

## EXECUTIVE SUMMARY

Ancient armies utilized horses to fight in battles. With the enhancement of technology, horses are not utilized for such purposes today but equestrian related activities and utilization of horses in ceremonial parades are significant parts of armies around the world. Though the cost of possessing and maintaining of horses are very high, equestrian sections are maintained in many armies, especially to maintain their prestige and glamour. During last six years since the inception of Sri Lanka Army Equestrian Section in 2013; it has not been developed up to the required level mainly due to lack of funds, since Army has many other priorities when allocating limited funds it received from annual defence budget. The enhancement of capacities of Army Equestrian Section will help the further develop of Army Equestrian Section with minimal cost and to generate money through various proposed means to utilize its development and maintenance which will be a relief for the Army in allocating funds from its annual budget.

Like other military force around the world, Sri Lanka Army is also a non profitable organization which is established to protect the territorial integrity and the sovereignty of Sri Lanka during internal and external aggressions. Sri Lanka Army is an organization which is very rich in human resources. It has well organized administrative mechanism which can be considered as strength to implement a new project. Sri Lanka Army has several other priorities compared to equestrian activities when allocating funds from its annual budget. Thereby it faces numerous challenges when allocating funds for the development of Equestrian Section. The high cost in maintaining and importing horses from foreign countries due to non-availability of high quality horse breeding in Sri Lanka has badly affected the development. However it has the potential to implement mechanisms to reduce the cost and commence income generating projects that can be started with limited resources and funds but can earn considerable amount of money; finally to be utilized to enhance the capacity of the Equestrian Section without being a burden to the organization.

Capacity Enhancement Project for the Equestrian Section of the Sri Lanka Army mainly focuses on Cost Reduction, Income Generation and Training. Capacity building is ongoing evidence driven mechanism to improve the ability of individuals, group, organization, network, segment or community to create quantifiable and sustainable results. Cost reduction is a discipline which includes organizational practices and strategies related to reducing total cost of process. However, when you are operating as a non-commercial service by core

funding from a public or voluntary source with an aim for public advantage' you need not to calculate the right cost of delivering such service before. Horses very significantly contribute to the economy of many countries in several sectors that are identified as agricultural, amateur sports, entertainment and the pharmaceutical sectors which has several avenues for income generation. Training plays a significant role in the increase of employee's performance and paramount important for the staff to enhance their capacity because it is the foundation for organizational success.

The objectives of this Management Field Project are to reduce the annual cost of Army Equestrian Section by 89%, to create a mechanism to generate approximately Rs. 20 million annual income and to conduct two capacity enhancements training programmes annually. Cost reduction will be achieved by commencing high quality horse breeding, cultivating horse feeding grass and commencing horse shoeing by staff members. Establishing a viable waste management mechanism to produce organic fertilizers, production of souvenir items related to equestrian culture using removed horse shoes, provisioning of horse riding training and adventure riding and commencing high quality horse breeding focusing the requirements of other military services and Police are the methods of income generation proposed in this project. Further capacity enhancement of the staff will be achieved by conducting training courses under the supervision of Army Equestrian Section and offering local and overseas courses.

Through this Management Field Project, the author has found that there are ample of avenues available to successfully enhance the capacity of Army Equestrian Section to save Rs. 24,698,624.32 while earning Rs. 20,278,400.00 within first year through cost reduction, income generation and training. There is no additional cost involved for the implementation of this project and manageable within available funds and resources that can be considered as an iconic plus point when consider present economic environment in Sri Lanka. It is just a matter of taking a decision to divert/ relocate/ reallocate available funds and resources presently available within the Army with a priority to develop the infrastructure and to make suitable environment for the Equestrian Section to go ahead with this project. However the final output and outcome of the project is not only for the Army but for the nation as a whole.