

## Institutional Capacity as an Institutional Challenge of Implementing Cooperative Governance in Sri Lanka

07 Nov.

SSH26

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Cooperative governance approach creates a new era of the public administration in Sri Lanka. This research analyzes the institutional challenges of implementing cooperative governance in Sri Lanka. Although many countries successfully practice cooperative governance, the developing countries have some issues and challenges while implementing cooperative governance. This research also identifies the institutional challenges of implementing cooperative governance in Sri Lanka and to propose certain solutions to those challenges. The study is based on primary and secondary data. Primary data is collected through structured questionnaire and open-ended question based interviews from public, government, NGO and private sector officers. The sample size is sixty. Cooperative governance consists of four major pillars; transparency, accountability, institutional capacity and responsibility. The institutional capacity is based on the competence and size of staff, the degree of hierarchical control of decision-making process and the degree of open communication within the organization. According to the findings the major institutional challenge for the implementation of cooperative governance is lack of staff and technical knowledge to implement cooperative governance. Even though there are many stakeholders involving in implementing cooperative governance, it is led by the government sector. However, due to insufficient staff and technical knowledge of the government sector employees the implementation of cooperative governance has slowed down. To increase the institutional capacity, the government should appoint skillful staff with technical knowledge and implement another section of staff who has the theoretical knowledge about cooperative governance.

**Keywords:** Cooperative governance, public sector reforms, development goals, policy implementation