PRACTITIONERS FORUM
ADAPTIVE PROGRAMMING AND MONITORING, EVALUATION & LEARNING

JUNE 5-6, 2018
The Makati Shangri-La Hotel  |  Philippines

SRI LANKA SUBNATIONAL GOVERNANCE PROGRAM

Australian Government
Department of Foreign Affairs and Trade

The Asia Foundation
TAF Legacy...

Scoping 2005-2010

2010-11 Incubation
- Political buy-in
- Model Building

2011-13 Consolidation
- Model Testing
- Building capacities

2013-15 Institutionalization
- Replication & Scale-up
- Institutional Hubs

- Systems / Approaches
- Capacity Building

- Political buy-in
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- 2013-15 Institutionalization
<table>
<thead>
<tr>
<th>Province</th>
<th>Primary Site</th>
<th>Replication Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern</td>
<td>Jaffna MC</td>
<td>Nallur PS, Vavuniya UC</td>
</tr>
<tr>
<td>Eastern</td>
<td>Batticaloa MC</td>
<td>Kinniya UC, Trincomalee Town &amp; Gravets PS</td>
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<tr>
<td>North Central</td>
<td>Anuradhapura MC</td>
<td>Nuwaragampalatha (C) – PS Thirappane PS</td>
</tr>
<tr>
<td>Central</td>
<td>Nawalapitiya UC</td>
<td>Nuwara Eliya MC, Gampola UC</td>
</tr>
<tr>
<td>North Western</td>
<td>Chilaw UC</td>
<td>Kurunagela MC, Kuliapitiya UC</td>
</tr>
<tr>
<td>Western</td>
<td>Peliyagoda UC</td>
<td>Seeduwa Katunayake UC, Wattala Mabola UC</td>
</tr>
<tr>
<td>Uva</td>
<td>Katharagama PS</td>
<td>Bandarawela MC, Haputale UC</td>
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<tr>
<td>Sabaragamuwa</td>
<td>Balangoda UC</td>
<td>Kegalle UC, Rambukkana PS</td>
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<tr>
<td>Southern</td>
<td>Matara MC</td>
<td>Hikkaduwa UC, Tangalle UC</td>
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Concept of SNGP

- Design
- Innovation
- Learning
- Explanation
- Application
- Institutionalization

SNGP
Key Constructs

- Resilience (Capacity)
- Representation (Voice)
- Redress (Response)
Resilience is the *ability to withstand, respond, and adapt to challenges in ways that are proactive, draws on own resources, builds local capacity, and ensures that essential needs are met*. For SLSNGP, resilience implies achieving measurable progress in strengthening the economic resilience of local governments through enhanced revenue streams and improved public financial management and regulatory systems.

**Representation** involves *both the capacity of people to express their views and the ways in which they do so through a variety of formal and informal channels and mechanisms*. For SLSNGP, representation implies achieving measurable progress in the quality and impact of effective, equitable, and inclusive representation of citizens in local governance processes and mechanisms.

**Redress** refers to *all administrative mechanisms that allow citizens to seek remedies for what they perceive to be poor treatment, mistakes, faults, or injustices in their dealings with the government*. Redress also comprises the element of citizen rights to public services, i.e. right to access services, right to quality and reliability, and right to information and transparency. Under SLSNGP, redress is conceptualized as achieving measurable progress towards strengthening the social compact between local governments and communities through timely, responsive, and effective delivery of citizen-centric services.
EOPO: Institutionalization of tested models for resilience, representation, and redress to improve subnational governance in Sri Lanka

"By developing effective models for resilience, representation, and redress through iterative learning and experimentation with subnational actors, it will be possible to improve the evidence base to institutionalize effective practices in these good governance areas, thereby contributing to future investments in equitable growth and participatory, inclusive subnational governance in Sri Lanka."

EOPO: Institutionalization of tested models for resilience, representation, and redress to improve subnational governance in Sri Lanka

- **IO-1** Strengthened Economic Resilience
- **IO-2** Effective, equitable Inclusive Representation
- **IO-3** Improved Redress & Responsiveness

GESI
### Key Delivery Strategies

<table>
<thead>
<tr>
<th>Focus on subnational public and regulatory service improvements</th>
<th>Align interventions with Local Authority Participatory Development Planning process and LA annual budget cycle</th>
<th>Conduct experimentation in inclusive growth of secondary cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote co-creation and ownership through stakeholder involvement</td>
<td>Maintain flexibility to fluid political environment</td>
<td>Promote value for money</td>
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Areas of Support

- **Revenue Generation**
  - Widening the revenue net
  - Utilization of Revenue
  - Financial Strength
  - Efficiency in Collection Practices

- **Inclusive Planning and Budgeting**
  - Budget Formulation
  - Citizen Engagement Practices
  - Strategic and Visionary Approach
  - GESI

- **Citizen-friendly Services**
  - Efficiency in Service Delivery
  - Accountability & Responsiveness

- **Redress Management**
  - Service Standards
  - ICT-led Innovations
Programmatic challenges

- Structural challenges
- Political Vacuum / Political Assertion
- Varied capacity of elected officials
- Conservative attitude
- Rapid LA staff turnover - Champions / Memories
Outcomes/Impacts

• SNGP as the flagbearer for subnational governance
• Strengthened legal and procedural compliance
• Evidence based planning and budgeting
• Stimulating long term and entrepreneurial thinking
• Heightened sensitivity to GESI