other community development and economic promotion activities were undertaken by collectives of community groups. Revolving Loan Funds established under this program component were a critical tool in

economic development in the communities. There was increased dialogue and collaboration with the government at national and sub national levels especially in the dry zone revitalization, and fisheries sector programs. In these activities 4 marine fisheries and 3 inland fishery programs were supported. These programs improved the income of 68 families from inland fisheries and 59 families from marine fisheries. Dry zone projects were operated in Anuradhapura, Hambantota and Moneragala. Activities carried out under these projects were community mobilization in 35 villages, agricultural extension services in 18 locations, construction of 9 agro-wells and restoration of 7 irrigation tanks, soil conservation in 6 locations, and 2 rice processing programs.

Under the Jak planting program 200,000 jak saplings were distributed. Research in jak processing was facilitated. During the plantation development program, a training and coordination center was established, 3 new CBOs and 50 small groups were formed, 112 persons were trained in community development, 22 women were trained as pre- school teachers, 27 youth were trained in fine arts and drama, 60 were trained in promoting ethnic harmony, 154 in gender and development. Family health programs were conducted for 50 families, 304 were trained in organic farming and setting up plant nurseries.

During this period, SLCDF piloted the Participatory Integrated District Development Programs (PIDDP) in 3 districts and in the plantation sector. The development of PIDDP was done by the district consortia members in

consultation with district government agencies. The first PIDDPs were implemented in Kegalle, Anuradhapura, Kurunegala, and Hambantota and in the plantation. Sectoral programs, networking, research, learning and documentation, partnership promotion and development education were incorporated into these district plans. There was also an extension of development support to conflict affected areas in Batticaloa, Trincomalee and Ampara in this period.

Key Achievements:

1. Noticeable results of sectoral programs were seen in the lives of the people. Sectoral programming enabled SLCDF to gain expertise in the areas of tank rehabilitation, jak processing, fish breeding etc.
2. PIDDP was a new concept and it brought members of the district consortia to a participatory planning process.
3. The establishment of the district consortia was very effective in bringing different NGOs together for pursuing a common agenda, development of PIDDP and interaction with the State and private sectors.
4. SLCDF was able to mobilize communities around key projects such as jak planting, tank rehabilitation, and fisheries projects.
5. Introduction of results based management to NGOs improved the performance of NGOs.
6. Following a review done in 1999 a strategic planning exercise was initiated with the facilitation from CIDA. This was completed in the year 2000. The strategic planning process involved all stakeholders including CIDA, SAP Canada, SAP Sri Lanka, Canadian

NGOs and Sri Lankan NGOs, and staff of SLCDF. The strategy envisioned 2 stages: 2000 to 2006 and beyond 2006. The key components of the strategy were as follows: from 2000 to 2006 SLCDF will work with CBOs, NGOs and DCs to strengthen their capacity to deliver quality programs and expand PIDDPs to other districts depending on the country situation.

The review noticed consolidation of efforts on networking and alliance building, poverty alleviation programs, and capacity building. A clear shift from individual project implementation to more coordinated sectoral development programs. Funding started to decrease during this period. However, the civil society networking was strong. SLCDF could have taken a strategic role in sustaining this trend towards alliance building and networking.

The Fourth Mileage 2000 – 2002: Transition period and a shift to a new organizational model

During 2000-2002 SLCDF funded capacity building initiatives of 16 district consortia. It aimed at capacitating the consortia to handle district level training and strengthening of CBOs. The networking expanded and coordination among NGO and consortia was systematized. Interface between these entities and the Sri Lankan Government was facilitated. Access to other donor agencies, development of secondary leadership and support for sustainable livelihood projects in the districts were carried out. There were programs to support inland fish farming communities,

crab culture, district disaster preparedness plans in the East, improved water management and biogas utilization, food security programs through paddy cultivation and conservation farming. Formulation and implementation of PIDDP with consortia continued. There were development initiatives to support disabled children, improve savings, income generating projects and capacity enhancement on cross cutting themes.

In the plantation sector PIDDP was developed and implemented in one estate in each of the districts of Kandy, Nuwara Eliya and Badulla. In Ratnapura a jak dehydration unit was established. Eight libraries were started at village level. Development projects were also carried out in Anuradhapura (32 projects), Batticaloa (7 projects), Galle (20 projects), Gampaha (15 projects), Hambantota (63 projects), Kalutara (13 projects), Kandy (22 projects) Kegalle (29 projects), Kurunegala (26 projects), Matara (22 projects), Puttalam (6 projects), Ratnapura (22 projects), Polonnaruwa (8 projects) and in Moneragala (33 projects). In the plantation sector, 44 projects were funded and they were mainly for estate sector development. It was evident from the statistics that the main funding was on networking, capacity building and dry zone revitalization.

Key Achievements:

1. SLCDF facilitated the development of 16 PIDDPs giving prominence to participatory approaches, small tank rehabilitation, conservation farming, cultivation of vegetables and other crops, fish farming and animal husbandry.
2. Group savings were promoted and revolving loan funds were established to promote a savings culture within the communities.
3. As a result of the SLCDF support, a few CBOs graduated to the level of NGOs and got their registration. Subsequently these NGOs received grants from Quick Response Fund for their projects.
4. SLCDF promoted interface between district consortia and donor agencies, and government sectors.
5. Development of NNAF policies was facilitated.

The review analysis showed that beyond 2006 the vision of SLCDF was to become a small, dynamic resource based institution providing services to the development sector in marketing, research, networking, fund raising and communication. The impact of the capacity building and networking among civil society organizations was visible in the form of human capital development in districts. PIDDP was used as a planning tool for integrated district development, but this was not linked to the other integrated development programs in the districts. It was also not promoted within government institutions. Therefore PIDDP remained as a standalone intervention and using of PIDDP for better development outcomes in the districts was missed out. However, the participation of the civil society in analyzing the development issues in the respective districts and bringing together resources to address the prioritized issues was a commendable effort. Private sector as a cross cutting theme was given thematic importance but conceptualization and integration of this concept in planning and implementation was overlooked.

In 2001 SAP Canada formally informed that no further funds from CIDA would be made available beyond 2002 and steps were taken to close the SLCDF project. Consequent to this decision, SLCDF had consultation with staff, District NGO Consortia, NGOs, NNAF and NGO MDC to decide the future course of action. The consultations evidently identified the need to support community organizations further to deliver their service as development facilitators. Therefore, it was decided to form a local organization to continue the good work with the rich experience they gained over the past years.

As an outcome of the discussions it was decided to register SLCDF as a local NGO and to develop a business plan. This was supported by CIDA and SAP Canada. Accordingly, Mr. Brian Trump, consultant of Manitoba Institute of Management – Canada, in consultation with all stakeholders of SLCDF developed a 3 year business plan for the new organization. This induced SLCDF to have a smaller office with a limited staff. Accordingly staff retrenchment was carried out.

Fifth Mileage 2002 – 2005: Turning point From Sri Lanka Canada Development Fund to Sri Lanka Centre for Development Facilitation

By 2002, the main projects that were supported under Sri Lanka Canada Development Fund were completed and phased out. The assets were handed over to newly formed Sri Lanka Centre for Development Facilitation. SLCDF staff worked two months without pay and rejoined the new SLCDF with reduced salary. During this

period representatives from Jules and Paul-Emile Leger Foundation (CLO) visited SLCDF and held discussion with the board of management. As a follow-up of the discussions, SLCDF submitted the 3-year development plan to CLO which was approved. This plan expected to support PIDDP in 8 districts. In addition to this, SLCDF was fortunate to get funding support from The Asia Foundation, World Bank, Canadian High Commission and from the UN Office for Projects. These support given for consultancies, capacity building of NGOs, promotion of Social accountability, youth exchange programs between North, East and South and for setting up an organic farmer network and a resource center in Hambantota. In 2004 the Tsunami catastrophe hit the country and thousands of people in the coastal belt perished while many others were displaced. Damage to property and livelihoods was huge. SLCDF got heavily involved in the relief and rehabilitation programs.

Partner organizations of SAP Canada - HOPE International Development Agency (HIDA), World Accord, CLO and Development and Peace and many other Canadian agencies i.e. Calgary Waldorf School, North Atlantic Marine Alliance, University of Guelph and Sri Lanka Association in Canada supported post-tsunami livelihood development activities. Also, a project involving three universities, the Ruhuna, Eastern and a Canadian university was implemented in Batticaloa and Ampara. This was also funded by University of Guelph.

Apart from Canadian partners, Heifer International funded a 5-year Dairy farming project and OXFAM Hong Kong (OHK) funded a Community based Coastal

Resources Management (CBCRM) project. Hindu Temple School and Sri Lanka Botswana Association also provided funds. All these for Tsunami relief and rehabilitation interventions.

Key Achievements:

1. In 2002, Jak Development Foundation was registered as an independent entity with a focus on cultivation, conservation, and proliferation of Jak planting. This foundation is active to date and facilitates capacity building on Jak processing methodologies to different community groups and NGOs/CBOs.
2. This period marks a turning point for SLCDF because it shifted its funding focus to development facilitation. But key strategic areas to lead this facilitation role were not identified till the latter part of the period. Moreover, the focus on emergency assistance during the Tsunami diverted the focus on development sectors and the networking program.

Sixth Mileage 2006 – 2009: A shift from tsunami relief to rehabilitation and development

SLCDF had to meet the challenges of supporting a dynamic NGO community capable of addressing poverty and inequality through programs and policy initiatives. During the period 2006-2009, SLCDF continued the programs started in the immediate aftermath of the Tsunami to rebuild the lives of the affected population. Under the CBCRM project (April 2007-December 2008)

funded by OHK, SLCDF provided funds to 7 NGOs in Kalutara District to provide revolving loan funds for 313 families. SLCDF facilitated the setting-up of village committees (VCs), linking them with the respective NGOs and District Consortium for coordination with the Central Environment Authority, International Union for Conservation of Nature (IUCN)and the Disaster Management Centre. Members of VCs received training in coastal resources management. Further, in 2006 OHK provided further funds for capacity building and restoration of livelihoods of tsunami affected families in 8 districts in Sri Lanka. Builders Laborers Federation of Queensland Australia provided funds for construction of a two storied building for a school in South that was affected by Tsunami. With over Rs.5 Million assistance from FLICT/GTZ, a participatory integrated conflict transformation program was conducted successfully.

Under the Local Capacity Community Restoration project (LCCRP), SAP Canada with its partner NGOs HIDA and World Accord provided funds to the value of Rs. 82 Million. This project was designed to support the vulnerable groups who were living in the same locality but indirectly affected by the tsunami in 4 Districts of Ampara, Batticaloa, Galle and Matara. SLCDF implemented this project with 4 District Consortias, 45 NGOs and 176 CBOs covering a total of 4594 participants in livelihood development and capacity building.

During the period from January 2007 to March 2009 the Canadian NGO, Development and Peace, provided funds to a magnitude of one million Canadian Dollars (SL.Rs.95,000,000) for sustainable livelihoods to

Tsunami affected families and capacity development of NGOs. It was expected to cover 4,000 families for livelihood and capacity building of 1700 members of CBOs and NGOs through training and skills development. Forty nine NGOs in 6 districts affected by the Tsunami received funds from this project for social mobilization, capacity building, governance and sustainable livelihoods, revitalization of agriculture and fisheries, care for elders, disaster management and improvements to habitat, health and sanitation.

Beyond funding for the tsunami affected districts, CLO and Development and Peace also provided funds for implementing food security programs and capacity building initiatives of SLCDF and its partner NGOs. The projects were developed around the concept of PIDDP that was prominent in the years from 2000 to 2002. Fifty one NGOs affiliated to seven District Consortia in Gampaha, Kandy, Kegalle, Kurunegala, Moneragala, Puttalam and Polonnaruwa and the plantation areas received funds for capacity building and institutional strengthening, sustainable agriculture, livelihood promotion activities, value addition, appropriate technology development, marketing and entrepreneurship development for 967 families. The project duration was from 2009 to 2011.

Key Achievements:

1. The Community based Coastal Resources Management project (CBCRM) has seen marked improvement of livelihood activities, savings and investment and improvement in sanitation of targeted families.

2. Networking among CBOs and linking them with NGOs and DCs have shown satisfactory results and the CBOs have collaborated well in the development of plans.
3. A greater sense of managing and preserving coastal resources was inculcated in communities and the communities were equipped with the knowledge of early warning and preparedness.
4. Better cooperation and collaboration with IUCN, Central Environment Authority and the Disaster Management Centre was developed.
5. Assistance was received by 1,150 participants (939 females, 221 males) for livelihood activities and their earnings improved in the range of Rs.1, 000 to 6,000 per- month.

The learning during this period was multifaceted. Most agencies were not prepared to handle the problems and issues arising in the aftermath of a tragic disaster like Tsunami. Loss of lives, shelter, productive assets, livelihoods, loss of hope and distress need to be well planned and handled carefully. SLCDF with its prior experience in community mobilization, group formation, participatory planning, networking and capacity building was able to support the tsunami affected population effectively. Here, SLCDF learnt that it could adopt the learning and experience to a situation generated by natural disasters.

In the road map of SLCDF evolution, it was expected that SLCDF will become a dynamic resourceful development facilitator during this period. The tsunami diverted SLCDF from this principal engagement to a

relief and rehabilitation agenda to which all its resources were fed. This had adverse impact on regular programs of SLCDF such as capacity building of NGOs, networking and alliance building.

Seventh Mileage 2010-2014: Becoming a dynamic and resourceful development facilitator

During this phase, SLCDF operations continued on a small scale. The establishment of a coir processing cooperative in Peraliya was facilitated in continuation of activities connected with Tsunami and 100 women participated in this. It generated value addition to coir products and also it served as a forum to share ideas and views and to build up solidarity. A marketing center was established in Matara through the district consortium in Matara and affiliated NGOs decided to sell products of the members of the NGOs/CBOs in this center. SLCDF also facilitated the establishment of disaster preparedness and management centers in Galle, Ratnapura and Kalutara. These centers were set up to coordinate resources at local level to respond to disasters that impact vulnerable populations. The staffs of these disaster preparedness centers were trained on disaster response and management and a fund was established for each Center.

An environment management program was implemented promoting dairy farming, conservation farming and income generating (IGP) activities under the dry zone revitalization program. It also included agro- forestry, rain water harvesting, restoring small irrigation tanks and channels, and advancing community

based natural resource management with an emphasis on coastal resource management. There were also programs for promoting small scale fishery development both inland and marine.

Water and sanitation facilities were provided for the neediest beneficiaries. Provision of micro- finance and operation of revolving loan funds continued and training on business plan development, book keeping, marketing were the supplementary programs. IGPs were supported through district consortia for collective initiatives on coir processing, mushroom cultivation, cattle farming, agriculture, etc. The donors who funded these projects were NGOs' Water Supply and Sanitation Decade Service, CLO, HIDA, World Accord Canada and UEnd Foundation Canada. Most of these projects were related to post Tsunami rehabilitation programs. SLCDF capacity development was also done through CLO funds.

In 2012, a three year strategic plan was developed for the period 2012 -2015. The plan outlined key programs for strengthening capacity of District Consortia, NGO National Action Front, NGOMDC and Jak Development Foundation, facilitation of the PIDDPs with partner networks, provision of technical and financial assistance through micro credit for livelihood activities, fund raising and for promotion and publicizing SLCDF work. The need for improving the knowledge, skill and competencies of SLCDF staff was also identified in this strategic plan.

A beekeeping project funded by HIDA implemented in Moneragala continues to date. The Heifer International

funded project implemented in Hambantota and Matara completed in 2012 and monitoring being continued since. In Mullaitivu a project funded by Diakonia focused on newly resettled families, the female-headed households and families with disabled children. The Diakonia fund was large and the main partner was Yougashakthi Women Federation which is a community-based organization comprising 19 clusters and 154 Self Help Groups (SHGs) with the membership of 3000 women. Start-up capital and training was given to 185 families for dairy farming, conservation farming and for IGP activities such as small businesses, preparation of sweetmeats, food processing, sewing and bicycle repair. Of the participating families who were conflict affected, 90% have generated incomes between Rs.2, 000- 15,000 monthly.

Experience gained in Mullaitivu has further facilitated SLCDF engagement in a Sustainable Interventions in Livelihoods in Kilinochchi (SILK) funded by USAID. Under this, 960 families are to be supported over a period of 3 years to improve their living standards. The project started in October 2013. The mechanism of project delivery is through Women Rural Development Societies (WRDSs). This is the first occasion that SLCDF has worked with WRDS. The key components of this project are dairy farming, conservation farming and value addition to dairy products, construction of rainwater harvesting tanks, rehabilitation of minor irrigation tanks, formation or capacity building of farmer organizations and capacity building of WRDSs. This project has been well thought of and designed with the participation of communities and government agencies and promotes

collaboration with the private sector. This is a good example of working with government where the government plays a key role in providing necessary services.

The National Language Project enabled SLCDF to strengthen language clusters and societies through raising awareness on language rights of the communities in Ratnapura, Kurunegala, Badulla, Trincomalee and Anuradhapura.

Diakonia supported another project in Batticaloa for strengthening the district women federation and 14 divisional level women forums. Relating to this project, SLCDF facilitated development of the constitution of the district women's federation and a 3-year strategic plan. Also, SLCDF trained a cadre of 21 participants as village level trainers. Representatives from Batticaloa women's federation met Hambantota Women Federation and exchanged friendliness and ideas.

Key Achievements:

1. The projects implemented in this period largely contributed to the achievement of the mission of alleviating poverty.
2. The projects that were designed based on the previous experiences of the organization.
3. Staff developed technical competencies on different aspects of development and this expertise has helped SLCDF to secure funds.
4. Tools such as Cornerstones were systematically used for community mobilization.

An evaluation conducted on the CBCRM project states that micro savings activities needed capacity building of the relevant stakeholders and in the absence of a strong discipline in micro credit, the RLF might lead to disastrous results.

In the post war context, SLCDF implemented a project with funding from Diakonia. That was successful and generated positive learning for SLCDF to take advantage of when working with conflict affected communities. The development of social capital was also unique under this project where the communities had come together and engaged in collective voluntary labor in a post conflict environment. This is also a commendable change. The gender sensitization aspect of the project is also noteworthy as it focused attention on securing women's rights and issues of gender based violence (GBV). These were taken on board for discussion and this has generated considerable energy amid women's groups to work on women-specific issues which was not normal in a post conflict environment. The development of the strategic plan for Yougasakathi Women Federation under Diakonia project is also a noteworthy achievement considering its lack of experience and expertise. SLCDF learnt from this project how to mobilize directly affected communities and engage them in development work while maintaining the rights based approach and the empowerment focus.

A key aspect that was witnessed during this period was the collaboration and interface with District and Divisional Secretariats. This has helped in developing mutual understanding between government agencies and CSOs. The Buttala, Mullaitivu and Kilinochchi

projects showed greater cohesiveness and integration of different components of community mobilization and group formation, capacity building, training and technological transfer and greater collaboration in working with government and the private sector.

The aspects of gender, capacity development of organizations, micro financing and systematic follow-up through participatory monitoring have been better incorporated in these projects. This change is reflective of the SLCDF learning from implementation of projects under Quick Response Funds, Project funds, Sectoral support programs on the dry zone, small scale fisheries and plantations. This holistic approach to project design has become a competency within SLCDF.

Strategy Development Process and Stakeholder Consultations

To seek the views of stakeholders for the strategic plan, a national workshop, 9 provincial workshops and staff consultations were held. Summary of the issues identified during these consultations are stated below.

National Workshop

A national workshop was held in October 2014 in Colombo to get the views and inputs of stakeholders for development of the strategic plan, particularly the development issues and challenges. Following are the highlights of the workshop.

Marginalization of poor people, existing pockets of poverty, access to technology, macro policy impact on marginalized communities, lack of access to information, weak coordination among civil society organizations, unorganized micro finance sector and threats posed by illegal financial institutions and increased urbanizations are some key issues identified at the national workshop.

Provincial Workshops

Followed by the national workshop in Colombo 9 provincial workshops were conducted in November and early December 2014 to seek views and inputs for the SLCDF strategic plan. Provincial workshops provided opportunities for discussions on current and future development programs, issues and challenges. The

following are problems and issues that emerged from these workshops.

Western Province

Existing urban pockets of poverty, absence of innovative leadership among young people, alcoholism and drug abuse, negative impact of media, consumerism and need for attitudinal change, unequal distribution of resources and lack of access to information and poor networking among civil society actors are issues identified at the Western Province consultations.

Sabaragamuwa Province

There is a need for better collaboration among civil society organizations and strengthening ties with the government. Creation of spaces for NGOs to work on development, accepting NGO capacity to do research on issues that affect people is important and their ability to motivate and mobilize people need to be recognized and appreciated. There is also a need for productivity increase through use of innovative technology and promotion of greater care for natural resources. Gama Neguma, Divi Neguma, Pura Neguma, e-governance and human capital development are programs that CSOs can collaborate with the government. The NGO sector is not a rival but a partner that can provide complementary service to government's development work.

North Western Province

Labour migration needs to be shifted towards skilled migration. Development benefits need to reach all in an equitable manner. The focus of the national plan "way

forward' is on the home economy. It has taken into account social inclusion, self-sufficiency in basic necessities of life and human capital development. Divi Neguma is targeting the family unit, small industry development, upgrading of small irrigation system, tank renovation, development of base hospitals and maternity clinics. Nenasala is a program to propagate IT knowledge in rural areas. In order for rural communities to benefit from these initiatives CSOs should develop closer ties with government. They need to ensure outreach to communities.

Central Province

CSOs need to be aware of negative results of development work and to ensure that they are managed effectively i.e. development work carried out at the expense of environment. They need to pay attention to what is not covered by the government. CSOs can engage in development alternatives, mobilize resources, attend to the needs of marketing of products, and to be a forerunner of development through attitudinal change.

Uva Province

Entrepreneurship and spiritual development are key to achieve success in development. Attention should be paid to child protection and development. Addressing structural causes of poverty, taking care of the elderly population, reconstruction, rehabilitation and development after disasters need strategic interventions.

Eastern Province

Action must be taken to introduce mat weaving, home gardening and provide facilities for marketing of those products and strengthen the organizations engaged in such activities. It is also important to focus on foreign employment opportunities, widows and persons with disabilities. Better land use and water management, use of organic fertilizer and traditional pesticides and insecticide should be introduced. Access to new technology in milk production and value addition should be facilitated. Ethnic, linguistic and religious biases need to be avoided. Data on persons with different abilities and their interests should be gathered and incorporated in programs or special programs should be developed for them. Problems and issues existing at community level need to be identified and analyzed and appropriate advocacy programs should be conducted. All services related to livelihood activities such as organizing, production, value addition and marketing should be provided as a package.

Northern Province

There are accelerated livelihood programs for political gain and these fail as there is no mobilization of the people prior to the livelihood start-ups. Widows and single parent families should be given priority in family development programs. Land rights need to be established so that people can cultivate their lands without problems. Crop insurance is essential to fall back on when crop failures occur due to disasters. Education, entrenched with social discipline, and career counseling are important for youth to become useful

citizens. Alcoholism and gender based violence are concerns that disrupt family unity and their well-being.

North Central Province

Participatory decision making is important in all matters concerning rural and community development. A dialogue on good governance needs to be initiated in government and local government circles. Ethics and environmental values need to be included in all relevant development work. Quality and productivity of agricultural and animal produce need to be improved. It is important to use traditional technology in combination with modern technology. Setting up community mechanisms to promote harmonious living is important. Increasing the capacity of CSOs to collect and analyze data for identifying issues from the right perspective and engaging in constructive advocacy is needed for claiming rights for the marginalized groups. Training and capacity building of NGOs for efficient management of micro finance is required.

Southern Province

All districts in Southern province were badly hit by Tsunami. With the recovery from Tsunami, massive infrastructure development has taken place, especially in the Hambantota district. Some development projects are questionable with regard to return on investment and creation of employment opportunities and livelihood for people. The province is endowed with natural resources, but plans are not afoot to take advantage from these resources. Agriculture and fishery are the main occupation of people, but agriculture is

susceptible to drought. Both sectors suffer from low value addition. Industrial sector is contributing only 20% to the GDP whereas agriculture contributes 36%. There are pockets of poverty and unemployment and underemployment are also high. Therefore people are migrating specially to western province for employment. CBOs have a role to play but recognition and appreciation of CBOs work is trivial.

Staff Consultations

Staff consultations on strategic directions provided the following inputs for the strategic plan:

1. Who should be the targets of SLCDF in the next 5 years?

- Disadvantaged, marginalized people with low educational attainments and those who are affected by poverty and climatic changes, disasters.
- Women and men affected by violence, widows and disabled. Those affected by drug abuse, sexual abuse, and school drop-outs in rural, urban, plantation and in resettled villages

Indirect

- Government sector, private sector, CSOs, Lions' club and Rotary club.

2. What Interventions do you propose for SLCDF?

- Capacity building programs
- Livelihood development programs
- Marketing information and analysis
- Provision of appropriate technology

- Micro-finance assistance, policy interventions and system development.
- Environmental protection and disaster response.
- Advocacy to change policy and practice
- Child rights and prevention of child abuse.
- Enhance social cohesion and national unity.
- Building relationship and alliances with CSOs, DCs and the Government.

3. How should SLCDF implement these interventions?

- Support for individual projects, facilitate networking, coalition building, advocacy and collaborative programming.

4. What role should SLCDF play in delivering these interventions?

- As a facilitator
- As a research institute
- As an institute that can launch advocacy
- As a direct implementer where necessary
- A service coordinator that facilitates provision of government, private sector and CSOs' services to the community

Vision, Mission and Goal

Vision: To become a dynamic Facilitator for civil society engagement in development of Sri Lanka.

Mission: Develop capacity and facilitate spaces for the civil society to access economic and social equity towards sustainable development.

Goal: By 2020 SLCDF will have achieved excellence in the provision of development facilitation in all its strategic directions

Strategic Areas

The discussions generated a spectrum of ideas for SLCDF to consider for inclusion in the development of the strategic plan. Having reviewed the development context, the past and present performance of SLCDF, consultations with stakeholders and the need for positioning SLCDF in the wider development context of Sri Lanka for the next five years, five strategic directions were identified as follows.

1. Linking marginalized communities into mainstream development. In the present development context in Sri Lanka macro-economic initiatives are given prominence and it is clear that marginalized communities are deprived of the benefits of the mainstream development. There are people living in pockets of poverty in rural areas, in plantations and along the coastal belt. In war-affected areas, war-widows and female-headed households are deprived of

economic opportunities and psycho-social assistance. In prevention and responding to natural disasters the Disaster Management Centre has plans to mitigate and manage disasters of various types. But understanding of these services among general public is lacking. Also a comprehensive policy and a long term strategy are required to assist people affected by disasters to ensure longer term sustainable solutions. In this area of work need is discerned to engage women, children, youth and differently abled people, in the mainstream development processes.

2. Facilitate access to appropriate technology. The present policies of the government focus on knowledge economy, e-governance, and information technological advancement. However, the rural communities are unaware of these macro initiatives and do not get the opportunity for participation. Technological advancement in industries is not a strategy that has received due attention. The information flow from national to village level is also problematic. Use of intermediate technology for agriculture, small industries, fisheries etc. is not promoted and assisted. Experimentation of products and systems by expert groups and linking them with producers, farmers and fishermen needs facilitation e.g. organic agriculture, oyster farming, coconut based by-products, and palmyra based products, paddy farming and food processing. Educating farmers on the dangerous effects of chemical use in agriculture and promotion of healthy practices need urgent action.

3. Promoting active citizenship, ethnic and social cohesion for a just, equitable and pluralistic society. Sri Lanka being a country with a long history of conflict and disharmony, specific attention and action is needed towards social cohesion and promotion of pluralism. Further polarizing of communities on the basis of ethnicity and religion, heavy concentration of power and authority among a few, conservatism and nepotism has impacted on shrinking activism and exercising rights of active citizens. An urgent need is there for rights and value based education, mutual understanding and respect between and among different communities and promotion of interfaith and interracial dialogue among the citizens. Promotion of gender equality and a violence free society is required. Unequal distribution of resources and opportunities has resulted in social unrest.

4. Strengthening and sustaining development partnerships, networking and advocacy. SLCDF networking and alliance building for the last two decades has been mainly with District Consortia, NNAF, and NGO-MDC. This needs strengthening and collective strategizing. Capacitating this alliance to build evidence-based advocacy is desired. However, the networking and alliance building needs to be expanded to include the Government, donor agencies, private sector institutions, universities, research institutions, international organizations and UN agencies for facilitating a strong civil society movement in Sri Lanka.

5. Policy interventions and innovative approaches to micro financing.

Micro finance as a sector has emerged especially among rural communities. Greater participation of the civil society actors in this sector is evident. However, state response to this sector is minimal and no policy formulation to guide the sector is discerned. Support for efficient and effective management of micro finance and innovation in developing models is necessary. Innovative and prudent investment of RLFs to raise additional funds need to be explored. Illegal financing agencies have mushroomed in rural areas and these need to be regulated to avoid rural communities being exploited.

Strategic Areas, Objectives and Key Results

1. Strategic Area: Linking marginalized communities into mainstream development.

Objective:

Facilitate the empowerment of marginalized communities to have equitable access to benefits of development and workout long term solutions through DCs, NGOs and CBOs.

Key Results:

1.1. Marginalized communities are empowered to claim their rights and access services.

- 1.2. Disaster prone communities are capacitated to negotiate for sustainable and longer term solutions to their problems, access to resources and services.
- 1.3. War-widows and female-headed households are organized and collectivized to claim benefits and advance quality of life.
- 1.4. Living standards and quality of life of the marginalized communities are promoted through community led livelihood interventions.

2. Strategic Area: Facilitate access to appropriate technology.

Objective:

Enable research, experimentation and dissemination of appropriate technology and skills to rural communities

Key results:

- 2.1 Rural communities have increased access to the government, private sector, information sources and technology.
- 2.2 Experimentation on appropriate technology in agriculture, fisheries and small industries is facilitated and linked to rural communities.
- 2.3 Rural communities and District Consortia are receptive and committed to the production and marketing of goods free of toxic chemicals.
- 2.4. Marginalized Communities receive higher incomes through value addition and application of eco-friendly technology.

3. Strategic Area: Promoting active citizenship, ethnic and social cohesion for a just, equitable and pluralistic society

Objective:

Promote and establish social harmony and pluralism among communities.

Key Results

- 3.1 Communities are aware and respect each other's rights and obligations for harmonious living.
- 3.2 Interface mechanisms between local governance structures and communities are established to advocate and plan for minimizing factors that segregate communities.
- 3.1 Communities respect diversity of languages, religion, socio-cultural values and traditions for harmonious living.

4. Strategic Area: Strengthening and sustaining development partnerships, networking and advocacy.

Objective:

Facilitate and strengthen alliances among civil society actors and networks and promote interface with government agencies and the private sector.

Key Results.

- 4.1. Alliances are facilitated among NNAF, other relevant institutions and national level networks to promote a strong civil society movement.
- 4.2. District Consortia are facilitated to be strong and independent civil society networks playing a key role in the development of the respective districts.
- 4.3. Partnership is strengthened with NGOMDC as a professional center in capacitating the civil society
- 4.4. Development education is promoted through revitalizing relationships and collaboration with national and international partners and donor agencies.
- 4.5. Collaborative and productive partnerships are promoted between CSOs and private sector and government agencies

5. Strategic Area: Policy interventions and innovative approaches to micro financing

Objective:

Facilitate policy intervention on micro finance and support for systematic and efficient management.

Key Results

- 5.1. Civil society led advocacy for micro finance policy is facilitated.
- 5.2. NGOs are capacitated effectively to invest and manage micro finance.
- 5.3. Communities are well informed of micro credit sources, access and utilization.

Cross-cutting Themes and other strategic aspects

In all the above program areas gender, environment and climate change will be incorporated to ensure gender equality and environmental sustainability where applicable.

With regard to gender equality, spaces need to be created for awareness raising and negotiation of power relations which are not equal. Women's groups need to be empowered to challenge the power inequalities and the harmful consequences. Issues such as gender-based violence need constant and continuous attention and redress. In order to ensure the incorporation of gender equality, gender audits of the projects and programs is proposed. As for environmental sustainability, it is necessary that all the technology that SLCDF is facilitating to be transferred to the communities have a certification on the environmental sustainability and protection. There is also a great scope for applying right based approaches in all its strategic interventions and SLCDF need to think of this when developing and implementing programs.

Donor mapping and accessing donors for funding strategic intervention is also important. This is a challenge for SLCDF in an environment of depleting donor interest and funding. Once donor mapping has been completed SLCDF needs to develop a strategy to access funding from donors.

A human resource development plan is also vital in the implementation of this 5 year strategy. During the process of this strategy development, competency assessment conducted with staff to assess their knowledge, skills and experiences. This needs to be taken into account in developing a plan for upgrading knowledge and skills of staff.

Annex 1 is the 5 year strategic log frame. Based on this SLCDF has developed a 5 year operational plan and SLCDF is now in the process of rolling out this strategic plan with the first year operational plan.

Finally SLCDF wishes to thank Creator's Forum for helping SLCDF to develop this Strategic Plan.

Annex 1- SLCDF Strategic Log Frame

Description	Objectively verifiable indicators	Means of verification	Assumption /Risks
<p>Goal. By 2020 SLCDF will have achieved excellence in the provision of development facilitation in all its strategic directions.</p>	<p>SLCDF becomes a fully competent, resourceful development facilitator</p> <p>SLCDF development facilitation is sought and held high by the civil society</p>	<ul style="list-style-type: none"> • Quality standards • Annual reports and results generated • Reports to donor agencies 	<p>A favorable external environment exists for the smooth operation of SLCDF</p> <p>Staff understands and cooperate fully with management in the implementation of the Strategic Plan</p>
<p>Objective. Civil society members have accessed economic and social justice and live in harmony with gender equity and environmental sustainability.</p>	<p># of Marginalized communities that enjoy a better quality of life, live in harmony and respect each other's religious, ethnic and cultural values</p>	<ul style="list-style-type: none"> • Project reports • Monitoring and evaluation reports • Direct and indirect observation Surveys 	<p>Government support and services are easily accessible to communities in need</p> <p>Government policies are in place for civil society engagement in development</p> <p>Space and environment is conducive for greater understanding and mutual trust among different communities</p> <p>Greater understanding exist among all communities for harmonious living</p>

Description	Objectively verifiable indicators	Means of verification	Assumption /Risks
<p>Outcome. Civil society organizations and networks are capacitated and engaged in claiming spaces and opportunities for economic and social justice.</p>	<p># of Civil society organizations and networks produce results-based plans and achieved spaces and opportunities for economic and social justice Civil society engagement in development planning and implementation is recognized and promoted by government and private sectors</p>	<ul style="list-style-type: none"> • Plans • Progress reports • Field reports • Monitoring and evaluation reports 	<p>Networks and CSOs are capable and committed and take own initiatives</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. SLCDF capacitated. 2. DCs revitalized and strengthened NNAF network is well connected and built momentum for civil society engagement 3. Funds generated 4. Mechanisms for rolling out strategic plans established. 5. HR development plan set in place <p>SLCDF organization set up is geared towards development facilitation</p>	<ol style="list-style-type: none"> 1. # of projects generated and executed 2. Number of DCs revitalized and strengthened 3. Amount of funds generated 4. Mechanisms set in place within SLCDF, in districts and in communities 5. Performance of staff exceeds expectations 	<ul style="list-style-type: none"> • Project reports • Progress reports • Revitalization plans • Bank statements • Coordination, cooperation MIS systems set in place • HR plan, Performance appraisals and training records 	<ul style="list-style-type: none"> • Enthusiasm and commitment of staff remains high • DCs are willing to change and take on new challenges • Donor support is emerging in the changed political environment



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