



Sri Lanka Centre for
Development Facilitation



STRATEGIC
PLAN
2020-2025



PREFACE

SLCDF is pleased to announce the Strategic Plan 2015–2020 developed with a participatory approach by a group of consultants has successfully been implemented, reaffirming its role as a dynamic facilitator for civil society engagement in development of our country.

In pursuit towards a better future for SLCDF and the network of organizations, the Board of Management, Staff, network members and Partners discussed and decided to prepare a long term strategy with the support of outside consultants. They reviewed the 32 year existence of SLCDF, specifically the activities implemented in the last five years, and analyzed internal context, evolution, strengths, deficits, challenges and opportunities. Also analyzed external context including political, economic, social, environment and technology.

Further, the global challenges of complexities in international development, donor perspectives, climate change and effects of COVID-19 pandemic have all been well-thought-out in the preparation of a long term strategic plan. It is indeed a real challenge securing funds from the international community within the COVID-19 situation.

SLCDF all along been working with the international community has earned a good reputation through implementing community focused projects with transparency and accountability complete with experienced committed staff with skills and a wider network.

It is in this spirit, SLCDF reaches out to its Partners for the implementation of its next 5 year–Strategic Plan 2020–2025.

SLCDF acknowledges the extensive support by its main stakeholders, the network members District Consortia, NGOs /CBOs including NGO National Action Front (NNAF), NGO Management Development Centre (NGOMDC), INGOs, National organizations and as partners the donor agencies and government institutions for their inputs. Let me thank the Chairman and the members of the Board of Management and the Staff of SLCDF, to PALTRA and all the consultants for their valuable time and energy in preparing the strategic plan, and to Diakonia Sri Lanka Country Director and the staff for financial and technical support and for the unstinted cooperation of all.

Tissa Wijetunga
Executive Director

SRI LANKA CENTRE FOR DEVELOPMENT FACILITATION



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SRI LANKA CENTRE FOR DEVELOPMENT FACILITATION

STRATEGIC PLAN 2020 - 2025

INTRODUCTION TO THE STRATEGIC PLAN

WHY A STRATEGIC PLAN

Opportunities and challenges are faced by civil society organisations (CSOs) all the time and this is heightened at crucial times when a country's administration change hands and policies and practices are revised in accordance with its ideology. 2015 heralded a major shift in the country's administration and again in 2019 another major shift has occurred, to which CSOs including Sri Lanka Centre for Development Facilitation (SLCDF) have to respond. SLCDF at the end of its current strategic plan period (2015-2020), holds it opportune to embark on developing a new strategic plan, not only to take into account administrative and political shifts but also in response to changing developmental needs of the country. Civil Society is evolving towards greater cooperation and collaboration in supporting citizens for participatory and accountable governance. A new strategic plan will help SLCDF to align itself more effectively to play such a role vis a vis Civil Society Organisations (CSOs). A new strategic plan is an opportunity for renewal and revival of SLCDF's vision, mission and values.

STRATEGIC PLANNING - ITS PROCESS AND SLCDF'S INTENT

Participation leads to partnership; partnership to commitment, and hence our strategy development for the coming years was carried out with the participation of a broad cross section of partners, district consortia, board members, staff, and with inputs from our donors, international and national NGOs and government representatives. *(please refer Annex 2 for views of some of our stakeholders)*

Underpinned by the SLCDF's Vision, Mission and Values, the strategic plan is informed by an analysis of our organisational evolution, its performance, key trends influencing governance and accountability; poverty and injustice; disabilities; gender inequalities, ethnic harmony and reconciliation, disaster management and technological and environmental factors influencing the living context of the Sri Lankan people. SLCDF has to contend with the political, economic, social, technological and environmental challenges that emerge from the Sri Lankan development context.

Our strategic change goals/priorities and their enabling actions are all directed at facilitating sustainable development. They are in compliance with the development policies of Sri Lanka and draw inspiration from the UN Sustainable Development Goals (SDGs) as well.

Our long-term efforts at participatory development, uplifting the vulnerable, capacity building and rights advocacy focus on identified goals that are aligned with SDGs i.e.- ending poverty and ending hunger; contributing to education; empowerment for securing rights and entitlements; gender equality; nurturing and growing children, their education, and supporting youth; economic uplift through sustainable production, and caring for the environment; shelter, safe water and sanitation and health including mental health, and finally peaceful co-existence - help us to bring about positive change in the lives of vulnerable communities.

SLCDF will support people and their organisations to hold government, corporates, civil society and international organisations to account for the execution of their responsibilities. We will work to change policies that perpetuate poverty, insecurity, inequality, threaten rights and degrade the environment, also in partnership with other CSOs active in this area, for synergy. Our focus has to shift to the understanding that exclusion, inequality and injustice are the real target, more than simply a lack of or inadequate income, and hence a greater focus on evidence - based policies and their unrelenting advocacy.

With partners and allies, we will work in solidarity with people especially women, to achieve their rights and assert in an organised way, their dignity as full citizens. We will support, capacitate and equip self-help groups, community organisations and other CSOs to spearhead their own development in a sustainable manner while being linked to one another and their networks, and work with government agencies for securing their rights and entitlements. Networking with sector specialised bodies and agencies will be promoted and supported for accessing necessary technical and technological inputs.

Internally, as an organisation we will endeavour to improve the efficiency, effectiveness and accountability of our work with the people, our donors and government. Performance will be closely monitored for lessons learning and corrective action if required. We will regularly monitor, report and communicate on our performance using scientific learning based on research to adapt to changing circumstances and improve effectiveness over the life of the plan, particularly in our capacity building, networking, and advocacy and lobbying efforts.

In order to bring about desired change in poverty, exclusion, discrimination and inequality, we need people, alliances, civil society organisations, government and corporates to work together, and also the solidarity and goodwill of our national and international donors. "Change is sometimes a smooth, steady process, but often emerges from 'critical junctures' – windows of opportunity provided by elections,

changes in leadership, natural disasters or even conflicts.” (Oxfam Strategic Plan, 2013-2019, pg.11). As such, SLCDF will grasp the window of opportunity whenever it presents itself to bring about positive change. We understand that development is about power and its progressive redistribution from the ‘haves’ to the ‘have-nots’ (or ‘have little’) in all spheres of political, social and economic life. Transforming power dynamics is a mighty challenge. Our Board of Directors and our Staff will be together to respond to these challenges.

Sri Lanka Centre for Development Facilitation and the Present Context

SLCDF'S INTERNAL CONTEXT

Over the last 32 years of its existence, SLCDF has acquired many positive features as well as a few not so positive features with regard to its governance, management, administration and its operations. It is vital for SLCDF to become cognizant of both these facets and take appropriate measures in order to address them.

Its Evolution -SLCDF was registered as a Non-Government Organisation in 2008 and as a company limited by guarantee incorporated in Sri Lanka in 2009. Originally SLCDF was Sri Lanka Canada Development Fund established in 1988 as a conduit for Canadian funds to NGOs in Sri Lanka. With Canadian funds drying up by 2002, and SLCDF as a funding mechanism no longer required, it morphed into an NGO and assumed the name ‘Sri Lanka Centre for Development Facilitation’ with its own constitution, Board of Directors and staff, and has continued to date by raising funds locally and internationally for its operations. Some Canadian NGOs have continued to support SLCDF both as a Fund and as an NGO later. This transformation has been a life changing shift for SLCDF. Its unwavering commitment to marginalised communities and their organisations had never been in question and since then it has evolved to strengthen itself more and more in order to serve better.

Strengths - SLCDF as a development agency has an unblemished reputation for its commitment, its accountable governance and efficient and effective operations through a capable and committed team of staff led by the Executive Director. Functioning District Consortia (DCs) or partners/networks in 20 districts is a source of great strength for SLCDF. DCs are being capacitated to be participatory, democratic, accountable, transparent and sustainable. Several donors support SLCDF for projects/programmes ranging from the environment to gender to livelihood

development. Government agencies too greatly appreciate the work of SLCDF and its approaches. These are the strengths of SLCDF.

Deficits -Among the deficits or gaps, the most vital is the need to identify and groom a second-tier leadership. Also, though most essential policies are in place, they need to be updated, and staff and other stakeholder awareness on them needs to be improved. The tendency for staff to over-extend themselves, working long hours that is not sustainable in the long term, are some other issues that need addressing. Some staff capacities too need to be improved in a more systematic manner for more effective work.

Challenges -The current political, economic, social, technological and environmental contexts of Sri Lanka pose a set of diverse challenges to SLCDF and its constituencies that have to be carefully assessed and addressed. The negative image of NGOs among the public is a major challenge along with unclear, inconsistent and often shifting national policies on them.

Opportunities - Among some of the opportunities that can be counted is the willingness of the District Consortia to partner SLCDF and to cooperate among themselves. Valuable CSO networks support us in numerous ways in our work. Another opportunity is the readiness of a group of donors to continue supporting SLCDF in the future. The support of government agencies and their endorsement of SLCDF work is a valuable opportunity. The availability of a group of competent consultants on a number of relevant subject areas is an indispensable asset.

(for details of a SWOC analysis, please refer Annex 3)

SLCDF'S EXTERNAL CONTEXT

Of the external context, what most affects SLCDF and its work are the political, economic, social, environmental and technological areas. SLCDF will have to appraise this external context not just once for developing its strategic plan but may be on a regular basis if not on a daily basis in order to cope effectively with the changing scenarios.

In the **Political sphere**, both extreme nationalists and liberal forces of all nationalities are at play, and SLCDF will have to tread carefully remaining faithful to its values. Political and administrative shifts that came about in 2019 and the impending ones this year (2020) portends diverse challenges to CSOs. In particular, CSOs engaged in human rights and governance work are more likely to come under pressure relative to the past four years. Greater accountability from CSOs will be expected. Experts in this area are of the view that the best way for going forward is for CSOs to form alliances, coalitions, and networks, as solidarity and presenting one single front will make CSOs less vulnerable to external pressures.

Economic Sphere - Generally a 'human' or 'social' market economy is adopted by the main political parties. However, the clash of capital and the welfare of the people at national and local levels, require SLCDF to firmly support its constituencies for securing a fair share of the national resources while ceding the basic imperative for capital investment. Grossly unequal sharing of the national wealth is a persistent and serious weakness in our country and is likely to lead to social turmoil. The economy is predicted to recover this year after the disastrous Easter 21 April terrorist attacks. SLCDF will have to make efforts at promoting small and micro enterprises at community level based on value chains (with forward and backward linkages). There is space for SLCDF to influence a more socially responsible corporate culture especially where corporates are linked to their communities (e.g. as in the dairy sector). This linking is more acutely warranted during disasters.

Socially, in spite of the enviable ranking of Sri Lanka in the UN's social development index, significant gaps continue to resist resolution e.g. gender inequality, violence and abuse; child abuse and sexual abuse, and abuse of alcohol and other drugs, particularly by the youth. Deaths on the roads are becoming an alarming phenomenon along with a serious suicide (self-harm) rate. Even in sectors where Sri Lanka scores highly, e.g. education and health particularly high life expectancy, there are glaring inequities with regard to their quality. The increasing segment of the over sixties in the population is not taken care of adequately and poses a big challenge. Non-Communicable Diseases are clearly the single biggest cause of death in Sri Lanka and demand more concerted action, particularly preventive. Another indispensable component to national development is peaceful coexistence among all diverse groups in Sri Lanka and national reconciliation that needs to be addressed consistently.

Environmental issues loom ominously large in the country with regular rounds of drought and floods, and other disasters like pandemics with their destructive impacts disproportionately on the poor. The Anthropocene Era with the fossil fuel based industrial revolution liberally encouraging consumption based on wants and not on needs, has brought about unprecedented and frightening changes in the climate, in bio-diversity, in our polar ice regions, the oceans and on our land. It is imperative that 'consumption' is re-thought and reined in. Some responsible persons are even claiming that human extinction is at hand! In Sri Lanka some human activities contribute to the contamination of water resources and the soil and is a major concern. A glaring issue is waste generation and its unsystematic disposal, a solution for which appears to elude government both at national and local levels. This is related also to respect for other living species.

Technology evidently impacts on development. Though Sri Lanka is not considered a technologically leading country, it has ventured into some cutting-edge technologies like nanotechnology and information technology where some world class contributions have been made. With the global spread of modern technology, the planet has become a global village. The entry of modern information technology has

brought about significant social, economic and technological transformation in Sri Lanka. All technology has a positive as well as a negative aspect as it can be used for both. In development, the challenge is to assess the level of technology that a particular community can productively and sustainably adopt for sustaining its quality of life.

Besides the foregoing in-country challenges, there is also the challenge of relating to **international development agencies** and the **donor community** which is becoming more and more complex and demanding with dwindling development aid to the country and acute development issues that are not easily resolved. SLCDF needs to equip itself to effectively handle all these challenges and use the opportunities so that its vision and mission could be achieved.

Vision

To become a dynamic facilitator for civil society engagement in development

Mission

Develop capacity and facilitate space for communities and civil society to secure economic and social rights and entitlements for achieving sustainable development

Core Values

- We ensure Equal Opportunities to all, including persons with disabilities
- Treat all ethnic, religious, language, cultural groups equally without any discrimination and promote peaceful coexistence
- Zero tolerance to gender-based violence
- Zero tolerance to corruption
- We will be transparent and accountable
- Respect for men, women and children
- Care for the environment is a priority
- We will be compassionate and committed
- We will be independent and secular
- Harmonious relationships (vertically and horizontally) are promoted within SLCDF
- Working together
- Participatory process at all levels of work

FIVE STRATEGIC GOALS OF SLCDF

A strategic plan is about organisational change in the direction determined by SLCDF with its stakeholders. The Strategic Plan is comprised of five change goals or priorities that guide SLCDF towards an integrated effort at addressing income poverty, inequality, discrimination, and exclusion. The Strategic Plan focuses on empowerment of vulnerable communities and groups so that they could benefit from participatory governance, secure their rights and entitlements while obtaining a fair share of the national wealth. Basically, the implementation of the strategic plan will contribute to bringing about a shift in the prevalent, inequitable power dynamics in our communities and wider society to one that will favour vulnerable communities and groups.

SLCDF over the many years of its existence, has always been responsive to the challenges that came its way whether by the vagaries of administrations, social

dynamics, economic compulsions and the needs of CSOs. Since the deprived people is the core concern of SLCDF, their organisations and networks for analysing their deprivation; for advocating people friendly policies and for participatory and accountable governance, are deserving of support. It is in this context that SLCDF's strategic goals have been agreed upon. All first four strategic goals will be carried out with and through our CSO partners viz. District Consortia, networks and self-help groups that work for the people.

Five Strategic Goals

1. **Civil Society Organisations, their coalitions, consortia and networks are capacitated and facilitated with knowledge, skills and technology inputs and bring about sustainable development with the deprived small producers including women.**
2. **Participatory development processes are systematised and practiced with civil society organisations, networks, corporates, local bodies and government, at all levels for increased active citizenship and accountability.**
3. **Vulnerable groups, especially women, children, youth, the elderly and persons with disabilities are empowered as citizens and secure their rights and entitlements while standing against systemic injustice and discrimination in peaceful coexistence among all diverse communities.**
4. **Care /Protection of the environment is promoted and practiced ensuring environmental sustainability in all projects and programmes.**
- 5 **SLCDF is strengthened and deliver accountable governance; productive human resource management; effective operations including lessons learning, and smooth networking and collaboration.**

Please refer to Annex 1 for elaboration of the strategic goals into outcomes, outputs and activities.

FIVE STRATEGIC GOALS OF SLCDF ELABORATED

STRATEGIC GOAL 1

Civil Society Organisations, their coalitions, consortia and networks are capacitated and facilitated with knowledge, skills and technology inputs and bring about sustainable development with the deprived small producers including women.

The capacity of individuals, communities, Civil society organisations (CSOs), and networks need to be strengthened through the use of various technologies for bringing about and sustaining positive changes in people's lives. CSOs, coalitions, district consortia and networks play a major role at local level (and national) in addressing income disparities and the related inequalities that lead to poverty particularly in rural and plantation areas. Rural production (as well as national) needs to be sustainable environmentally as well. Small holder agriculture needs to be made productive and sustainable. Land and other natural resources are becoming scarce even in rural areas, and control of and access to them tend to exclude subsistence producers. Hence smallholdings need to be optimised and access to them by the small farmer ensured. For these purposes, technology transfer becomes imperative.

SLCDF will in particular afford women opportunities for entering into the field of entrepreneurship and remove the stereotype of viewing women as mere captive and cheap labour. This will be achieved through extensive business training and transferring of other necessary soft skills to women. Rural producers of both goods and services need to be made aware of innovative methods of production and linked to public and private service providers for extension and business services so that their enterprises could be upgraded. Alternative models of production that are economically viable, environmentally sustainable and gender equitable will be introduced. Rural and marginal producers in particular, will be supported with forward and backward linkages - value chains for sourcing raw materials and accessing stable and fair markets. Corporate social responsibility towards deprived communities will be promoted and facilitated.

Besides improved production for income poverty reduction, other contributors to poverty need to be taken into account. The quality of life of our communities has to be upgraded through their active citizenship. They need to be aware of

their rights and entitlements as citizens and acquire the skills to negotiate them with service providers at local, divisional, district and even national levels. Instead of lone voices, the voice of a group, CSO, a network or a movement is much more powerful for fighting exclusion, injustice and discrimination, and for securing rights and entitlements. Hence District Consortia and their networks and coalitions will be supported.

People need to be made aware of national policies that affect their lives and learn to analyse them and advocate for effective ones and also monitor their implementation. Hence the need to strengthen and equip CSOs and their allies for becoming an effective voice for the people they represent.

STRATEGIC GOAL 2

Participatory development processes are systematised, promoted and practiced with civil society organisations, networks, corporates, local bodies and government, at all levels for increased active citizenship and accountability

SLCDF believes that a major contributor to the poor quality of life (poverty) of particularly most citizens of rural and plantation communities, is the fact that they have least power and least access to information, and are virtually compelled to forego their rights and entitlements due to non-participatory governance at all levels. It is the right of the people to have duty bearers/service providers made accountable to them.

The existing gap between the people/rights holders and duty bearers/service providers is not merely the absence of goodwill between them. It is also the lack of mechanisms to nurture and enable participation of the people in planning development, budget allocation, monitoring implementation and assessments of the outcomes. SLCDF will endeavour to support both duty bearers and rights holders in designing the required mechanisms and embedding them in systems and procedures to enable active participation of the people. It is also necessary to sensitize both duty bearers and rights holders about their respective roles and how they should be carried out.

People's organisations, CSOs, coalitions and networks and corporates too should play a major role in this effort as watchdogs of society holding government to account for the provision of essential services and entitlements.

SLCDF will promote this through supporting programmes that strengthen the capacity of women, youth, communities and CSOs to participate in local governance and to hold their local bodies and government agencies to account (active citizenship). We will support people to secure their rights and entitlements while demanding positive pro-poor policy change from government. SLCDF will particularly focus on supporting women and youth because deep-rooted inequalities of societal power are often gender and generation based. We shall promote the effective use of the right to information in this regard. Participation will be promoted using all feasible tools and techniques as warranted by circumstances.

Women will be encouraged to join CSOs and organisations and take up leadership positions in them for more effective community management.

SLCDF will become an effective force for social change, equity, anti-corruption accountability and justice and, acquire a reputation for such work among donors, partners, allies and government agencies.

STRATEGIC GOAL 3

Vulnerable, excluded groups, especially women, children, youth and persons with disabilities are empowered as citizens and secure their rights and entitlements while standing against systemic injustice and discrimination in peaceful coexistence with diverse communities.

In order to bring about substantial benefits to vulnerable groups, the policies of governments, corporates and inter-governmental bodies needs to be changed through a combination of advocacy, engagement and popular campaigning.

SLCDF will support District Consortia and networks and where these are absent community organisations (CBOs) and other self-help groups particularly of the marginalised themselves e.g. Women's Rural Development Societies; Farmers Societies and Cooperative Societies etc. in offering people sustainable services and facilities for overcoming inequality and gender-based violence. The focus will be on the rights of men, women, boys and girls, especially single parent households, persons with disabilities, youth and other excluded groups.

SLCDF shall work against all forms of discrimination and violence against women in particular, and enlist our education and advocacy work with our partners, CSOs and relevant government agencies while developing appropriate policies and practices, and strengthening their enforcement. Development experience bears out that unless women are economically empowered, the disparity between male and female will continue to widen and discrimination perpetuated. Therefore, we intend supporting women to improve their social and economic standing. 'Women and their families once benefitted to lift themselves up should not be left to slide back into poverty and inequality again. Two-thirds of the world's illiterate adults are women. Women do 60 per cent of the world's work but earn only 10 per cent of the world's income' (source: UNDP). In order to improve women's social and economic standing, it is imperative to obtain the active support and engagement of men

In order to favour women, we will promote, micro, small and medium enterprises (SMEs) for them. This is a challenging but indispensable avenue to sustain the empowerment and development of impoverished women in our communities. The crucial contribution of women to family caring and management, even now, goes unrecognised by most people and also in our national accounts. In this regard, we will identify and analyse the social and cultural barriers that impede women, and mount efforts for counteracting them, thus paving the way for women's development. Women need to be supported to make their own demands for reducing income poverty, systemic injustice and social inequality and find their own solutions. We expect more gender justice to be won by our communities and women earn more respect for their rights from society.

Children - boys and girls are a high priority in all communities as they are our future. Children affected by conflict, violence, malnutrition and poor health, poor quality education, shelter and security are deprived of their childhood. Together we shall endeavour to restore, if possible, at least a part of their lost childhoods. Their wellbeing in terms of security, leisure, health and education will be upgraded through support for household social and economic development. Child rights will be promoted and their observance closely monitored. We shall create an environment where children can grow up to become well-adjusted and productive citizens who will coexist peacefully in a plural society.

About 10 percent of our population suffer from various disabilities and some negative attitudes still prevail in most of our communities. Apart from that, the services and facilities (physical and social) available for them are often woefully inadequate, and their rights are overlooked. We should advocate for these necessary facilities and services. Efforts must be made at a minimum to assist these persons to acquire skills to independently manage their day to day lives.

Wherever possible, persons with disabilities should be encouraged and facilitated to become productive members of society.

Consumption of alcohol, tobacco and other narcotic drugs, though by a small minority, has brought about catastrophic impacts on individuals and families all over Sri Lanka. Youth and school children are most vulnerable to this menace and communities need to be supported in preventing their use. We will educate our communities and the wider society on substance abuse and capacitate them for combatting this danger.

At the community and national levels, no development will be sustained over the years unless and until Sri Lankans have learned to live in unity and harmony among themselves - in peaceful co-existence. Ethnic, language, religious and other such distinctive features have to be respected, accepted and also celebrated if we are to forge ahead bringing the fruits of development to all citizens alike - no one should be left behind.

Women are reputed for their inborn skills in community management and hence women will be encouraged to take on the role of transforming their communities into sanctuaries of harmonious and peaceful living among all ethnic, religious and cultural groups.

STRATEGIC GOAL 4

Care /Protection of the environment is promoted, supported and practiced ensuring environmental sustainability in all projects and programmes.

We will strengthen community access to and control over land, natural resources and other assets and transform agricultural production in environmentally sustainable ways.

We will introduce alternative models of production that are economically viable, environmentally sustainable and gender equitable. We need to take care not to harm the environment further through abuse/use of agro-chemicals that are already impacting negatively on health in some districts.

We will take into account that Sri Lanka is already ranked in the Global Climate Risk Index, the second most affected country with extreme weather

events in the 20 years since 1998. Disasters, including health related like pandemics, inevitably follow extreme weather and we will support vulnerable communities to be prepared for managing them. Climate change will drastically affect agriculture, fisheries, power sector and most manufacturing in the country. The poor will suffer disproportionately and we together need to take preventive measures in this regard while supporting the resilience of the community through efficient management of crises. Climate change will hit small-scale producers, subsistence farmers and rural and urban landless people harder over the next decade and hence the need for disaster risk reduction and response.

More environment friendly patterns of consumption will be promoted and the throw away culture discouraged in all our communities. Communities will be made aware of the irreversible damage to the environment from the use of non-bio degradable packaging materials and that it needs to be eliminated or at least drastically reduced if we are to avert imminent climate change.

STRATEGIC GOAL 5

SLCDF is strengthened and deliver accountable governance; productive human resource management; effective operations including lessons learning, and productive networking and collaboration.

With an integrated mix of sound projects/programmes, linking long term participatory development with humanitarian, advocacy and campaign work, we will be able to contribute significantly towards realising our strategic goals or change goals.

Governance structures and practices will be revisited to ensure that accountability and transparency are at a high level.

SLCDF will deploy a competent team to monitor the implementation of the strategic goals, working along with other stakeholders. Hence job descriptions, where needed will be revisited to align them better with our strategic goals and their objectives.

Administration and management (including finance) will be improved by more effective human resource management and feasible technological inputs. Human resources shall be systematically assessed and accordingly upgraded for enhancing the capacities of all SLCDF staff. For more efficient administration, our policies will be revisited to ensure that they are updated and reflect standard practices and usages.

Programme operations of SLCDF will be strengthened with qualified and sufficient personnel. In planning projects and programmes, we will capture lessons from our work at the local level and use these to change our own practice; influence the practice of others and develop proposals for policy and practise change at all levels.

Innovation, learning and knowledge management increase the quality and impact of our program work and that of our partners. We will create a solid evidence base for our advocacy work, making a case for change. This will entail strong and practical systems for monitoring and evaluating our work and learning lessons. Evaluating the impact of our work is indispensable for lessons learning and improving the way we work. Evidence based on research will be the core for monitoring and evaluating our work.

Our capacity to raise funds from multiple donors for implementing our strategic plan and respond to new challenges on the way, will be strengthened.

In our external relations, networking with other CSOs, DCs, networks, coalitions, government and other stakeholders and the general public will be strengthened, and extensive use of our web site and social media made to effectively link up with them for sharing information, lessons learnt and feasible resource sharing.

An Information/media policy and strategy will be developed for effective dissemination of information, advocacy and campaigning.

SLCDF's links with NNAF and the NGOMDC will be reviewed in the light of our strategic plan and how best we should relate to them in pursuing our strategic goals will be given serious thought.

Our Ways of Working

- Contribute directly to positive change in people's lives through long term development and humanitarian work in the selected districts.
 - Strengthen the capacity of individuals, communities, CSOs, government agencies, networks to bring about and sustain desirable change.
 - Change the ideas and beliefs that underpin poverty and injustice, and mobilise a broad-based constituency for necessary change.
 - Empower the people to secure their rights and entitlements as citizens.
 - Change the policies and practices of governments, corporates and CSOs through a combination of engagement, advocacy and people-based campaigning.
 - Hold government and other stakeholders to account for delivering on these commitments to change policies and practices.
 - Collaborate with partners, allies, government agencies, CSOs and corporates for sustainable and positive change for the people.
 - Capture the lessons from our work at the local level and use these to change our own practice and influence the practice of others, and develop proposals for policy and practice change at other levels.
 - Monitor and evaluate the impact of policy and practice change, and work for further change where necessary.
 - Strengthen the capacity of civil society organizations to self-organize around the priorities of poor and marginalized people.
 - Network, collaborate and cooperate with coalitions, networks. CSOs, government, INGOs and donors for furthering sustainable improvements for vulnerable groups in Sri Lanka.
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ANNEX 1**STRATEGIC GOALS, OUTCOMES OUTPUTS AND ACTIVITIES**

STRATEGIC GOAL 1. Civil Society Organisations, their coalitions, consortia and networks are capacitated and facilitated with knowledge, skills and technology inputs and bring about sustainable development with the deprived small producers including women.

Outcome 1

CSOs, coalitions and networks are linked and capacitated to understand how the deprived and excluded are discriminated, existing policies are revisited, and new policies for the deprived and excluded are developed and advocated and implementation followed up.

Outputs

- 1.1 Policies for deprived and excluded are formulated for advocacy.
- 1.2 The study on deprivation and exclusion is completed and shared.

Activities

- 1.2.1 Advocate with government in collaboration with partners and other stakeholders.
- 1.2.2 Develop pro-deprived policies based on the above study in collaboration with relevant agencies.
- 1.2.3 Carry out with CSOs and networks an analytical study on the deprived and analyse the context and the existing policies.

Outcome 2

Access of marginalised, small producers and vulnerable women to natural resources and productive assets is secured and their production is sustainably increased with appropriate technology.

Outputs

- 2.1 Sustainable production models are introduced with new technology
- 2.2 Land ownership by small holders is validated.

Activities

- 2.1.1 Introduce feasible products, crops and production / cultivation methods utilising appropriate technology for increasing production.
- 2.1.2 Access production knowhow from specialised agencies/institutions.
- 2.1.3 Study soil condition, the existing land use pattern and availability of water with the small producers.

- 2.2.1 Ascertain land ownership titles of the vulnerable and validate / secure their ownership.

Outcome 3.

Women assume positions of leadership in civil society organisations and their role in community management is recognised.

Outputs

- 3.1 Women and men are empowered for taking on leadership roles.

Activities

- 3.1.1 Promote women to leadership positions and link them with relevant agencies for effective community management.
- 3.1.2 Create awareness, transfer skills in organising and giving leadership.
- 3.1.3 Study the context and mobilise women and men for leadership roles.

STRATEGIC GOAL 2. Participatory development processes are systematised, promoted and practiced with civil society organisations, networks, corporates, local bodies and government, at all levels for accountability and increased active citizenship particularly by women and youth.

Outcome 1.

Local authorities, Provincial Councils (PCs) and government agencies have set up enabling systems and procedures and activated them for the participation of citizens, especially women in governance.

Outputs

- 1.1 Local authorities, Provincial Councils and Government Agencies have revised their policies and procedures for participation in governance by Citizens and their organisations.
- 1.2 Citizens and their organisations have adequate understanding of clean politics and the need for women's participation in politics.

Activities

- 1.1.1 Sensitise relevant personnel in Local bodies, Provincial Councils and Government Agencies on democratic principles and participatory governance.
- 1.1.2 Study the existing status of social accountability in local authorities and Provincial Councils (PCs) and Government Agencies, and support them for necessary policy and procedural revisions for participation.

- 1.2.1 Train and sensitise District Consortia (DCs), CSOs, CBOs, SHGs and local bodies on social accountability, RTI, SGBV etc. and their role as duty bearers through feasible methodologies and techniques.
- 1.2.2 Form citizens' committees, train on role of rights holders and link with local bodies.
- 1.2.3 Support citizens to negotiate services and entitlements from local bodies.
- 1.2.4 Create awareness on clean politics and urgency of women's participation in politics.

Outcome 2

DCs, CSOs, SHGs and networks are in the forefront with women and youth in particular and exercise active citizenship ensuring accountability of duty bearers.

Outputs

- 2.1 DCs, CSOs, SHGs and duty bearers acquire understanding on social accountability, RTI, SGBV etc. and their role as rights holders and duty bearers and are motivated to secure them.
- 2.2 A special group of women and youth are empowered to negotiate with duty bearers their rights and entitlements.
- 2.3 Goodwill between rights holders and duty bearers is fostered.

Activities

- 2.1.1 Create awareness for CSOs and networks with women and youth and duty bearers on the rights-based approach to development.
- 2.2.1 Train and form a group of women and youth to negotiate with duty bearers their rights and entitlements.
- 2.3.1 Link CSOs and networks with local bodies/DSs and carry out joint activities e.g. Int. women's day, Environment, Children's Day.

Outcome 3

Citizens, their organisations and networks along with corporates advocate for development policies and their effective implementation at local level for the deprived.

Outputs

- 3.1 Policies for the deprived are revisited, developed, and citizen's organisations and corporates are skilled and motivated to advocate for them.
- 3.2 CSOs, networks and corporates understand the causes of deprivation and how to mitigate them

Activities

- 3.1.1 Create awareness among citizens, CSOs, networks and corporates on deprivation and its causes and how it can be mitigated.

- 3.1.2 Support CSOs, networks and corporates to study deficiencies in existing policies
- 3.1.3 Develop and advocate pro-poor policies and monitor implementation in collaboration with other stakeholders.

STRATEGIC GOAL 3. Vulnerable groups, especially women, children, youth and persons with disabilities are empowered as citizens and secure their rights and entitlements while standing against systemic injustice and discrimination in peaceful coexistence among all diverse communities.

Outcome 1

Women are treated with respect and equally in our communities that reject all forms of violence and discrimination against them and victims obtain redress.

Outputs

- 1.1 Communities are aware of all forms of violence and discrimination of women and motivated to reject them all.
- 1.2 Women victims of violence and discrimination have access to legal and support services and for obtaining redress.

Activities

- 1.1.1 Create awareness among communities on violence and discrimination practiced against women, impacts and related Acts and referral.
- 1.1.2 Facilitate and support victims of violence to seek redress and link with legal and support services e.g. Vigilant Committees at District level and CSOs.

Outcome 2

Youths in our communities enjoy space for growth and opportunities for testing their capabilities and are free from substance abuse.

Outputs

- 2.1 Communities are aware of youth issues including substance abuse
- 2.2 CSOs and networks are open to youth for membership and active participation.
- 2.3 Youth have access to education and skills training facilities.

Activities

- 2.1.1 Create awareness in the community about youth, their issues etc.
- 2.1.2 Educate communities through relevant agencies on adverse effects of substance abuse and prevent entry into communities.

- 2.1.3 Train vulnerable groups to network with similar groups / organisations dedicated to them.
- 2.2.1 Include youth in CSOs and networks and promote their leadership.
- 2.3.1 Link youths to adult education and skills training institutes for increased employability.

Outcome 3

Children, boys and girls enjoy their rights. Sexual and physical abuse of children is totally rejected and eliminated in our communities.

Outputs

- 3.1 Entire communities are aware of child rights and violations
- 3.2 Child rights deficits and violations are identified and actions planned for eliminating them with support from child related organisations.
- 3.3 Children have access to sports, aesthetics, learning languages and inter-community fellowship.

Activities

- 3.1.1 Educate the entire community on child rights and violations
- 3.2.1 Study the child rights violations in the community and take measures to respond to them.
- 3.2.2 Develop linkages with child related organisations to implement our plans for eliminating child rights violations.
- 3.3.1 Mobilise children for sports, aesthetic activities, languages, and hold intercommunity events.

Outcome 4

Persons with disabilities independently manage their lives in a society that respects their rights, and provide opportunities to become empowered and productive citizens.

Outputs

- 4.1 Communities are aware of the rights of persons with disabilities and violations and motivated to respect them.
- 4.2 Persons with disabilities are supported to identify their talents and skills and improve them.
- 4.3 Persons with disabilities are supported to take up livelihoods also helped by organisations dedicated for them.
- 4.4 Better physical and social access to PWDs to obtain services ensuring inclusivity.

Activities

- 4.1.1 Educate the communities and their organisations on the rights of persons with disabilities and implications.
- 4.2.1 Develop the capacity of persons with disabilities and identify their skills and talents.

- 4.3.1 Introduce suitable livelihood activities for persons with disabilities and support with forward and backward linkages.
- 4.3. Link with service providers at DS and local authorities to improve accessibility for PWDs

Outcome 5.

Respect for ethnic, language and religious diversity is embedded in all our communities and peaceful coexistence is sustained to benefit all.

Outputs

- 5.1 Community members understand ethnic, language and cultural diversity and are motivated to respect them.

Activities

- 5.1.1 Share knowledge about diverse ethnicities, languages and religions through books, CDs, discussions and lectures etc.
- 5.1.2 Teach a second language particularly to children and youth.
- 5.1.3 Carry out exposure visits to different religious places and cultural sites.
- 5.1.4 Organise intercultural events e.g. new year celebrations etc.
- 5.1.5 Include persons of other ethnicities in development processes e.g. in trainings, revolving credit schemes etc.

Str. Goal 4. Care /Protection of the environment is promoted and practised ensuring environmental sustainability in all projects and programmes.

Outcome 1

Environmentally sustainable; economically viable and gender equitable, alternative models of production are introduced and practised in our communities.

Outputs

- 1.1 Environmental and related social and economic issues are studied and viable alternatives are proposed.
- 1.2 Community is educated and sensitised for undertaking actions conforming to care of the environment.
- 1.3 Communities are supported to re-establish the traditional "self-help and shared society concept" for overcoming "consumption greed."
- 1.4 In collaboration with experts/institutions, environment friendly agricultural and other production models are promoted and their adoption supported.

Activities

- 1.1.1 Study the environmental, social and economic issues in the community, analyze and propose alternatives for implementation.
- 1.2.1 Educate and sensitise the community for addressing the above negative issues, through eco-sustainable models (eco-agriculture, zero-waste, eco-entrepreneurship, green concept implementation etc.) responding to their environmental issues and the 3Rs -reduce, reuse and re-cycle.
- 1.3.1 Re-establish the traditional “self-help and shared society concept” to overcome the ultimate cause of “consumption greed” that leads to environmental issues and poverty.
- 1.3.1 Link with experts/institutions and promote appropriate environment friendly agricultural practices and other production models.

Outcome 2

Communities practice more environment friendly / sustainable consumption patterns for resolving negative environmental impacts, arresting climate change.

Outputs

- 2.1 Awareness is created in communities on impacts of climate change and environment harming consumption patterns and alternatives, and motivated to change behavior.
- 2.2 Environment friendly consumption patterns are identified and promoted.

Activities

- 2.2.1 Identify and promote feasible environment friendly consumption patterns.
- 2.2.2 Create awareness on effects/impacts of climate change for the communities, and environment harming consumption patterns, identifying alternatives.

Outcome 3

Environmental education is promoted, advocated and practised in the communities for inclusive sustainable societies and future sustenance.

Outputs

- 3.1 Environmental education is carried out for the entire community and people motivated for transforming society for inclusivity and sustainability.

Activities

- 3.1.1 Conduct environment education programmes targeted for children, youth and adults to ensure social harmony and future sustainability.

Str. Goal 5 SLCDF is strengthened and deliver accountable governance; productive human resource management; effective operations including monitoring, evaluating, lessons learning, and productive networking and collaboration.

Outcome 1

Structures and procedures are revisited and fine-tuned for enhanced accountability and transparency.

Outputs

1.1 The Board of Directors comprise of men and women with diverse expertise and of diverse ethnic groups.

Activities

1.1.1 Include in the Board, members representing diverse ethnic groups.

Outcome 2

Required new policies are formulated and existing policies are updated to align with standard practices and usages; are adopted, staff made aware and comply.

Outputs

2.1 Updated policies are adopted by the Board of Directors

2.2 All staff are made aware of updated policies and motivated to comply.

Activities

2.1.1 Revisit and update existing policies and present to the Board of Directors for adoption.

2.2.1 Make all staff aware of the updated policies and their benefits and impacts.

Outcome 3

Monitoring, evaluating and lesson learning is improved with the adoption of new systems and technologies and with dedicated personnel.

Outputs

3.1 Dedicated staff for monitoring, evaluating and lessons learning are assigned.

3.2 The capacity of staff for monitoring, evaluating and lessons learning is increased.

3.3 Efficient systems for monitoring and evaluating are adopted and put in place.

Activities

3.1.1 Assign dedicated staff for Monitoring, Evaluation, Lessons learning (MEL)

3.2.1 Increase knowledge and skills of staff on MEL

3.3.1 Introduce a database and monitoring formats for all projects

3.3.2 Evaluate all SLCDF projects and programme at completion.

Outcome 4

Staff work smarter and are more productive.

Outputs

4.1 Capacity needs of staff are systematically assessed and developed with required specialised knowledge and skills.

4.2 Staff annual appraisals are carried out effectively and capacity needs addressed.

Activities

4.1.1 Assess needs of staff for their jobs and develop scheme for upgrading knowledge and skills.

4.1.2 Carry out systematically staff appraisals on an annual basis.

Outcomes 5

Relations with partners and others are supported with regular communications and collaboration.

Outputs

5.1 SLCDF website and social media are regularly updated

5.2 Annual reports, newsletters and brochures are developed and shared.

Activities

5.1.1 Maintain SLCDF website and social media and update regularly.

5.2.1 Prepare annual reports /lessons learnt/ brochures/newsletters and share.

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VIEWS OF SOME STAKEHOLDERS ON SLCDF

VIEWS OF DONORS AND INGOs FOR THE STRATEGIC PLAN

List of Respondents

1. ACTED
2. CENWOR
3. Stichting Giles Foundation
4. Kindernothilfe (KNH)
5. New Jersey Mental Health Institute
6. USAID
7. PAFFREL

In your experience with SLCDF what areas of its governance, finance and programme management needs to be improved?

- SLCDF has effective processes and procedures.
- Governance, finance and programme management is of excellent quality
- A credible board of directors and senior management
- Current projects and donor portfolio are impressive
- An Organizational Capacity Assessment reported high standards of organizational practices. Only a few areas that were specific to us required training and capacity building.

What areas of development (in Sri Lanka) can you indicate where SLCDF as a civil society organisation with its given capacity could contribute most?

- Should contribute to the overall health and well- being of the population which has endured so much calamities.
- Advocating social values, lobbyists for government of businesses on issues including indigenous rights or the environment, a watchdog monitoring government compliance with human rights treaties, governance, corruption etc.
- Partner with Research organizations and thereby enhance each other's experiences to deliver improved programmes and sharing resources

- ❑ SLCDF can further leverage the network of CSOs under its structure in order to amplify the voice of Sri Lankan civil society.
- ❑ SLCDF has a large network around the country conducting successful implementation of projects working with Community Based Organizations. They maintain excellent working relationship with their stakeholders whether at grassroots level, or the public and private sector, cooperatives, etc.

In your view what should be the key role of civil society organisations in Sri Lanka?

- ❑ Creating connections and links between the centre and the peripheries
- ❑ Creating a space to give a voice to the marginalized communities in Sri Lanka
- ❑ social dynamics and ecological and community aspects remain crucial elements
- ❑ CSOs should involve in policy analysis/reviews and make evidence-based policy recommendations.
- ❑ As Sri Lanka is the 2nd most vulnerable country in the world to climate change, civil society has a key role to advocate for the government and private sector to put mitigation measures in place.
- ❑ The civil society should be building active citizenship by motivating civic engagement at local level and engaging in local regional and national governance. The civil society could also be participating in global governance processes by serving on advisory board of large donor organizations on topics such as climate change, investment funds, etc.

What are your views on district consortia and their members? And other views

- ▶ This is an effective method of monitoring projects at regional level to avoid duplication of donor assistance and carryout efficient coordination of activities and use of resources.
- ▶ SLCDF is a dedicated organization that is fully committed to empowering Community Based Organizations in rural Sri Lanka, assisting economically challenged rural societies achieve self-sufficiency

Other Comments

- ✚ SLCDF is a dedicated organization that is fully committed to empowering Community Based Organizations in rural Sri Lanka, assisting economically challenged rural societies achieve self-sufficiency through innovative activities, assistance, training and capacity building. SLCDF is a highly

competent and motivated non-government organization with a large and effective network of professionals supporting projects at regional level.

MINISTRY OF SOCIAL SERVICES ON SLCDF

Respondent: Mr. Nimal Kotawalagedera, Addl. Secretary

- The broad ministry policy is the welfare of the family
- Marginalised groups need mobilization to escape poverty; welfare does not help.
- Our officials are perceived as providers of welfare and not development facilitators and hence they cannot perform that role
- Hence the marginalised remain in that state, unless some agency intervenes to put them on the development path
- If NGOs can take on this role, government can provide the wherewithal e.g. wheel chairs, Samurdhi, other eligible allowances, health, vocational training etc. - if these are recommended in a systematically developed case plan for each family's development
- We need to promote knowledge for the people as a way out of marginalisation.

If SLCDF can fulfil the above role, the ministry is willing to partner it in the future.

NGO SECRETARIAT OF THE MINISTRY OF SOCIAL SERVICES

Respondent: Two Officers responsible for NGOs

- ◇ We expect NGOs and CBOs to attend to finance management meticulously
- ◇ We expect them to be able to write project proposals and obtain funds from corporate sector CSR
- ◇ We expect them to address issues that affect communities e.g. substance abuse, disaster management, communications and first aid.
- ◇ NGO Secretariat had launched a project to strengthen NGOs on the above lines but it was not successful as we have only one officer at

district level to attend to it and also because different NGO personnel attend different trainings and are keen only to collect certificates.

Nothing progressed on the ground.

- ◇ NGOs should also create awareness on micro finance and negative impacts.
- ◇ NGOs should teach IT skills to the elderly too as in the future, pension payments will be mobile phone based.
- ◇ Government policies should be NGO policies too.
- ◇ We have a website for NGOs.
- ◇ The NGO Act might change in the future, towards the end of the year.

ANNEX 3

SLCDF Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Committed professionals, experienced Board members • Well recognized Board members by government, Donors, INGOs and other partners • No political affiliation • Committed staff • Finance management unit is supporting well • Based on experience & innovations • Flat hierarchy • Flexibility • Effective decision making • Availability of administration and management policies • Sufficient resources, such as equipment and other assets • ethnically balanced (considering main languages and geographical coverage) • People centered organization • Island wide network • Government collaboration 	<ul style="list-style-type: none"> • Board members have trust in SLCDF staff and give freedom for decision making • Recognition of board members, consultants • Senior staff for fund raising • Availability of external consultants • External policies on institutional operations • Availability of opportunities for capacity building of staff • Maintained relationships with Canadian NGOs • Relationship with District Networks for programme implementation • Established trained arm for capacity building • Recognition of the Donor Community / government / Pvt sector and NGOs • Well - structured networks • Different experts in human resources

<ul style="list-style-type: none"> • Sharing resources and expertise among the network • Collective initiatives /holistic approach addressing structural issues • Engagement with broader CSO organizations. 	<ul style="list-style-type: none"> • Technical and expertise support from the government sector • Sharing resources among the NGOs in in the consortia.
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Absence of secondary leadership • Inadequate functioning of the programme management committee • Lack of staff for new projects • Inadequate communication • Lack of awareness regarding institutional policies • Lack of promotional and publicity management • Non-utilization of modern technology • No follow up actions on certain management decisions • Lack of expertise on proposal development and • Not sufficient research done by the organization • Not enough skill development for staff • Lack of follow up system on programme monitoring • Dependency and survival mentality • Some NGOs in District consortia don't contribute back to District Level organizations and want to be in the spotlight • Lack of using technology by DC's. • We are lacking an HR department . 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • Political changes • Negative public opinion on CSOs • Competition for funds • Attitudes of general public towards NGOs • Political instability • Donors' mandate focus on specific overseas funding • Climate Change • Public and government attitude • Not properly utilized by other donors • Government formed NGO networks in District.



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