



Follow-up of the 2-day training programme on better implementation of business regulations – a summary of 4 reports

1. Background and objectives

Enter-Growth project supports the implementation of the Government of Sri Lanka's strategy for poverty reduction and the generation of quality employment for women and men through an integrated micro and small enterprise development programme that targets four Districts with a high incidence of poverty, Kurunegala, Polonnaruwa, Anuradhapura and Puttalam. One of the aims of the project is to improve the business environment, of which regulations implemented by public sector is one part.

In May-July 2007, Enter-Growth together with Sri Lanka Institute of Development Administration (SLIDA) conducted needs assessments of training and other needs for better implementation of business related regulations in Kurunegala, Puttalam, Polonnaruwa and Anuradhapura Districts. The assessments showed that the relationship between the implementing authorities and the small enterprises as well as the technical skills of the implementing public officers were far from satisfactory. As a result, it was decided to conduct a two-day training programme for public officers implementing business registration and licensing in the four project Districts.

Enter-Growth and SLIDA developed and conducted a 2-day training programme in all the Divisions in the Districts for approximately 2,900 public officers concerned with business registration and licensing at the District, Divisional, Grama Niladhari and Pradeshiya Sabha levels. The objective of the training was to improve business regulation services provided to MSEs and to make the regulatory procedure and its implementation more efficient. For the training programme, SLIDA had developed a business registration and licensing manual, encouraging the officers to take a more customer oriented approach as well as making implementation more uniform. Enter-Growth developed a leaflet, targeting unregistered enterprises and outlining the advantages of being legally established. The leaflet was presented during the training programme and then supposed to be disseminated to the target group by the officers.

The training programme consisted of the following sessions and topics:

1. MSE awareness and national MSE policies

2. Customer orientation, relationship between public officer - MSE
3. Why business registration and licensing is important
4. Building relationships with other organisations
5. The big picture of the business registration and licensing procedures
6. Technical information about the regulatory procedures
7. Introduction to a new business registration database

The first five topics were covered in Day 1 when all the invited officers took part. The two other topics were covered in Day 2 where the technical part was much more detailed than in the first day and where officers at District, Divisional and Pradeshiya Sabha levels took part, i.e. excluding the Grama Niladharis. This report summarises the main conclusions from a follow-up in the last quarter of 2008 of the public officers trained in the 2-day training programme. The follow-up was conducted by the local facilitators who in collaboration with SLIDA conducted the training programme. This report consolidates four reports, one from each District.

2. Methodology and practical approach

The specific task for the local facilitators was to conduct a follow-up with the public officers that were trained in the 2-day training programme, which covered:

- How the knowledge and tools (e.g. manual) acquired during the training have been used and implemented in their work.
- If the business registration leaflet has been distributed to the target group, i.e. entrepreneurs.
- What problems they face in implementing the new knowledge and tools from the training in their work.
- Advice on how the trained officers can use the knowledge and tools (e.g. manual) acquired during the training in their work.

The information was collected through focus group discussions in each Division with the Grama Niladharis and individual meetings with the officers at Divisional level as well as a random check with entrepreneurs if they had received the business registration leaflet that was developed and distributed at the training. The follow-up included all the Divisions taking part in the training programme.

3. Facts and Figures

The tables show the number of focus group discussions and interviews that were conducted. It also indicates which types of officers that were interviewed as well as a random check of how the leaflet had been distributed to entrepreneurs. In a few Divisions, the training programme was cancelled and therefore, they were not included in the follow-up. The random check with entrepreneurs was only conducted in the project's baseline Divisions.

PS = Pradeshiya Sabha
GN = Grama Niladhari
PHI = Public Health Inspector
ENVI = Environmental Inspector
DS = Divisional Secretary

Polonnaruwa

Division	1. FGD	2. No of interviews	3. No and title	4. No not interviewed	5. No of entrepreneurs
Medirigiriya	Yes	20	2 PS,17GN,1 Subject Clerk	2	
Hingurakgoda	Yes	32	1 PS, 2 PHI, 28 GN,1 Subject Clerk	0	
Welikanda	Yes	24	1 PS, 3 PHI, 19 GN, 1 Subject Clerk	1	
Dimbulagala	Yes	41	2 PS, 2 PHI, 1 Subject Clerk, 36 GN	1	
Elahara	Yes	17	1 Subject Clerk, 15 GN,1 PHI	0	
Lankapura	Yes	15	1 Subject Clerk, 4 PHI, 10 GN	3	5 contacted, 2 received the leaflet
Thamankaduwa	Yes	42	42 GN	30	
Total	7	191		37	

Puttalam

Division	1. FGD	2. No of interviews	3. No and title	4. No not interviewed	5. No of entrepreneurs
Arachchikattuwa	Yes	4	2 Divisional Secretary, 2 PHI	0	20 contacted, 4 received the leaflet
Chilaw	Yes	10	3 Urban council, 3 Divisional Secretary, 4 PHI	0	
Madampe	Yes	4	2 Divisional Secretary, 2 PHI	0	
Mahawewa	Yes	4	2 Divisional Secretary, 2 PHI	0	
Wennappuwa	Yes	5	2 Pradeshiya Sabha, 2 Divisional Secretary, 1 PHI	1	
Nawagattegama	Yes	2	2 Divisional Secretary	1	
Pallama	Yes	1	1 Divisional Secretary	0	
Anamaduwa	Yes	4	1 Pradeshiya Sabha, 2 Divisional Secretary, 1 PHI	0	
Naththandiya	Yes	5	2 Pradesiya Saba, 2 Divisional Secretary, 1 PHI	1	
Dankotuwa	Yes	4	1 Pradesiya Saba, 2 Divisional Secretary, 1	0	

			PHI		
Puttalam	Yes	6	2 Pradesiya Saba, 4 Divisional Secretary	1	
Karuwalagaswewa	Yes	3	1 Divisional Secretary, 2 PHI		
Mahakumbukkadawala	Yes	1	1 Divisional Secretary	0	
Kalpitiya	Yes	3	3 Divisional Secretary	0	
Mundel	Yes	6	6 Divisional Secretary	1	
Total	15	62		5	

Comments from the facilitators in Puttalam:

- Grama Niladharis are not included in the “no and title” column. Also, it turned out to be difficult to indicate number of interviews for each division since for example PHIs and Pradesiya Saba officers mostly work for more than one division.
- A few trained participants could not be interviewed due to following reasons:
 - did not mention their contact details properly
 - Unable to contact them through given contact details
 - Were transferred to other work stations
- Entrepreneurs were selected through the list of Samurdhi officers and Samurdhi banks randomly but with the condition that they had either started the business after January 2007 or registered business after January 2007(i.e. after BR training).

Kurunegala

Division	1. FGD	2. No of Interviews	3. No and title				4. No not interviewed	5. No of Entrepreneurs
			GN	PS	DS	PHI		
Abanpola	YES	15	15				N/a	
Mallawapitiya	YES	23	22		1		N/a	
Maspotha	YES	11	11				N/a	
Kurunegala	YES	42	36		4	2	N/a	
Bingiriya	YES	12	12				N/a	
Panduwasnuwara (E)	YES	26	26				N/a	
Panduwasnuwara (W)	YES	40	34	3	1	2	N/a	
Alawwa	YES	31	26	1	2	2	N/a	
Polgahawela	YES	46	45		1		N/a	
Narammala	YES	28	24		4		N/a	
Pannala	YES	20	19		1		N/a	
Udubaddawa	YES	28	23	1	3	1	N/a	
Kuliyapitiya (E)	YES	27	23		4		N/a	
Kuliyapitiya (W)	YES	20	16	2	1	1	N/a	

Giribawa	YES	18	17		1		N/a	
Ehetuwewa	YES	27	26		1		N/a	
Galgamuwa	YES	39	32	1	3	3	N/a	
Rasnayakapura	YES	15	13		2		N/a	
Kotawehera	YES	21	15		3	3	N/a	
Nikaweratiya	YES	31	27		4		N/a	
Weerabugedara	YES	17	15		2		N/a	
Bamunakotuwa	YES	28	25		3		N/a	
Rideegama	YES	67	67				N/a	128 contacted, 2 received leaflet
Mawathagma	YES	36	34		2		N/a	
Maho	YES	36	35		1		N/a	
Ibbagamuwa	YES	50	44		6		N/a	160 contacted, 4 received leaflet
Ganewatta	YES	30	27		2	1	N/a	
Wariyapola	YES	34	27	1	6		N/a	352 conducted no one received leaflet
Total	28	818	736	9	58	15		

Comments from the local facilitators in Kurunegala:

The entrepreneurs were selected through different programmes, which the facilitators attended to do their research (Wariyapola: Gama Neguma and Samurdhi Maha Sangamaya; Ridigama: a programme on young entrepreneurs and a programme on technical training; Ibbagamuwa: Samurdhi meetings and Annual Bala Mandala).

Anuradhapura

Division	1. FGD	2. No of interviews	3. No and title	4. No not interviewed	5. No of entrepreneurs
Kahatagasdigiliya	yes	07	2PHI, 2 PS, 2 GN,1 AGA	N/a	
Rambewa	yes	05	1 PHI, 2 PS, 2 GN	N/a	
Mihintale	yes	04	1 PHI, 1 PS, 2 GN	N/a	
Nuwaragampalatha C	yes	08	3 PHI, 2 PS, 3 GN	N/a	
Mahawilachchiya	yes	07	2 PHI, 2 PS, 2 GN,1 AGA	N/a	
Nuwaragampalatha (E)	yes	07	3 PHI, 2 PS, 2 GN	N/a	
Galenbidunawewa	yes	08	2 PHI, 1 PS,3 GN, 2 GN	N/a	

Ipalogama	yes	08	2 PHI, 1 ENVI, 2 PS, 3 GN	N/a	
Palugaswewa	yes	09	1 PHI, 1 PS, 6 GN, 1 AGA	N/a	
Palagala	yes	06	1 PHI, 2 PS, 3 GN	N/a	
Thirappane	yes	09	1 PHI, 2 PS, 3 AGA, 3 GN	N/a	
Kakirawa	yes	11	1 EN, 3 PS, 3 PHI, 1 AGA, 3 GN	N/a	
Galnewa	yes	07	2 PHI, 1 ENVI, 3 GN, 1 PS	N/a	
Rajanganaya	yes	08	1 PHI, 4 GN, 2 PS, 1 AGA	N/a	
Thambuttegama	yes	12	1 AGA, 2 PS, 6 GN, 1 ENVI, 2 AGA OFF	N/a	6 contacted, 3 received
Nochchiyagama	yes	12	1 AGA, 2 PS, 2 PHI, 7 GN	N/a	
Nachchaduwa	yes	09	1 AGA, 2 PHI, 5 GN, 1 PS	N/a	
Thalawa	yes	12	1 AGA, 2 PHI, 8 GS, 1 PS	N/a	
Horowpathana	yes	07	1 AGA, 2 PHI, 3 GN, 1 PS	N/a	
Kabithigollewa	no	07	1 AGA, 1 PHI, 4 GN, 1 PS	N/a	
Medawachchiya	yes	09	1 AGA, 2 PHI, 2 PS, 4 GN	N/a	
Total	20	168			Total

Comments from the local facilitators in Anuradhapura:

- The follow-up with Kebithigollawa Division was cancelled since the officers had to participate in a high-level meeting with a Ministry.
- Random sampling of six entrepreneurs in Thambuttegama Division, one from the urban centre and the other from rural areas.

4. Summary from the focus group discussions and the interviews

This chapter is based on the six questions that the local facilitators discussed with the trained public officers.

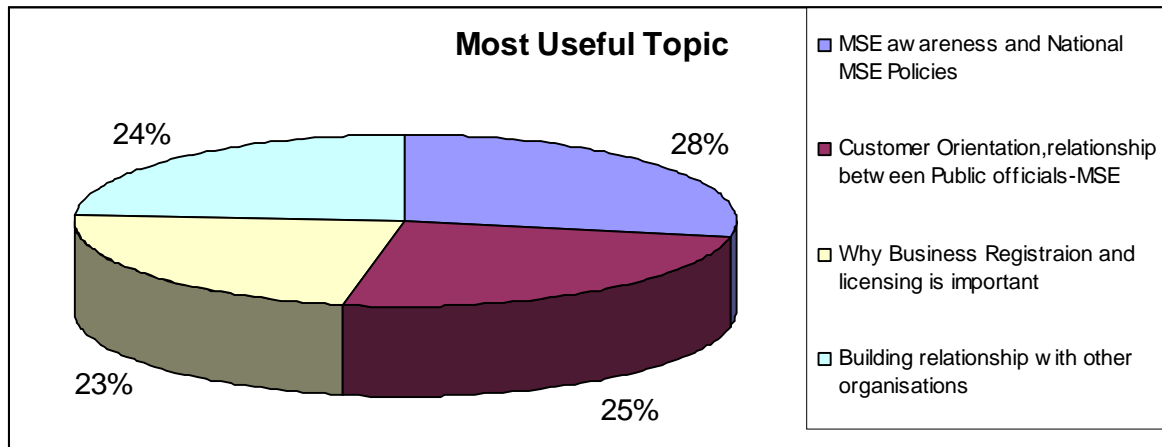
a) What was the most useful topic?

Polonnaruwa:

The interviewed public officers thought that the most useful topic was “why business registration and licensing is important”. Most of the officers were prior to the training unaware about the above topic and the benefits of business registration. Further, some relevant officers were also unaware of the tax limitation.

Puttalam:

The following diagramme indicates the response of the Grama Niladhari officers (who constituted the largest group of officers but only took part in Day 1).



When it comes to other officers (also taking part in Day 1), most of them said that the introduction to a new business registration database was the most useful topic and therefore they critically asked what happened to it (it was not installed as promised in the training). Some of the officers said that technical information about regulatory procedures was the most useful. Also, some of the officers asked about the award to the most committed officers, which was mentioned in training session.

Kurunegala:

Most of the Grama Niladharis, 67%, stated that “why business registration and licensing is important” was the most important topic. Among the other officers (Divisional Secretarial officers, Pradeshiya Sabha officers, MOH officers, etc.), 46% stated that the most important topic was “The big picture”.

Anuradhapura:

The most significant topic was "why business registration and licensing is important", stated by 50% of the officers. The officers commented that the entrepreneurs should be trained as well. Another 25% thought that "customer orientation" was vital since the government officers had never undergone any training on this topic. However, the officers showed their dissatisfaction with the delay of the database installation

b) How has the training been useful for you in performing your job?

Polonnaruwa:

The officers can now conduct awareness workshops on village level and refer to the business registration manuals and display leaflets on their office notice board.

Puttalam:

In general, the officers said that the knowledge gained through the training is useful to perform their duties with a confidence. The officers gave a number of answers:

- To make the entrepreneurs aware of the advantages of business registration and licensing.

- To make the entrepreneurs aware of the fact that they do not need to fear taxes and tax officers.
- To inform about what kind of business that can be registered.
- To build up a good institutional relationship.
- To work with confidence regarding the rules and regulations and to advice correctly on business registration and licensing.
- To solve practical problems arising during business registration.
- To promote business start-up.
- To use the manuals and leaflet in the correct way.
- To make the general public aware about the importance of MSEs.
- To discuss business registration issues with an open forum.
- To build up business associations.

Kurunegala:

The most common answer was that through this programme they were able to make the entrepreneurs aware of and motivate them to register their business. Another common answer was that this programme helped them to enhance their knowledge on business registration and licensing. Some of the officers also thought that the training helped them to develop interactive relations with other relevant institutions.

Anuradhapura:

The officers thought that the efficiency and productivity of their daily duties are increased thanks to applying the knowledge from the training me. This has an impact on economic development of the Division. The result of applying customer care will be significant as well as building relationships with other institutions. In turn, the performance of the officers will be improved. The participants agreed that this type of training will improve their knowledge and ultimately, improve the development of their respective areas. Only a very small share of the officers stated that they benefitted very little from participating in the programme.

c) What problems do you face to implement what you learnt?

Polonnaruwa:

The attitude of MSEs is the main problem and no specific problem in the implementation was highlighted.

Puttalam:

The following are the main answers:

- The unawareness about business registration and its advantages among the entrepreneurs.
- Difficult to inform some of the entrepreneurs about tax regulation, they do not accept it.
- Difficult for entrepreneurs to obtain environmental license.
- MSEs do not like to pay penalty charges for business started some time ago.
- Due to rules of other institutions.

- Due to a poor institutional relationship.
- Due to the negative relationship with BDS providers.
- Entrepreneurs do not like to deal with government institutions.
- Some entrepreneurs ask for subsidiaries.

The trained officers, however, commented that they have to some extent been able to overcome above issues with provided knowledge.

Kurunegala:

The major problem when implementing the gained knowledge is the ignorance of entrepreneurs regarding registration procedures and other legal measures. Another problem mentioned is that entrepreneurs are not interested in registering their business since they do not receive any significant benefits from registrations. Also, the entrepreneurs hesitate to register due to income tax problems. It was also mentioned that it is very difficult to carry out this registration activity due to poor coordination among relevant institutions.

Anuradhapura:

- To remove the fear of entrepreneurs towards government taxes.
- Change the business registration Act to encourage the entrepreneurs to register their business. Remove:
 - The regulation on business registration within a fort night.
 - The fine of Rs. 2,500 per day if the entrepreneur fails to register.
- The enterprises are too small and seasonal– no need for them to register their business.
- Significant subsidies available to entrepreneurs when registering.
- The land ownership issues:
 - Leased out lands
 - Unauthorised lands
 - Forest reservations
 - Irrigation reservations

d) How have you used the Business Registration and Licensing Manual that was introduced at the training, did you share it with someone else?

Polonnaruwa:

The officers said that they have displayed the manual in the office. When Entrepreneurs come to the office they encourage them to go through it.

Puttalam:

The officers have used it in different ways:

- In a common meeting
- To get required information and guidance
- When an issue was raised

- Put on the notice board to make others aware
- To find out necessary documents
- To identify authorised officers
- To find out who should be consulted for a particular case
- To identify the business registration and licensing process clearly
- To identify policies pertaining to business registration and licensing
- To identify required forms
- To show required forms to entrepreneurs
- To find out about fees

Most of the officers said that this is a very important manual for them. They have been able to clarify a number of matters, for example in one Division they used to charge the wrong fee for business registration. One important advantage is that this is the first time all the documents related to business registration is combined in one book. Most of the trained officers commented that this is a very good step taken to develop MSEs.

Kurunegala:

Many Grama Niladharis said that they used the manual to educate the entrepreneurs. Some of them let the entrepreneurs read the manual while some utilise it to make the entrepreneurs aware during the meetings. Other uses mentioned by Grama Niladharis and other officers are to improve their own knowledge and when questions arise. Altogether 85% of the officers said that they shared this manual with others.

Anuradhapura:

The manual was the most significant tool, offered at the training programme. The officers who had studied the manual had acquired vast knowledge in the field of business registration and could make the process faster. The trained officers thought that if rules and registrations of the central environment authority had been included, the importance of the manual could have been even greater. The officers said that they had shared the manual with other officers, who did not participate in the training programme and there was a strong request to make available the manual to the officers who were not able to attend the training programme, also in other Districts. Since the manual is so relevant, the contents of the manual should be printed as a booklet, including periodical circulars and Gazette notifications.

e) How have you used the business registration leaflet that was introduced at the training, did you distribute this leaflet to others?

Polonnaruwa:

Entrepreneurs who come to the office can get the leaflets and distribute to other entrepreneurs.

Puttalam:

Nearly 70% of the officers commented that they distributed the leaflet but some of them said they did not receive it. The facilitators took action and distributed leaflets as well as

manuals to those officers that said they had not received them. The officers that had distributed the leaflets did this in the following way:

- To describe the advantages of business registration.
- As an aid to make entrepreneurs aware about business registration.
- Put on the notice board for others awareness.
- Explained the content in a meeting in the Division.

Despite this, only 25% of the entrepreneurs had received the leaflet in the survey done in Arrachchikattuwa DS division.

Kurunegala:

Among the Grama Niladharis, 75% said that they distributed these leaflets among entrepreneurs, 80% had done it on individual basis and the rest had distributed it in common meetings.

Among the other officers many of them had distributed the leaflets to entrepreneurs directly while some had done it with the assistance from officers of other organisations such as Samurdhi Niyamaka, Women Development officers, etc.

Anuradhapura:

The follow-up revealed that the leaflets have been made available to the entrepreneurs. The local facilitators also observed that the leaflets had been displayed on their respective notice boards at the office premises.

f) What support, if any, would you need to implement what you learnt?

Polonnaruwa:

Annual workshops should be conducted in order for the officers to be updated on business registration. The subject clerks at the divisions expressed an immediate need for the database as well as training of the database. Further, the business registration and licensing manual as well as the leaflet should be distributed to all those officers who did not receive them.

Puttalam:

Nearly 50% said that they do not have any support to implement what they learnt. Most of the trained officers other than Grama Niladharis said that they need support to implement the promised database.

Other comments:

- Link to BDS services to get further knowledge.
- Link to Banks to get low interest loans for MSEs.
- Conduct mobile services on business registration in each Division.
- Provide computers for each GN office.
- Conduct annual training for relevant officers.

Kurunegala:

Many of the Grama Niladharis thought that “Business Registration and Licensing“ awareness programme should be conducted for the entrepreneurs also. Some of the public officers thought that this type of programme should be conducted regularly in future, in order to update on changes and reforms in the regulations.

To use media to inform about business registration would be useful. Regulations should also be reformed and it should be compulsory to register. Further, better coordination between institutions is needed.

Finally, it is very important and urgent to install the business registration database for the relevant officers.

Anuradhapura:

The database should be installed. The information on the advantages of business registration should also be conveyed through audio and video. The local Chambers should be involved.

Reminder of the training and discussions/advice to the trained participants

The local facilitators also conducted a min-refresher of the training programme. The public officers were reminded of the content from the training and could also discuss with the facilitators who gave advice on how to implement what they learnt.

Important comments and feedback from the local facilitators

Polonnaruwa:

This kind of programme is important because public officers work in a very traditional way and this programme upgrades their knowledge. Almost all government officers who work for Divisional and District offices should be trained on business registration and small businesses. It is important to distribute documents such as the manual and leaflet to the specific officer or they will be misplaced.

Puttalam:

In general, the trained public officers were satisfied with the training. They were very eager and enthusiastic after the training and would have needed the follow-up earlier since they faced some practical problems and needed help. Many of the officers had also changed area of responsibility and new officers were in charge of business registration. Therefore, it is very important to do continuous follow-up of this programme to have an impact. There is an urgent need to implement the promised business registration database. This is also important for the image of both SLIDA and ILO who promised to provide it.

Kurunegala:

SLIDA, who was responsible for the 2-day training programme, communicated only with Divisional Secretariat office and not with other participating organisations like MOH office, Pradeshiya Sabha, Provincial Environmental Authority etc. This resulted in poor attendance of those organisations.

The session on the database was clearly a failure since the demonstration was not good and it was never installed.

The Provincial Council is the main responsible organisation for business registration but they were not involved in the development of the manual. The errors in the manuals could have been avoided if the Provincial level had been involved.

Some of the Divisions did not receive the manual or the leaflets or did not receive it in sufficient numbers (Narammala, Kuliypitiya West, Mahawe, Polgahawela, Wariyapola).

Anuradhapura:

The officers commented that the methodology employed in the training was of high standard. However, there is a general demand of the trained officers to get access to the database that was presented at the programme.

It was established that the trained public officers acquired new knowledge relevant to them executing their duties, one of the most significant contributions being the manual.

5. Analysis and conclusions by Enter-Growth

What was achieved according to the objectives

The follow-up achieved its objectives. It covered the required topics and it reached a large number of the trained officers. Only a small number was not reached mainly due to external circumstances, beyond the control of the local facilitators conducting the follow-up. The number of entrepreneurs contacted in order to check whether they received the business registration leaflet varies considerably from District to District (from 5 up to 352) and the result varies also. Anuradhapura, Polonnaruwa and Puttalam have very good results, app. 20-50% of the contacted entrepreneurs had received the leaflet. The Terms of Reference was not clear regarding the selection. For example, Puttalam selected entrepreneurs that were not registered at the time of the training, which of course targets the relevant group since the officers probably distributed it to non-registered businesses.

Response from the officers

From the reports, it is clear that the 2-day training programme responded to a need of the public officers for enhanced knowledge on business registration and licensing in general and also in relation to MSEs.

It seems that “why business registration is important” was the most relevant topic. The reason for this could be that the officers have never thought about the advantages of registering for the entrepreneur and the training gave them new arguments and a new approach to business registration. The registration database was clearly also an important topic even though it appeared to be one of the weakest sessions in terms of quality.

Regarding how the training has been useful for the officers in performing their duties, it is clear that the training increased their technical skills, contributing to the officers’ being better at performing their jobs and hence offering better services to the MSEs. This was

the main objective of the 2-day training programme. The reports show that the training helped the officers to become pro-active, for example they have conducted workshops themselves and published the manual and leaflet on notice boards, discussed them in meetings, etc. The manual and the leaflet are very important tools for the public officers.

Despite the training, which tried to increase the awareness about MSEs, the officers think that the MSEs constitute the largest problem for them to implement what they have learnt. The MSEs are ignorant, scared of taxes and government officers, etc.

The business registration and licensing manual turned out to be a key tool for achieving the objectives of the training since it is now an important tool for the officers to implement what they learnt. The officers think very highly of the manual and some suggest it to be distributed to other Districts in the country. It is interesting that some of the officers give it directly to the entrepreneurs and let them read it themselves since it has the character of an internal document with guidelines for the officer on how to behave towards the entrepreneurs.

The leaflets were distributed in different ways, both directly or indirectly to the entrepreneurs as well as to other public officers. The trained officers have also conveyed the main messages in the leaflet verbally at meetings without distributing it. However, it is unclear how well this leaflet reached the target group, non-registered entrepreneurs since the selection by the facilitators might be irrelevant, i.e. already registered businesses. In Anuradhapura, Polonnaruwa and Puttalam app. 20-50% of the contacted entrepreneurs had received the leaflet, which is a good result.

In order to increase the impact of the training, it is important to do regular follow-up with the public officers and to include officers that have not yet been trained, for example new-comers. It is also crucial to install the business registration database. Further, more manuals and leaflets should be distributed.

Lessons learnt and limitations

- The public officers are happy about the training programme and it made them enthusiastic and interested in the subject.
- It is important that the officers do not feel alone again but to follow up with them on a regular basis. This includes annual updates and training of new officers, which will increase the impact and the sustainability. However, it is unclear which organisation that could have such a responsibility. It is unlikely that SLIDA will do this. The local facilitators, who are very competent and also very enthusiastic about this training content, could conduct the trainings but they come from different organisations and need to be contracted to do this.
- It is important to follow-up on promises and “loose ends”, for example database installations, award for best officer or mistakes in the manual.
- The instructions regarding the selection of entrepreneurs should have been clearer.
- The manual was very important for the impact of the training.

Recommended next step

- The database needs to be installed and relevant officers trained on its functions as soon as possible. This is planned to be done by Enter-Growth in collaboration with SLIDA and ICTA.
- Annual updates and training of new officers should be conducted for better impact and sustainability.
- Distribute more manuals (an updated version) and leaflets to the officers. Distribution to relevant officers in the four Districts in NCP and NWP could be done by Enter-Growth through the local facilitators. However, the impact would be more significant if officers in other Districts could be reached also.