



STRIDE

CDLG
Capacity Development
of Local Governments

Project : Capacity Development for Local Government (CDLG)

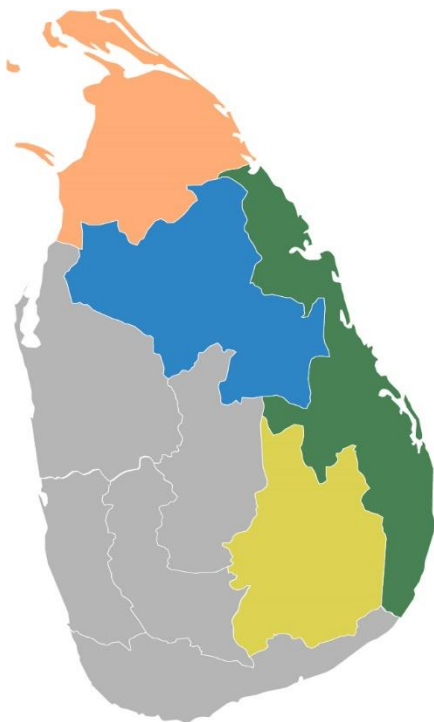
Project Period : 1 Nov 2019 – 31 Oct 2024

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Total EU Contribution: USD 10,935,000

The Project, Capacity Development of Local Governments (CDLG), was launched to improve the service delivery by Provincial and Local Authorities.

CDLG is part of a larger effort supported by the development partners to strengthen the local governance system in Sri Lanka. The project aims to strengthen the capacities of LAs to be inclusive, responsive and accountable, and be able to plan and deliver better services. The Project also emphasizes strengthening of vertical and horizontal linkages between the different levels of local and the national Government, and between the devolved (elected Councils) and decentralized administrative units (District and Divisional Secretariats) for improving policy and programme coherence, integrated planning and service delivery, and to avoid duplication of efforts with improved efficiency.



The project works with a wide range of stakeholders and partners including the Ministry of Public Administration, Home Affairs, Provincial Councils and Local Government, Sri Lanka Institute of Local Governance (SLILG), Provincial councils, Management Development Training Units (MDTUs), At the field level, the project has partnered with Civil Society Organizations (CSOs).

The project is implemented in 4 provinces in Sri Lanka- Northern Province, Eastern Province, North Central Province and Uva Province (as can be seen in the map on the left)- working with 134 Local Authorities, covering almost half the geographic area of the country.

The project's **Specific Objectives**:

1. Local Planning and budgeting cycles, and local service delivery improved and are responsive to gender and marginalization issues.
2. The local governance system is innovative and provides services that address multi-dimensional challenges.
3. Legal and policy framework facilitate systems change and strengthen the process of decentralization.

The following activities are implemented under each project output:

Output # 1 – Local planning and budgeting cycles, and local service delivery improved and are responsive to gender and marginalised issues.

- i. E system mapping, which identifies best e-systems that can be potentially adopted and identifies challenges in adopting e-solutions. As a result, GoSL has gazetted to adopt digitized systems in all the LAs. The CAT 2020 system is part of this as well.
- ii. External and internal Grievance Redress Mechanisms (GRM) introduced to improve confidence and accountability between the Local Authorities (LAs) and the communities, promote efficient redressal of complaints and regularized monitoring and reporting. e.g. in NCP and Uva, as part of administrative efforts and to heed the internal grievances from the staffs of LAs, more than 120 personnel were given permanent positions as opposed to a usually offered casual labor positions.
- iii. Support to establish effective front office system, which is a one-stop-shop for sharing of information with the general public.
- IV. LA services have been standardized with the Introduction of citizens' charter to local authorities, work manuals, and citizens' charter display boards. Good governance resource centers including the National Data Analysis and Visualization unit is being upgraded and equipped with IT equipment and data-oriented policy formulation.
- v. LAs have enhanced their service delivery, internal administrative functions, and internal control mechanisms through the training and capacity building programmes which:
 - Impact on the time taken to deliver services.
 - Increase community satisfaction on the Services of LAs.
 - Digitalization of functions including E-tax collection which helps streamline income generation of LAs.
 - Introduced and implemented gender responsive budgeting.
 - Establishing e-library facilities in collaboration with national library and documentation service boards in LAs and the development of website and social media page for each LA.
- vi. Women councilors are supported to design, develop, implement, and manage sub-projects identified to address the current crisis situation.
- vii. Capacity development initiatives conducted targeting councilors and staff of LAs. e.g. Diploma in Community Leadership for elected and administrative female officials, Diploma in Local Government Finance Management and Certificate Course in Construction Management.
- viii. Completed disability and accessibility audit of North Central Province and Northern Province. Gaps and recommendations have been identified and necessary physical arrangements completed.
- ix. Learning Management System initiated with the support of Information Communication Technology Agency (ICTA) which will enable the Sri Lanka Institute of Local Government (SLILG) and 4 Management Development Training Units (MDTU) to share knowledge products, resource persons and address the capacity development needs of the provincial staff.
- x. To strengthen/develop gender agency, CDLG supported:
 - Diploma in community leadership for women councilors, women leaders, and women staffs of LAs.

- Enhancing their skills and confidence through the district level Women Councillors Network (12 districts)
- Gender trainings
- xi. CDLG supported to influence the gender structures by making the CC member composition 50:50 in terms of men and women members. Women membership was less than 5% previously.
- xii. To enhance the relational dynamics of gender, CDLG trained the women leaders & councillors to:
 - Develop and implement collective sub projects.
 - provide guidelines and directions in various strategic levels, including in the development of strategic development plans and establishment of statutory women committees.
- xiii. CDLG's interventions in social cohesion:
 - Through Community Centers (CCs):
 - Established community platforms where all the members (inclusion) irrespective of their background come together for collective planning and decision making on various community issues.
 - Initiated dialog with service providers without harming the trust between the parties, to bargain for their needs.
 - To utilise the Right to Information (RTI) avenue in order to solve many issues in the community on the common projects.
 - Youth forums:
 - Collective actions within and with different ethnic groups
 - Gaining knowledge and skills in governance led to demand their rights using correct procedures and guidelines.
 - LAs:
 - LAs accountability enhanced through community level participatory platforms, where all the members of the community were able to raise their needs and issues. The openness led to transparent decisions in resource allocation etc.

Output # 2 – The local governance system is innovative and provides services that address multi-dimensional challenges.

- i. Completed SDG mainstreamed development plans in selected LAs.
- ii. Strengthen the functions of the Community Centers (CC) with the support of the Community Development Officers (CDOs) and CLG to address social issues. Trained all CDOs in all CDLG provinces.
- iii. Recommendations from Green City Master Plans factored into local planning and budgeting, leading to positive initiatives by local authorities.
- iv. facilitating collaboration between a range of local stakeholders to work together to identify innovative solutions for crisis response – 134 solutions have been identified through design thinking approach to be funded through LDSP.
- v. Revenue generation initiatives through various means initiated.
 - a. Property revaluation
 - b. SWM
 - c. Loans through LLDF for investments
- vi. Workshops for developing LA-based DRR plans have been initiated in 47 local governments and more have been selected for the same. development of 1880+ proposals on innovative service delivery

Output # 3 – Legal and Policy framework facilitate systems change and strengthen the process of decentralisation.

- i. Establish a specific By-Laws team at the Ministry level, where the Needs Assessment for the development of 100 bylaws and 50 amendments has been completed. This will enable the LAs to improve services and increase their income. Committee completed drafting 50 by-laws
- ii. By enabling the LAs audit compliant and through capacity building, LAs have demonstrated improved financial practices which will gain them positive audit opinions in the next audit phase. Through this, CDLG is facilitating the LAs to become corrupt free institutions.
- iii. The research report on Revenue Diversification received, and recommendations are shared with relevant LAs/PCs.
- iv. A special ministerial committee has been established to look into the recommendation from the Duplication of Services Study.
- v. Localization of Sustainable Development Goals (SDGs) at provincial and local level.
- vi. Working closely with other STRIDE partners (LDSP & SEDR) in order to bring synergy and cooperation.
- vii. Collaboration with deconcentrated units in optimizing service delivery
 - a. Agreements with District Secretariats
 - b. Agreements with central level departments
- viii. Guidelines and directives developed and issued:
 - a. Revenue Generation
 - b. Preparing Realistic Budgets
 - c. Setting up information access points
 - d. prepare monthly financial statements for public dissemination.
 - e. prepare LAPDP process manual.
 - f. pre-school teacher guidelines on teaching waste management
 - g. Procurement Guidelines for LAs developed and expected to be introduced to LAs before end of this year.
 - h. As a result of CDLGs initiative in digitizing the road networks in Badulla MC, the Uva Provincial Council has issued a gazette notification to all LAs to follow.

Research studies Conducted:

The following research were conducted, and the recommendations were incorporated into the LAs plans.

1. *Climate Vulnerability Risk Assessment* and Guidance for Capacity Development of Local Governments
2. *Participatory Capacity Needs Assessment* of all 134 LAs in four provinces.
3. *Study on Improving Revenue Generation* at Local Authority Level
4. *Mapping of Data and Information Flow* from the local level to the provincial level and vice versa
5. *Institutional Assessment* of 27 LAs in the North Central province
6. *Information and Communication Assessment* - how local officials & local population receive and communicate information, related to local development.
7. *Research on the duplication of services* in central, provincial and local government services
8. *Assessment of the Gender Responsiveness* of current institutional systems in all four target provinces.
9. *Analysis of mainstreaming Sustainable Development Goals (SDGs)* at the provincial and local level.
10. *Study on subnational governance e-system mapping* in provincial and local govt institutions in Sri Lanka
11. *Improving Active Participation of Women in Local Government* - Uva Province