

STAKEHOLDER ANALYSIS: Improving the institutional framework for successful investment climate reform in Sri Lanka



Results of Stakeholder Analysis 13-17 June 2016
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World Bank, Collaborative Leadership for Development (CL4D)

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ACRONYMS

BOI	Board of Investment
CBSL	Central Bank of Sri Lanka
CCC	Ceylon Chamber of Commerce
CCEM	Cabinet Committee on Economic Management
CEB	Ceylon Electricity Board
CL4D	Collaborative Leadership for Development
CNCI	Ceylon National Chamber of Industries
COYLE	Chamber of Young Lankan Entrepreneurs
CRIB	The Credit Information Bureau
CSC	Central Steering Committee
CUSTOMS	Sri Lanka Customs
EDB	Exports Development Board
EU	European Union
FEO	Federation of Environmental Organisations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoSL	Government of Sri Lanka
HCID	Harvard Center for International Development
ICTA	Information and Communication Technology Agency
IMF	International Monetary Fund
IPS	Institute of Policy Studies
IRD	Internal Revenue Department
JICA	Japan International Cooperation Agency
JRC	[TO CONFIRM]: Justice Reform Commission
LGA	Local Government Agencies
MEDIA	This not an acronym-Media (Print and electronic media)
MODI	Minsitry of Defence?
MODSIT	Ministry of Development Strategies and International Trade
MOE/CEA	Ministry of Enviornment-Central Enviornmental Authority
MOF	Ministry of Finance
MOIC	Ministry of Industry and Commerce
MOJ	Ministry of Justice
MOL	Ministry of Local Government and Provincial Councils
MOLANDS	Ministry of Lands
MOLG	Ministry of Local Government and Provincial Councils
MONPEA	Ministry of National Policies and Economic Affairs
MOPA	Ministry of Public Administration and Home Affairs
MOPE	Ministry of Power and Energy
MOSA	Ministry of Social Welfare?
MOWS	Ministry of Water Supply and Drainage
NCCSL	National Chamber of Commerce of Sri Lanka

NCE	National Chamber of Exporters
NWS&DB	National Water Supply and Drainage Board
OPA	Organisation of Professional Associations
OPP	Opposition
PF	Employee Provident Fund
ROC	Registrar of Companies
RRI	Rapid Results Initiative
SEC	Securities and Exchange Commission
SLPA	Sri Lanka Ports Authority
TF	Task Force
TU	Trade Unions
UDA/MP	Urban Development Authority
UPM	United Professionals Movement
USAID	United States Agency for International Development
VERITE	Verité Research
WBG	World Bank Group

INTRODUCTION

As Sri Lanka aspires to become a higher middle income economy driven by higher added value exports, major reforms will be required in its investment climate, investment and trade policies and the efficiency of the institutions governing the activities of domestic and foreign firms. Hence The Government of Sri Lanka (GoSL) plans to initiate an ambitious reform program to improve its business environment. Currently, the country lacks the necessary organizational set-up to implement business environment reforms, particularly given the inherent complexity of such reforms due to the multitude of actors involved. Since 2010, the Central Bank has played a role in setting targets and reporting on Sri Lanka's improvements in the Doing Business report, but its role has been mainly monitoring and liaising between the Government and the WBG, rather than actively supporting the implementation.

In this context the WBG is supporting the GoSL through a new Technical Assistance project – Unleashing the Competitiveness Potential of Sri Lankan Enterprises (UCPSLE) - focused on several areas to allow it to achieve its medium-term objectives of investment climate reform. And more specifically, the WBG assistance will support the Business Environment Reform Agenda within the third component of this TA.

From international experience it has become clear that successful reforms such as this require a clear understanding of the political economy and its stakeholders, strong leadership, clear accountability, an inclusive institutional set-up (with private sector involvement), results oriented implementation plans with measurable goals which are monitored and effective communication.

Moving forward, the Collaborative Leadership for Development (CL4D) team of the World Bank has been invited to support the implementation of these reforms, with a special focus on the non-technical aspects concerning leadership, coalition building, results orientation and behavior change.

This report summarizes the findings of the CL4D team's first mission to Sri Lanka, June 13-17 2016, which focused on deepening the understanding of stakeholders, their networks, goals and influence on the reform, with special attention to the role of the central steering committee (SCS) and the task forces (TF).

PURPOSE

The purpose of the stakeholder analysis was to develop a deeper understanding of the actors, their goals and influence and the networks, which will determine the successful implementation of the Business Environment Reform Agenda in Sri Lanka. In qualitative interviews a range of stakeholders were asked to describe the challenges and opportunities facing the implementation of the Doing Business Reform Program, both looking at the level of the Central Steering Committee and the level of Task Forces.

During a network mapping session, a special focus was on the following two questions:

- **Question 1: Who influences the acceleration of the implementation of the Doing Business Reform Program?**
- **Question 2: Who influences the improvement of the ease of starting a business in Sri Lanka (example of one Task Force)?**

Based on this analysis, the CL4D team developed a set of recommendations to the client and the World Bank project team and designed a proposal for CL4D support to the project, as outlined below.

METHODOLOGY

To achieve this objective the team conducted stakeholder network mapping exercises (using the Net-Map tool) with diverse stakeholder groups and conducted qualitative individual or small group interviews with stakeholders. To ensure that the findings resonate well with the existing technical and stakeholder knowledge in the team, we also engaged in in-depth discussions with the World Bank project team.

The team used a stakeholder network mapping tool called Net-Map and qualitative interviews. Both Net-Maps and interviews provided insight into participants' perspectives of the core and related issues.

NETMAPS

During the Net-Map session participants worked in two, separate groups, each focusing on one of the following questions:

- Question 1: Who influences the acceleration of the implementation of the Doing Business Reform Program?
- Question 2: Who influences the improvement of the ease of starting a business in Sri Lanka?

Participants drew network maps specifying all actors involved in the questions and indicating various formal and informal connections between them (hierarchy, flow of funds, collaboration and conflict). As participants drew these maps, they discussed the issues in depth, learned from each other's perspectives and started sharing a deeper understanding of the opportunities and challenges presented in the stakeholder constellation. Finally, they documented their main observations and proposed action steps, which also feed into this report.

INTERVIEWS

The mission team also interviewed a range of stakeholders from government, private sector and civil society to deepen the understanding of their different perspectives, specific challenges they face and capacities they bring to the table. The main insights from these interviews are also summarized below.

STRENGTHS OF THE APPROACH

The combination of Net-Map sessions and qualitative interviews provided a quick and detailed assessment of the complex stakeholder landscape. The interactive approach encouraged participants to speak rather openly about the challenges. Bringing diverse stakeholders together to map their perspective of both, the networks influencing the whole reform implementation and the work of a specific Task Force, enabled a lot of cross learning and understanding of different positions in the system by participants. The visual representation of the stakeholder dynamics allowed the groups to discuss in far more detail and with more texture about the situation than otherwise possible. Finally, the interactive nature of the activity engaged everyone in the room and made them eager for the next step.

The qualitative interviews were useful for digging deeper on the perspective and roles of specific actors and to understand those opportunities and challenges, which go beyond the aspects of stakeholder constellations

LIMITATIONS OF THE APPROACH

However, this report is based on a very short mission and a limited number of interactions. The Net-Map session represents the perspective of those actors who were available at the time (see Annex C for list of participants) and shows a snapshot of a

specific point in time. Also, while initially planned for a full day session, there were serious time limitations to the session, which limited the depth of the analysis. Furthermore, the network maps and individual interviews represent the *perspective* of those interviewed, which includes their biases and blind spots.

FINDINGS

The pictures below show the two Net-Maps the teams drew, indicating all actors (on color coded post-it™ notes), drawing arrows in different colors to indicate connections between the actors with regards to hierarchy, funding, collaboration and conflict, indicating whether each actor's impact on the results would be positive, negative or mixed and finally indicating the strength of influence (with wooden "influence towers", on the pictures noted as numbers next to the actor cards).

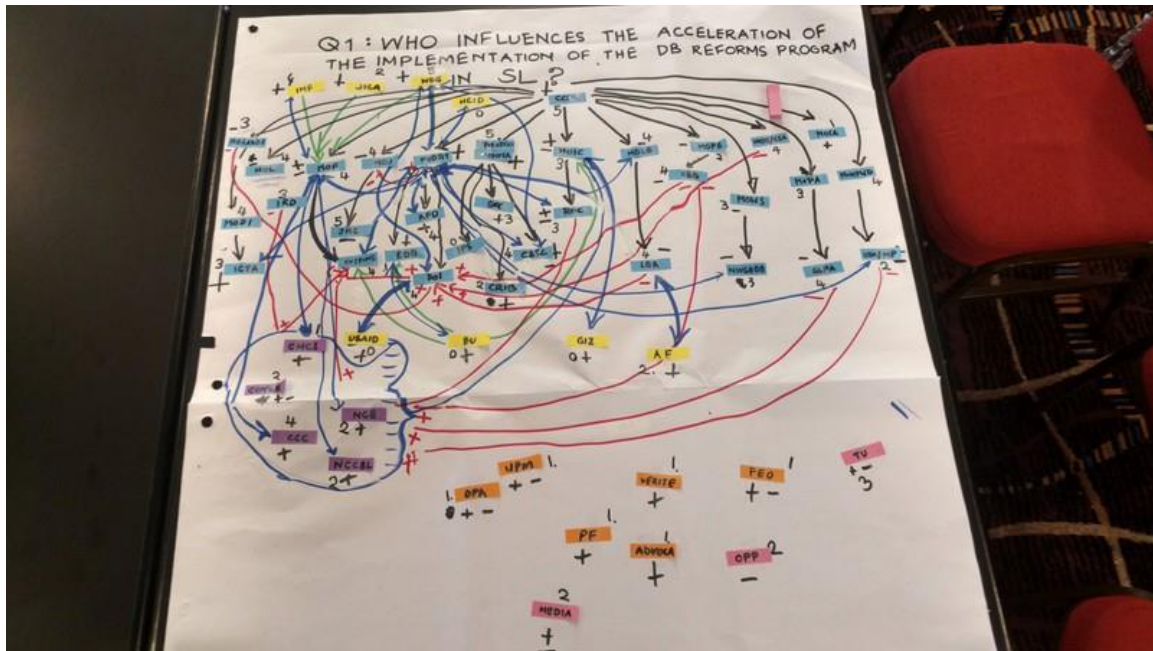


Figure 1 - Net-Map 1: Who influences the acceleration of the implementation of the Doing Business Reform Program?

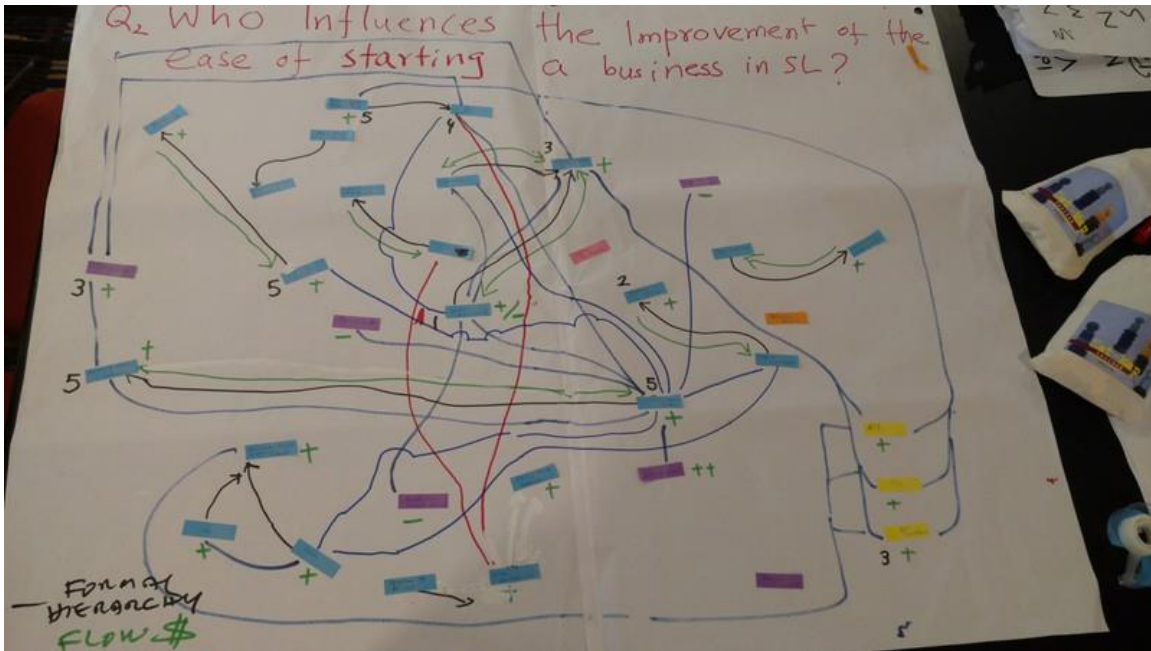


Figure 2 - Net-Map 2: Who influences the improvement of the ease of starting a business in Sri Lanka?

The maps were then digitized and further analyzed. The findings are presented analyzing the maps, one by one, presenting the actors, followed by an analysis of their networks and connections and finally insights into their influence and motivation. Then the consolidated insight from the discussion, both during the mapping and during the individual interviews will be presented. This analysis feeds into the recommendations, both for the planned CL4D intervention and for the project more generally.

QUESTION 1: WHO INFLUENCES THE ACCELERATION OF THE IMPLEMENTATION OF THE DOING BUSINESS REFORM AGENDA?

ACTORS

The actor groups mapped consisted of:

- Government
- Donors
- Private Sector
- NGOs and
- Others

Government actors

The majority of actors that are described as influencing the implementation of the Doing Business reform agenda are public sector agencies, on three levels, the prime minister's office, the level of Ministries and the level of implementing agencies within the Ministries. As Figure 3 shows, there are as many as 15 different government organizations with their respective hierarchy levels, which are seen as influencing the process. With such a large number of actors it is not surprising that currently the up-

take of the reform agenda is slow, as the process is lacking strong and unified leadership and vision.

Donors

The IMF and World Bank were highlighted as actors who had a strong role to play in moving the agenda forward. Beyond that there were a number of further actors (e.g. EU, JICA, USAID, GIZ, Harvard Center for International Development), whose role was not as strongly perceived or well known by the participants.

Private Sector

When mapping the private sector actors who influence the implementation of the reform agenda, the participants agreed that currently it is mainly the different business chambers who influence the process, which shows that the interests and voice of SMEs and the informal sector are not well represented. Among the goals of the reform is to increase the growth of the formal sector and lower the barriers of formalization – thus this lack of representation means that a core group of stakeholders and their perspective will not feed into the process.

NGOs and Others

Both NGOs and actors in the “others” category were mapped as disconnected low influence actors, with some attention to actors such as the Media, Opposition Parties and Trade Unions. Similarly to the SMEs and the informal sector, they are not (yet?) contributing to the process.

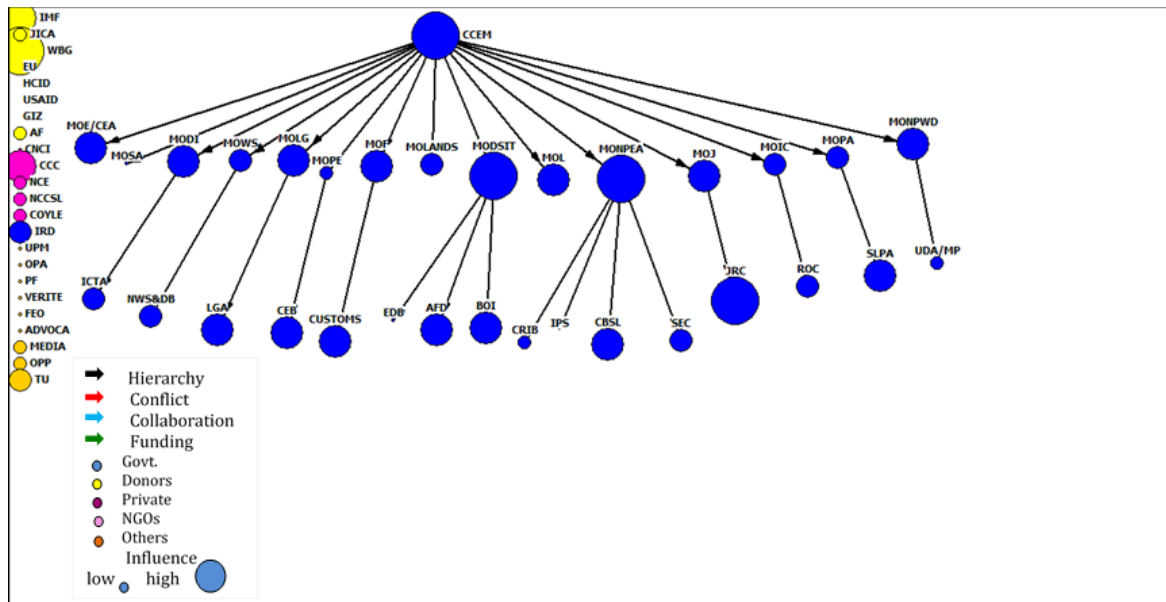


Figure 3 - Question 1: Formal hierarchy links

NETWORKS & CONNECTIONS

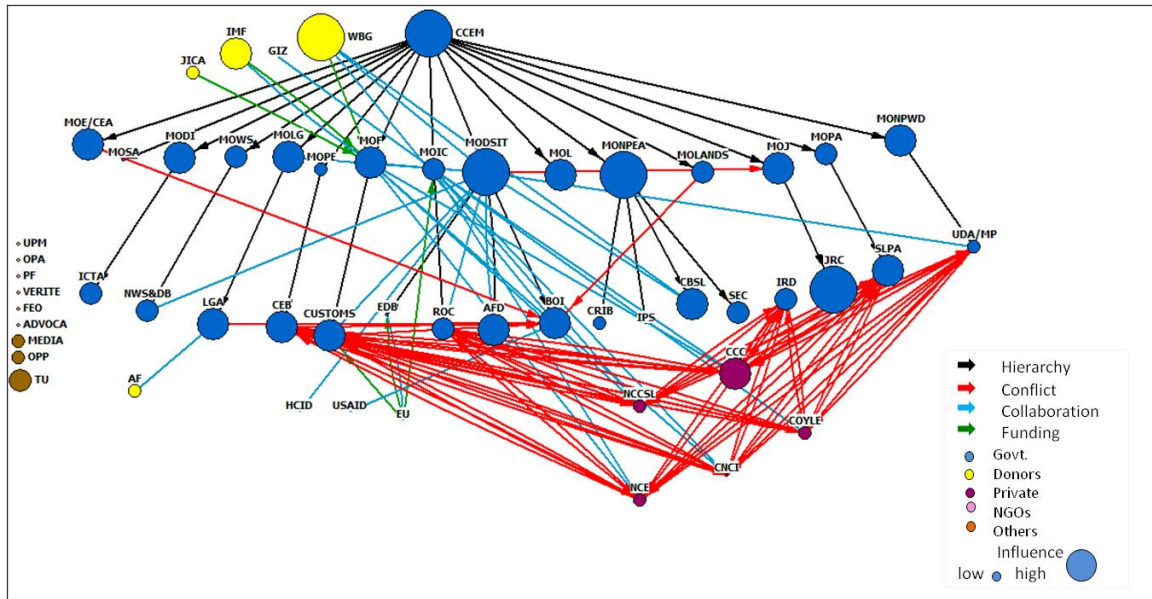


Figure 4 - Question 1: Formal Hierarchy, Collaboration, Conflict and Funding

Figure 4 shows all connections that were drawn by stakeholders answering question 1: Who influences the acceleration of the implementation of the doing business agenda? The size of the dots indicates the level of influence as seen by participants and the color of links relates to the kind of connection, with black being formal hierarchy, blue being collaboration, green being funding (beyond the government funds which follow hierarchy lines), and green being conflict. It became clear that there are very specific patterns of collaboration and conflict, so Figure 5 only highlights these links.

It appears that there is a hub of conflict centralized around the private sector. Basically the private sector representative explained that these are the agencies that they are “struggling” with in the process of doing business: Customs, Ceylon Electricity Board, Registrar of Companies, Urban Development Authority, Ports Authority, Internal Revenue Department, Ministry of Industry and Commerce. However, there were also two government agencies the private sector actors regularly collaborated with, the Ministry of Finance and Ministry of Industry and Commerce. The private sector representative in the group wondered whether they are maybe wasting time interacting with the wrong government players. Also, the group agreed that the interaction between government and private sector so far was tactical rather than strategic.

As figure 5 shows, another hub for conflict is the Board of Investment (in conflict with Ministry of Lands, Ministry of Environment, Local Govt. Agencies, Electricity Board and Customs) while the greatest hub of collaboration for the reform is MODSIT (Ministry of Development Strategies and International Trade).

Also important is the long list of actors who were seen as influential but not connected through collaboration, on the left of Figure 5, for example the Cabinet Committee on

Economic Management (CCEM), Ministry of Labor (MOL), Ministry of National Policies and Economic Affairs (MONPEA) and the Justice Reform Commission (JRC).

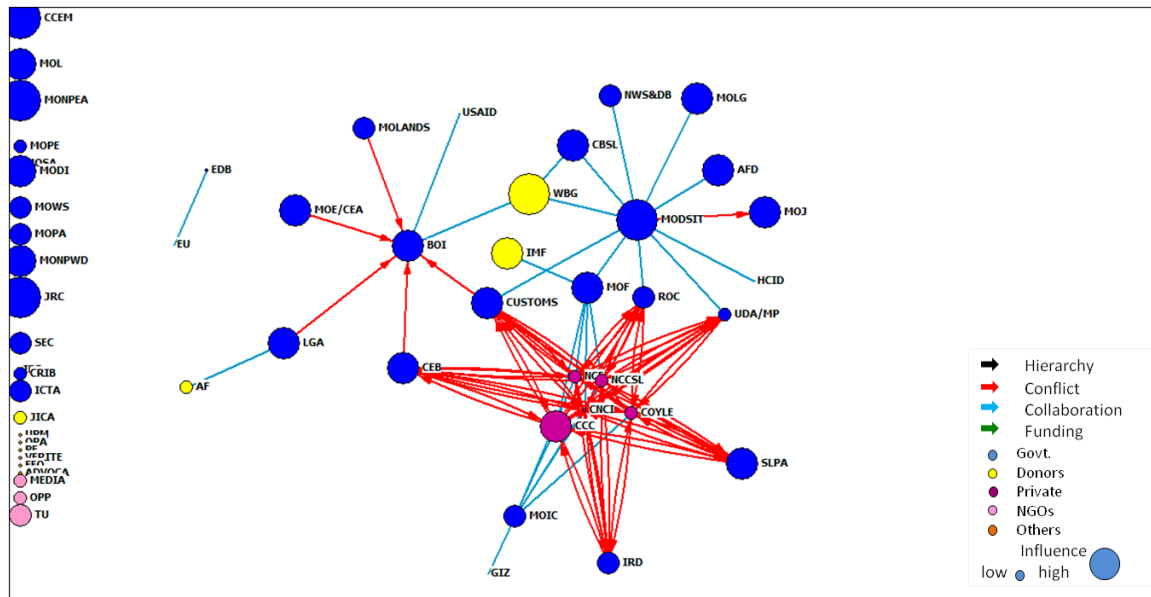


Figure 5 - Question 1: Conflict and Collaboration links

INFLUENCE AND GOALS

During the Net-Map exercises it became clear that the formal authority of an actor does not translate directly to their ability to influence the question accelerating the reform. Note that the term “Influence” in this context describes the level of perceived influence on the specific question of accelerating the Doing Business Reform implementation, not on their formal position or general influence in the country. See Annex B for detailed charts concerning the influence level of actors and their positive, negative or mixed motivation.

The general picture that emerged is represented in Figure 6, with a small group of highly influential positive actors, including the Ministry of Development Strategies and International Trade (MODSIT), Ministry of National Policies and Economic Affairs (MONPEA), the Cabinet Committee on Economic Management (CCEM) and the World Bank. These actors are playing to different degrees the roles of conveners, facilitators, oversight and drivers of the reform activities. On the side of the influential opponents or actors which can slow the process down considerably, participants named the Justice Reform Commission (JRC), Ministry of Labor (MOL), Ministry of Justice (MOJ), Ministry of Local Government and Provincial Councils, Electricity Board (CEB), Local Government Agencies (LGA), and Sri Lanka Ports Authority (SLPA).

In general the concerns with regards to these actors were that they would not understand both the importance and urgency of the reform and not do their part, while each of them is responsible for a crucial step in the process. Note that these are all governmental actors, which points to a great internal challenge of the government. In

addition there was a rather large group of influential mixed actors, where participants were not sure whether these agencies would support or hinder or maybe a bit of both. Some of these actors will be core to the successful implementation of the reform, such as Ministry of Finance, Customs, and the Central Bank.

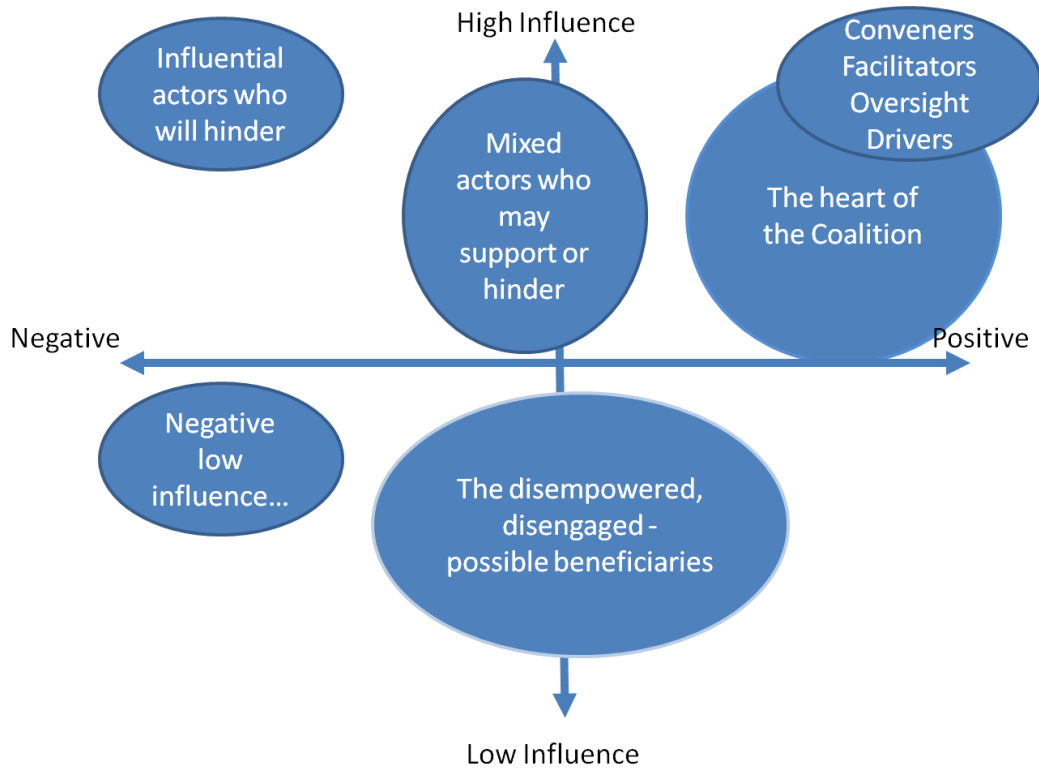


Figure 6: Influence groups concerning question 1

QUESTION 2: WHO INFLUENCES THE IMPROVEMENT OF THE EASE OF DOING BUSINESS IN SRI LANKA?

ACTORS

The actor groups mapped consisted of:

- Government
- Donors
- Private Sector
- NGOs and
- Others

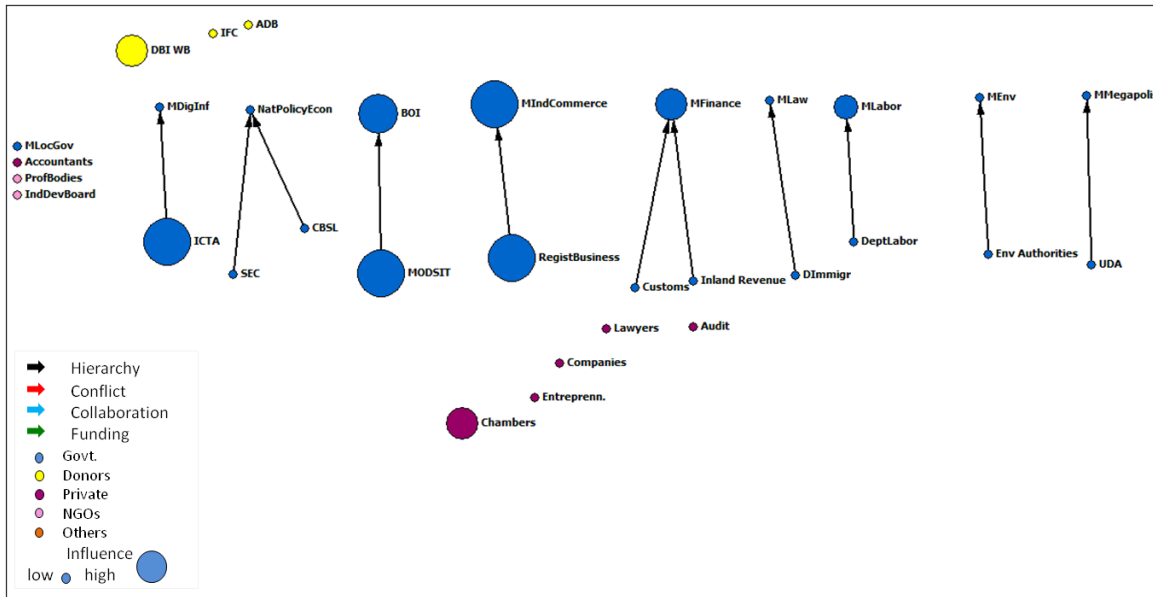


Figure 7 - Question 2: Who influences the improvement of the ease of starting a business in Sri Lanka, formal hierarchy links

However, it became clear in the mapping, that by far the largest and most influential actor group, were government actors, with only the chambers of commerce and the World Bank as other influential, non-governmental actors on the map. This pointed to the fact that the target population of this reform, those new or informal businesses whose formalization is supposed to be facilitated are not currently being engaged or seen as influential.

NETWORKS AND CONNECTIONS

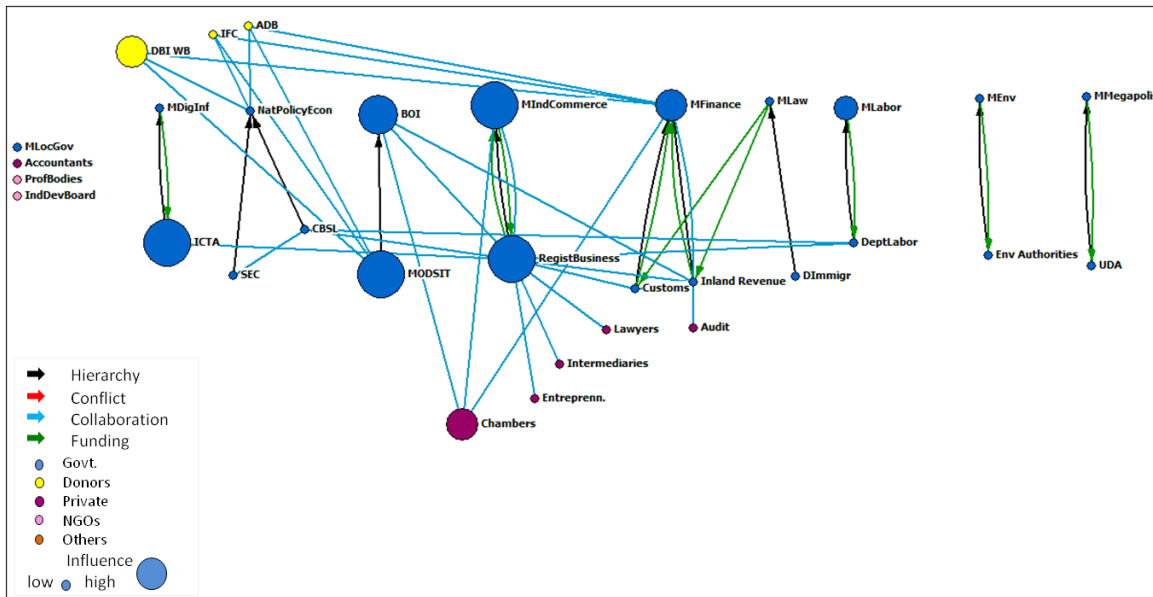


Figure 8 - Question 2: All links

The work around improving the ease of starting a business is currently done in silos and in isolation. One good indication for this is the participants’ reaction when asked to draw conflict links. They could not identify any – but as they explained, this was because there was so little interaction, that no conflicts emerged. They could imagine future conflicts evolving, if the collaboration increased. With regards to collaboration the Registrar of companies was seen as a hub, connecting both with public and private sector actors.

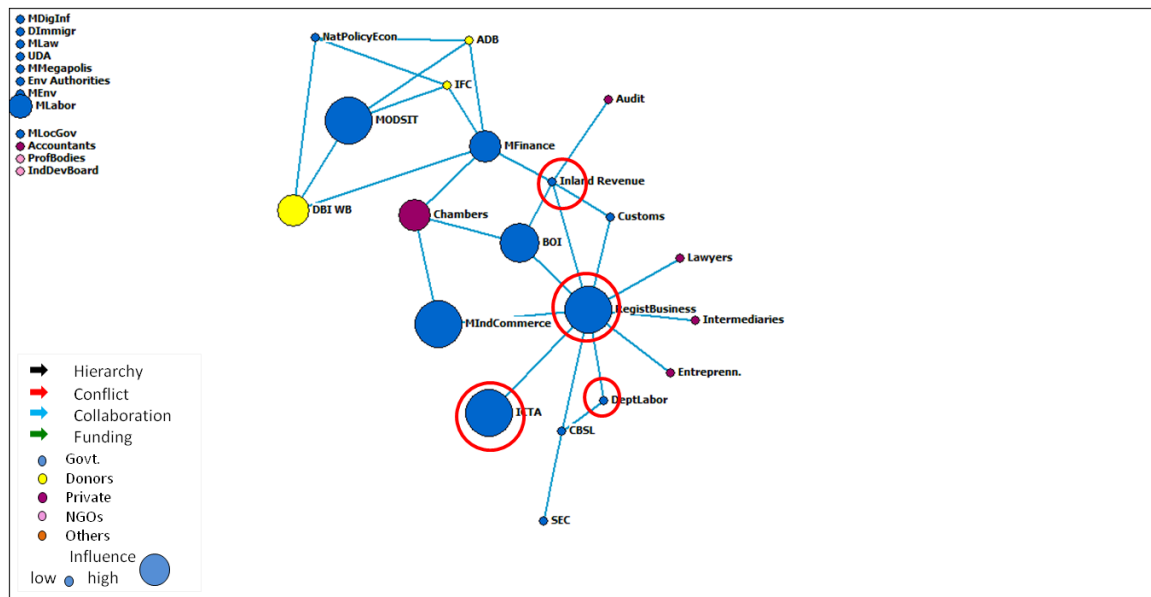


Figure 9 - Question 2: Collaboration link, actors in red circles are Task Force Members

Figure 9 shows Task Force members highlighted in red circles. As question 2 basically focused on the work of one Task Force, it is important to observe that not all actors who were seen as influential were members of the task force (e.g. BOI: Board of Investors and Ministry of Industry and Commerce). On the other hand, some actors seen as not influential (such as Department of Labor) were on the board. Also, given that MODSIT is the coordinator of all activities concerning the reform, it is worrying that none of the Task Force Members has a direct collaboration link with them.

INFLUENCE AND GOALS

During the network mapping session the participants were under high time pressure when indicating the influence and goals of actors, so they were only able to indicate the influence of the most influential actors, not the whole actor constellation. Still, the response is indicative of the distribution of influence on the whole. Most influential actors with regards to improving the ease of starting a business were the Information and Communication Technology Agency (ICTA), Ministry of Development Strategy and International Trade (MODSIT), Ministry of Industry and Commerce (MOIC), and the Registrar of Companies. They were followed by a group of secondary influencers

including the BOI, Ministry of Finance, Business Chambers, World Bank and Ministry of Labor. None of the actors were seen as negative, only the Board of Investment as mixed.

NEEDS IDENTIFIED THROUGH NET-MAPS AND DISCUSSIONS

Analyzing the individual discussions and Net-Map sessions a number of theme evolved, and out of them the following needs were described, as crucial for accelerating and making sustainable the improvement of the business climate in Sri Lanka:

Moving from good intention to results – clarifying the results chain

There was a general understanding that many actors are favorable toward the general goal of improving the business climate but that there was a gap between intention and achieving results. Many participants described a situation where meetings led to little action, and it was not clear how this process should be structured. Basically there was a need for the development of a clear and shared vision, strong mandate of the lead agencies and then the development of a big picture road map, specific work plans, a strong monitoring and evaluation system and a set of incentives and budget to enable implementers to prioritize this work in their busy days.

Leading from the top: clarifying mandate and high level support

There was a call for strong high level endorsement of the process to ensure that technocrats feel protected while doing this work. Some participants worried that the current CSC might not have the high level pull required to summon other government agencies and the Net-Map session revealed how many government actors were seen as negative in the process. There was a general agreement that in the local and organizational culture a strong clear mandate and high level support for the lead agencies is crucial for the success of this reform.

Broadening stakeholder engagement / clarifying criteria for membership

To make this work, one issue which clearly emerged was that the range of stakeholder engagement and criteria for membership in the CSC and Task Forces would probably need to be reviewed. There was agreement that currently SMEs and informal sector have no voice in a process which is supposed to benefit them and draw them in and that even the larger organized private sector mainly engages tactically and not strategically with the public sector. Further, in the Net-Map sessions it became apparent that some influential actors were not represented on the task force chosen as example, while some of the members were portrayed as having little influence on the issues at stake.

Moving from ad-hoc to strategic action

Both private sector and government actors shared that a lot of the action in the realm of facilitating business in Sri Lanka currently is focused on ad-hoc reactions to crisis or to specific requests from powerful private sector actors. This, as it takes up a lot of attention and energy from those involved can be in the way of focusing on the more strategic changes which would improve the playing field for all involved.

Changing attitude, ways of working and organizational culture

Most government agencies engaged were described as seeing themselves as regulators rather than facilitators. This leads to a role focusing rather on stopping things than on making things happen. Also it appeared that there is little clarity around the expected results and the individual and organizational accountabilities for these results. As long as participation in the reform efforts is seen as a voluntary activity after one has done ones *actual* work, it will be hard to mobilize Task Forces to focus on delivering. Also, the general tendency of working in silos and the lack of continuity of the work between meetings impede the achievement of results.

PROPOSED CL4D INTERVENTION

Based on the above analysis and discussions with the client and World Bank project team CL4D proposes to support the implementation of the Investment Climate reform in the following ways (see table 1 for details):

With the day-to-day support of local CL4D coaches, and in close collaboration with the technical project staff, we propose to support both the Central Steering Committee and 2-3 Task Forces. The support will focus on developing clear mandate, membership, vision, road maps, action plans and, for the Task Forces close hand-holding in two cycles of 90 day Rapid Results Initiatives, in which the Task forces will be accompanied in a process of achieving concrete results and developing effective working structures. To ensure that the learning from the ground is fed back to the system and to strengthen the effectiveness of the Central Steering Committee, we also propose facilitating annual high level retreats, which will enable the Steering Committee to step back, realign their actions to their vision and overcome upcoming challenges.

CL4D Implementation Plan to support IC improvement in Sri Lanka – Year 1: July 2016-June 2017						
Ref No.	Major Activities and Deliverables	2016		2017		
		Q3 - Jul-Sep	Q4 - Oct-Dec	Q1 - Jan-Mar	Q2 - Apr-Jun	
A0	Activity 0: Build local Change Leadership Coaching capacity					
A0.1	Hiring and training of CL4D (Net-Map, RRI, ...) coaches					
A1	Activity 1: Advise on and support the Government in setting up an effective					

**CL4D Implementation Plan to support IC improvement in Sri Lanka –
Year 1: July 2016-June 2017**

Ref No.	Major Activities and Deliverables	2016		2017			
		Q3 - Jul-Sep	Q4 - Oct-Dec	Q1 - Jan-Mar	Q2 - Apr-Jun		
	organizational framework for programmatic reform						
A1.1	Institutional analysis on Investment (based on formal mandates, done by local consultant)						
A1.2	Advice on finalizing CSC membership based on Net-Map analysis and institutional analysis						
A1.3	Process facilitation towards clear mandate, vision, refining of overall design, composition (including private sector and women), results based operating plan for CSC - in close collaboration with technical experts						
A1.4	Support for selection of first 2-3 Task Forces to support, adjustment of their membership and clarifying of their mandate						
A1.5	Annual retreat to step back, reflect on lessons learned, solve up-coming issues and do strategic planning						
A2	Activity 2: Support technical working groups with the development of roadmaps, action plans and performance indicators, ensuring a participative approach of multiple stakeholders, including women entrepreneurs.						
A2.1	Facilitation of development of 1 year results-oriented work plan for 2-3 Task Forces (with technical experts)						
A2.2	Facilitation of: (i) selection of focus areas, (ii) development of performance indicators, and (iii) implementation plans for first 90 days for 2-3 Task Forces						
A2.3	Facilitation of: (i) selection of next focus areas, (ii) development of performance indicators, and (iii) implementation plans for second 90 days for 2-3 Task Forces						

*CL4D Implementation Plan to support IC improvement in Sri Lanka –
Year 1: July 2016-June 2017*

Ref No.	Major Activities and Deliverables	2016		2017			
		Q3 - Jul-Sep	Q4 - Oct-Dec	Q1 - Jan-Mar	Q2 - Apr-Jun		
A2.4	Sharing lessons learned applicable to other areas and Task Forces, scale approach as desired						
A3	Activity 3: Support reform implementation in 2-3 selected areas						
A3.1	First round of 90-day Rapid Results Initiatives with 2-3 Task Forces						
A3.2	Second round of 90-day Rapid Results Initiatives with 2-3 Task Forces						
A4	Activity 4: Support the Government in setting up mechanisms to systematically engage with a broad range of members of the private sector (diverse in in size, gender, geographical area, and others) to ensure a representative participation throughout the reform process from setting priorities to giving feedback and eventually assessing impact.						
A4.1	Support the review of composition both for the CSC and the Task Forces to ensure representation of diverse members of private sector, with regards to size, gender, geographical area, and others						

Annex A: Participants of Net-Map workshop and individual interviews

Participants of Net-Map stakeholder mapping workshop

Name	Designation	Organization
Ms. P.P. Shyama Harshane	Registrar of Companies (a.d)	Department of Registrar of Companies
Mr. P.C.C. Perera	Addl. General Manager	Ceylon Electricity Board
W.A.D.S. Gunasinghe	Addl. Secretary	MODSIT
K.M.R. Kagooda Arachchi	Asst. Secretary	MODSIT
H.T. Kamal Pathmasiri	Secretary	Ministry of Provincial Councils and Local Government
H.M.S. Premaratne	Director Customs	Sri Lanka Customs
Anushka Wijesinghe	Chief Economist	Ceylon Chamber of Commerce
Saman Kelegama	Managing Director	Agency for International Trade
Indrajith Coomaraswamy	Advisor	MODSIT
Vajira Wijegunawardane	Director general	Securities exchange Commission
S.M. Wickramarchchi	Commissioner	Inland Revenue
S. Karunaratne	Sr. Commissioner	Inland Revenue
G.L. Gnanaratne	Deputy Director	Department of Commerce
Janaka Lakmal	Deputy General manager	CRIB
Ranjith Dayananda	Senior Deputy Register General	Register general's Department
Thusha Mukunthan	Program Manager	ICTA
Samitha Dayasekara	Asst. Director	MODSIT
Gamini Wickramasinghe	Commisioner of Labor	Dept of Labor
Rekha Wanasinghe	Commisioner of Labor	Department of Labor
D.N.R. Siriwardane	Registrar General Of Companies	Department of Registrar of Companies

Name	Designation	Organization
Heshan Mutugamage	Attorney At Law	Department of Registrar of Companies
G.L. Gnanaratne	Deputy Director of Commerce	Department of Commerce
Iroshini Rupasinghe	Senior Asst. Director	Central Bank
Sarani Mallikarchchi	Senior Asst. Director	Central Bank
Rohana Wijesekara	Director	Central Bank
Duminda Aryasinghe	Director General	Board of Investment

Participants of Individual Interviews

Name	Designation	Organization
Hon. Malik Samarawickrema	Minister	Ministry of Development Strategies and International Trade (MoDSIT)
Mr. Arittha R. Wikramanayake	Precedent Partner	Nithya Partners
Dr. Indrajith Coomaraswamy	Senior Advisor	Ministry of Development Strategies and International Trade (MoDSIT)
Mrs. Chandanie Wijayawardhana	Secretary	Ministry of Development Strategies and International Trade (MoDSIT)
Mr. Mangala Yapa	Managing Director	Agency for Development
Mr. D N R Siriwardena	Registrar General of Companies	Department of the Registrar of Companies
Mr. Rohana Wijesekara	Director	Central Bank OF Sri Lanka - Statistics Department
Mrs Chitrangani Mubarak	Chairperson	Information & Communication Technology Agency of Sri Lanka (ICTA)
Mr Sameera Jayawardana	Programme Manager	
Mr Saman Kelegama	Executive Director	Institute of Policy Studies of Sri Lanka
Mr. Sujeev Samaraweera	Senior Deputy President	National Chamber of Commerce
Mr. Tilak Godamanne	President	National Chamber of Commerce
Mr. Bandula Dissanayake	Secretary General	National Chamber of Commerce
Mr. Samantha P.S. Ranatunga	Chairman	Ceylon Chamber of Commerce
Mrs. Jayani Ratnayake	Economist	Ceylon Chamber of Commerce

