



PERFORMANCE REPORT 2012



Ministry of Public Management Reforms

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“Instead of confining the independence and efficiency of the public service to mere documents and regulations, I am determined to restructure the public sector to be in keeping with the needs of the country. Therefore, I will transform the public service into a service oriented, transparent and efficient service”.

Mahinda Chinthana Vision for the Future-page (34-35)



Towards an Effective & dynamic Public Service Delivery.

In a moment of the freedom which prevails in the country by concluding the ethnic conflict through a humanitarian operation, the main responsibilities entrusted on this Ministry in accordance with the MahindaChinthana of his Excellency the President is to transform the public service into a service oriented, transparent and efficient service through the efforts of targeted actions.

This Ministry takes actions to involve governments servant into the management reform process of the country through a new aspects of functions & work process reviews, functioning Management Reforms cells in government institutes training programs and using technology instead of the system confining them to their outmoded administrative system which existed as tradition.

Further, the ministry has been implemented programs suchas enhancing IT competencies of public servants and improving the working capacity, Establishing of Management reformsCells,Reviewing functions and work process of Government Institutions,Coordinating of amending Service Minutes and scheme of Recruitments, Modernizing Agriculture Sector in Anuradhapura District etc.

The Ministry will serve with new distinctiveness, having the collaboration of various institutions such as Line Ministries,Provincial Councils,Local Government Institutions and non-governmental organizations in view of the above programs.

My earnest hope and wish to that Sri Lanka will be an effective and dynamic public service deliveryhub for all section to live in harmony.

**Naveen Dissanayake
Minister
Ministry of Public Management Reforms**

Secretary Message

The mandate of this Ministry encompasses ensuring an efficient and people friendly Public Service by eliminating corruption and developing management structures, work processes and human resources using modern technology.

In order to achieve the above objectives, measures have been taken to make 07 core interventions for the year 2012. The progress of the projects as at 31st December 2012 is presented in this report.

The Ministry had to face a number of challenges, in particular, during the year which had impacts on the performance.

- **About 60% of the staff grade positions had fallen vacant.**
- **The minimum office space was not available for the ministry.**
- **Expertise required for preparing and implementing a reform agenda was deficient.**
- **The ministry does not have an implementation arm operating under its direct supervision.**

The vacancies of the senior management staff of this ministry could only be filled in December 2012. However, implementing projects efficiently could be commenced since August 2012 for the current year. Necessary steps were taken to complete the projects as planned.

W.M. Bandusena

Secretary

Ministry of Public Management Reforms

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1. OVERVIEW OF THE MINISTRY

1.1 Establishment of the Ministry

With the intention of creating citizen friendly, productive and efficient Public Service, Ministry of Public Management Reforms was established under the notification appearing in Gazette No 1650/20 of 30th April 2010.

Ensuring people friendly public service delivery, by eliminating wastes, developing management structure, work process and human resource through the application of modern technology and methodology; have been identified as the core function of this Ministry.

The need of public management reforms has been highlighted in pages 34-35 **MahindaChinthana** *Vision for the Future* as ***“Instead of confining the independence and efficiency of the public service to mere documents and regulations, I am determined to restructure the public sector to be in keeping with the needs of the country. Therefore, I will transform the public service into a service oriented, transparent and efficient service”.***

1.2 Duties & Functions

The Gazette notification no. 1681/3 dated 22.11.2010 describes the duties and functions of this Ministry as given below.

- a). Formulation of Policies, Programs, and Projects to modernize the public management machinery of the Government of Sri Lanka with the following objectives;
 - I. To ensure that all government business including the implementation of development plans and the provision of public services is conducted in the most efficient manner, utilizing modern management techniques and technology where appropriate, while eliminating corruption and waste.
 - II. To ensure that development programs and projects are successfully implemented.

III. To ensure that public services are provided in an efficient and people friendly manner.

- b). Formulation of policies, programs and projects in collaboration with other government Ministries and relevant agencies to ensure that a competent, dedicated and well trained forward looking cadre at all levels is available to government agencies at all times.
- c). Direct the implementation of such policies, programs and projects in collaboration with other ministries.
- d).Supervision of National Administrative Reforms Council.

1.3 National Administrative Reforms Council (NARC)

The National Administrative Reforms Council which comes under the purview of this ministry is a unique public body proclaimed and created by a Presidential Directive for the purpose of modernizing and upgrading administrative machinery of the government in achieving efficient and effective delivery of public services.

NARC's mandate encompasses the following key areas of administrative reforms:

- (i) Review the administrative and management structures in the public sector, on a continuing basis, with a view to instituting any reforms that may be necessary to ensure that the entire administrative and management machinery of government is objective driven and is cost effective,
- (ii) Review the human resources management and human resources development systems in government, on a continuing basis, with the objective of upgrading the quality of the public service,
- (iii) Review the work processes in government organizations, on a continuing basis, and introduce necessary changes to ensure that government work is carried out efficiently, effectively and in a people friendly manner, with modern technology being used where necessary and appropriate.
- (iv) Examine any other aspects of government organizations that may be relevant to the objective of administrative and management improvement and modernization.
- (v) Monitor the progress of such implementation and report to government from time to time.

Reform Initiatives of the NARC:

- (i) Serve as the apex policy making body for the Re-engineering Government Program of the Information and Communication Technology Agency (ICTA) and resolve issues in implementing various Re-engineering Government Projects.
- (ii) Establishment of a network of Management Reform Cells (MRCs) in all Ministries and Departments and other Institutions. The main functions of the MRCs are;
 - (a) Assisting National Administrative Reforms Council by submitting proposals for administrative reforms.
 - (b) Taking necessary action to implement the proposals of the government for administrative reforms which are communicated through National Administrative Reforms Council (NARC).
 - (c) Taking action to implement above proposals for administrative reforms in the departments and institutions under the Ministry.
 - (d) Implementing proposals for reforms which emerge within the MRC whilst making the National Administrative Reform Council aware of the same.
 - (e) Creating a culture in the public sector institutions where public servant tends to administrative reforms.
- (iii) Develop strategies to reduce the regulatory workload of Ministry Secretaries.
- (iv) Preparation of work manuals for all Government agencies.
- (v) Simplification of Imports and Exports procedures for public sector impediments in doing import & export business. A Tripartite Committee was appointed under the chairmanship of the Cabinet Secretary. The Committee is working with all the stakeholders both in the Public Sector & the Private Sector.
- (vi) Liaise the capacity building activities of senior Public Servants with the Collaboration of SLIDA.
- (vii) Establish Human Resource Development Strategy with the collaboration of SLIDA.

1.4 Vision, Mission, Goals and Thrust Areas



VISION

“Excellent Management of Public Institutions”



MISSION

“To ensure application of modern technologies and practices for results based Public Management through people’s friendly reform initiatives”



GOALS

1. To ensure effective Public Management through results based approaches
2. To make Public Management efficient through practicing of modern technologies
3. To ensure Public Service Competent, Committed and Forward Looking

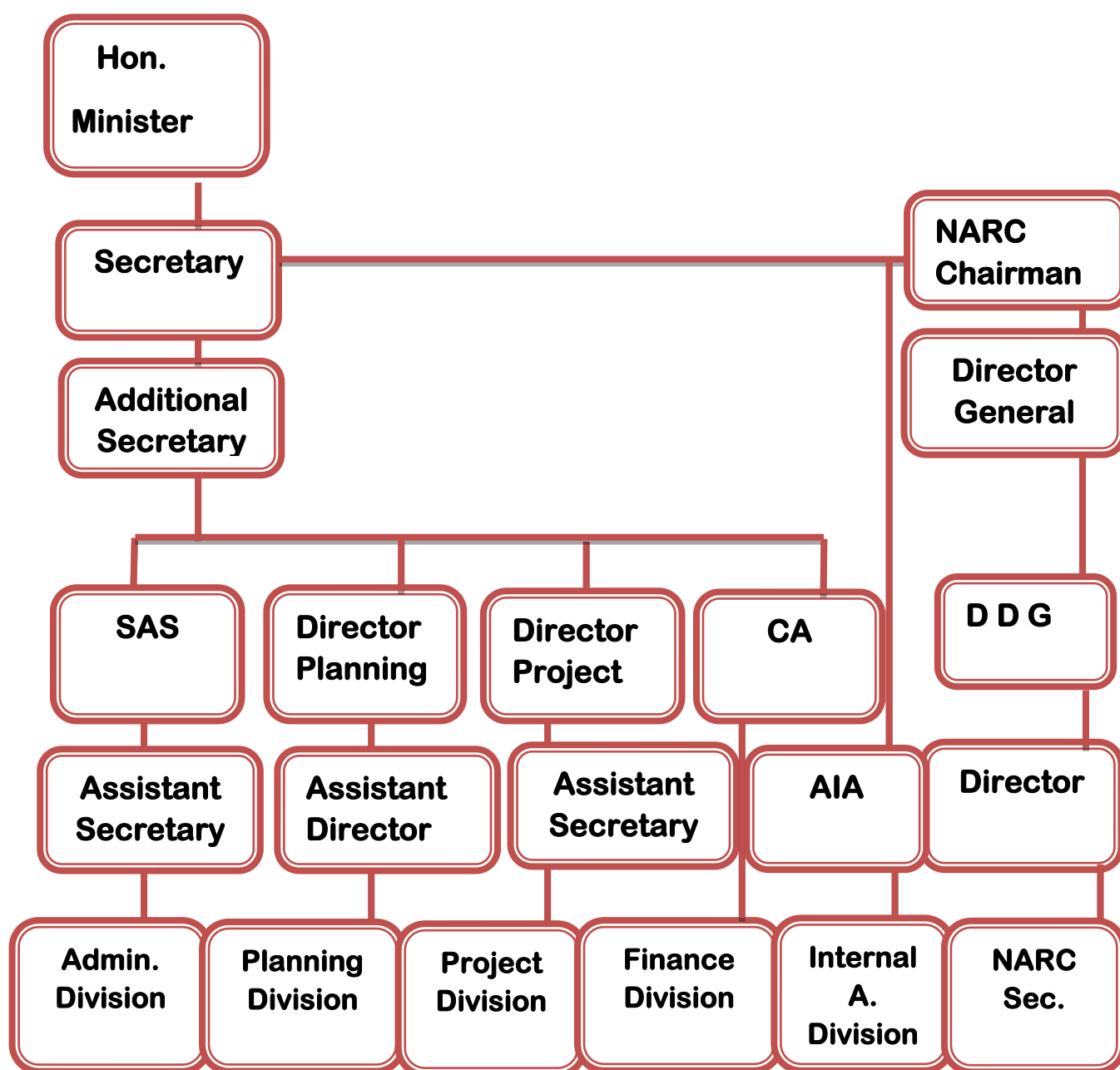


THRUST AREAS

The ministry has carved out five thrust areas for realizing its mission, namely,

1. Public Management Reform Policy and Road Map
2. Government Process Re-engineering
3. Developing Human Resource Competencies for Public Management Reforms
4. Initiate Public Management Reform Action Research
5. Promotion of Public Management Reforms

1.5 Organizational Structure



SAS - Senior Assistant Secretary
 CA - Chief Accountant
 DDG - Deputy Director General
 AIA - Accountant Internal Audit
 Admin. Division- Administration Division
 NARC.Sec. - NARC Secretariat

2. PERFORMANCE OF THE MINISTRY

2.1 Main Programs

The following programs have been implemented during the year.

- i. Establishment and re-activation of Management Reform Cells (MRCs) in Government Ministries and Public Institutions.
- ii. Coordination of amending Service Minutes (SM) and Schemes of Recruitments (SoR) following the guidelines specified in the Public Administration Circular No 06/2006.
- iii. Review of Functions and Work Processes in twenty (20) selected Government Institutions.
- iv. Capacity Building of public servants and institutions.
- v. A Pilot Project for strengthening Integrated Public Service Delivery Mechanism for NuwaraEliya District.
- vi. Enhance quality management in public service.
- vii. Survey Modernize Agricultural Sector in Anuradhapura.

2.1.1 Establishment and re-activation of Management Reform Cells (MRCs) in Government Ministries and Public Institutions

Management Reforms Cells (MRCs) are identified as participatory management mechanism aiming the uplifting of efficiency and productivity of public sector institutions for management reforms to conserve efficient, effective and citizen friendly public service towards the public desire.

According to guidelines given by the NARC all the Ministries have been established 3 Management Reform Cells in order to make administrative reforms. Then planned to extend it to all other departments, provincial councils and local government institutions.

- A discussion was held with officers from the department of Agrarian Services Development at the National Administrative Reform Council (NARC) on 07th January 2012.
- A workshop was conducted on 27th January 2012 at Central Bank Auditorium, Rajagiriya with the objective of formulating the 2012 activity scheduled of the management

Reform Cells (MRC's) established in each ministry. Secretaries of the MRC's and chief Innovation officers were attended to this event.

- Grooming young leaders training program was held.
- A workshop organized with the objective of succession the functions of MRC's was held.
- A discussion on preparation of MRC activity guide book was held at the NARC.
- A workshop on introducing performance improvement through re-engineering of the service delivery process of the public sector was held.

2.1.2 Coordination of amending Service Minutes (SM) and Schemes of Recruitments (SoR) following the guidelines specified in the Public Administration Circular No 06/2006

In the process of expediting the amendments to Service Minutes and Scheme of Recruitments a Working Committee has been established. This committee comprises representatives from the Ministry of Public Administration and Home Affairs (MPAHA) and Management Services Department (MSD), and is chaired by the Secretary, Ministry of Public Management Reforms. Representatives of Public Service Training Institute (PSTI) and National Salaries and Cadre Commission (NSCC) participate in the committee meetings as observers.

Progress achieved as at 31st December 2012

Service Minutes			Scheme of Recruitment	
Progress up to.	Amount	Approved	Amount	Approved
29.02.2011	33	03	882	105
31.05.2011	32	05	655	34
31.08.2011	37	05	748	55
30.11.2011	37	05	770	72
31.05.2012	36	06	724	129
30.06.2012	35	09	683	151
Progress as at 31 st December 2012	35	11	683	305

It is noticed that significant improvement in amending SMs and SoRs was achieved during the last six months.

2.1.3 Review of Functions and Work Processes in twenty (20) selected Government Institutions

Following twenty institutions have been identified for the review of functions and work process.

Name of the Public Institutions

Six Ministries

- Ministry of Education
- Ministry of National Languages & Social Integration
- Ministry of Youth Affairs & Skills Development
- Ministry of Environment
- Ministry of Rehabilitation & Prison Reforms
- Ministry of Justice

Seven Departments

- Department of Education Publications
- Department of Official Languages
- Department of Prisons
- Department of Technical Education & Training
- Department of Forest Conservation
- Department of Government Analyst
- Department of Buildings

Two Statutory Bodies

- National Housing Development Authority
- Road Development Authority

One Provincial Council

- North Western Provincial Council

One District Secretariat

- District Secretariat, Colombo

One Divisional Secretariat

- Divisional Secretariat Kantale

One Pradeshiya Sabha

- Kanthale Pradeshiya Sabhawa

One Division

- Combined Service Division

An action plan has been prepared with regard to minimize the identified gaps exist in the performance of the respective institutions. Accordingly, progress of the conducted programs was continuous monitoring.

ARF (Agency Results Framework) and action plans were final output of the above process. Outputs of the process have been implemented through the MRCs.

Each institution was given institutional and policy recommendations through this program.

The report including above recommendations were submitted to relevant secretaries of each ministries in order to get their comments. Amendments were done according to comments of the secretaries and submitted for the cabinet approval.

2.1.4 Capacity Building of public servants and institutions

In order to achieve more efficient and people friendly service through the Public Sector, the project “Establishment of Skills Development Units” has been initiated. Under this project, a Special Unit called “Skill Development Unit” has been established in 20 District Secretariats. This project basically pays the attention to improve IT skills of non-Staff grade officers who work in the District Secretariats.

In view of filling the gap of training needs of operational staff to deliver people friendly service to customers, Skills Development programs of Information and Communication Technology are to be conducted at district level where there are fewer opportunities for training of public servants.

Ministry of Public Management Reforms has provided funds to buy minimum number of 10 computers for each District Secretariat under this project. In addition to that, funds have been released to buy essential equipment like multimedia projectors, scanners, printers as well. However funds are not released for establishing buildings.

During the year 2012, Ten Skills Development Units have been opened in 10 District Secretariats. They are Gampaha, Kandy, Matale, Mullathivu, Trincomalee, Anuradhapura, Polonnaruwa, Rathnapura, Kegalle and Mannar.

To conduct the training programs, ‘Sri Lanka Institute of Development Administration’ has prepared a training guide namely “Basic Computer Training Guide” under the guidance of Ministry of Public Management Reforms.

Training for trainers (TOT) program has been conducted from 19.06.2012 to 23.06.2012 to train four officers from each District Secretariat with the purpose of using them as the demonstrators for the training programs in their District Secretariats. This TOT program has been conducted in Sri Lanka Institute of Development Administration.

One hundred and one training programs have been conducted and trained one thousand six hundred and twenty five public officers during the year 2012



Capacity Development programme for newly required graduates

2.1.5A Pilot Project for strengthening Integrated Public Service Delivery Mechanism for NuwaraEliya District

Modification of few selected Public institutions as people friendly efficient office has been started from the year 2012. In Phase I, five institutions in NuwaraEliya District have been selected. Among the selected Public Secretariat and NuwaraEliya Divisional Secretariat were already developed as model Divisional Secretariat Office.

- Conducted of awareness workshop under the program of developing model office.
- Conduct training programs.
- Implement 5S concept of developing selected public institutions within the NuwaraEliya District as a Model Office.
- Establishment of front office and back office in NuwaraEliya Divisional Secretariat.
- Conduct attitudinal change program for officers in the Kothmale Divisional Secretariat.
- Modification of Kothmale Divisional Secretariat as a Model office under the Phase I.
- Conduct attitudinal change program for officers of the Walapane and Nildandahinna Divisional Secretariats.
- Followed by the completion of re-arranging the internal work process and modification of the NuwaraEliya Divisional Secretary as a Model Office under the Phase II.
- Granting funds to purchase ten computers and a television for the use of Kothmale Divisional Secretariat.

- Granting funds for developing common amenities of Kothmale Divisional Secretariat.
- Provision for the establishment of the internal computer network.



Discussions with software developers for strengthening Integrated Public Service Delivery Mechanism

2.1.6 Enhance quality management in public services

Nowadays government sector is using outdated communication methods. Therefore delays in officer's work, distortion of meaning in correspondence and inquiring of irrelevant details in service delivery are prevailing in public sector. So this project was started to avoid above anomalies with the intention to introduce quality and efficient written correspondence format for the public sector.

Comments have been taken from the public institutions in order to develop the written formats currently are being used. According to the feedback received from public institutions, eighty formats have been identified that can be applied subjecting to amendments.

2.1.7 Survey to Modernization of Agricultural Sector in Anuradhapura District

With an objective to identify reform initiatives to be implemented in agricultural sector in Anuradhapura District, Rajarata University of Sri Lanka has commenced following two researches with the sponsorship of the Ministry of Public Management Reforms.

- Identifying management issues of agricultural sector and studying of role of public sector in Anuradhapura District by the Faculty of Management studies.
- Alternative income generating of agricultural sector in Anuradhapura District and improving of productivity of existing lands by the Faculty of Agriculture.

Staff of the Rajarata University of Sri Lanka planned to implement the two surveys with the support of government agricultural related institutions in Anuradhapura District.

Some of these institutions are as follows.

- District Secretariat-Anuradhapura
- Department of Agrarian Services in Anuradhapura District.
- Inter Provincial/Provincial Agricultural Department.
- Sri Lanka Mahaweli Authority
- All Divisional Secretariats in Anuradhapura District.
- National Livestock Development Board.
- Government Banks.

The Ministry has approved both proposals submitted by two Faculties of the University.

Under the Phase I of the project following activities have been completed.

- a) Development of questionnaires for the crop survey and Farmer Organizations.
- b) Collection of basic information from the Divisional Secretaries, Agrarian Service Centers and Veterinary offices covering twenty Divisional Secretaries in the District.
- c) Extraction of information from the collected official data.
- d) Pre-testing of questionnaires.
- e) Training of enumerators.

Also following activities is in progress.

- a) Collection of field data for the Crop survey, livestock survey and Farmer Organizations.
- b) Monitoring of the data collection process.

3. PHYSICAL AND FINANCIAL PROGRESS OF THE PROJECTS RELEVANT TO THE ACTION PLAN AS AT 31ST DECEMBER 2012.

Project No.	Name of the Project	Physical Progress	Financial Progress
			Rs.
I	Establishment and re-activation of Management Reform Cells (MRCs) in Government Ministries and Public Institutions	* Workshops are conducted to establish MRC's in each ministries * Guide to prepare MRC activity guide book with performance improvement through re-engineering of the service delivery process of the public sector	1,440,854
II	Coordination of amending Service Minutes (SM) and Schemes of Recruitments (SoR) following the guidelines specified in the Public Administration Circular No 06/2006	* Eleven Service Minutes and three hundred and five Scheme of Recruitments are approved	17,850
III	Review of Functions and Work Processes in twenty (20) selected Government Institutions	* Amendments were done according to comments of the secretaries and submitted for the cabinet approval	3,384,139
IV	Capacity Building of public servants and institutions	* One hundred and one training programs have been conducted to train one thousand six hundred and twenty five public officers during the year.	15,103,553
V	A Pilot Project for strengthening Integrated Public Service Delivery Mechanism for NuwaraEliya District	* Established front office back office in NuwaraEliya Divisional Secretariat and Enhance the modification of Kothmale Divisional Secretariat	1,117,417
VI	Enhance quality management in public services	* Eighty formats have been identified	9,757,603
VII	Survey Modernize Agricultural Sector in Anuradhapura	* Under the Phase I, Preparation for the Survey activities have been completed * Monitoring Field activities of Survey process.	1,078,045
Sub Total			31,899,461

4. RESOURCE UTILITY

4.1 Financial Performance

4.1.1 Recurrent Expenditure	<u>Allocation(Rs)</u>	<u>Expenditure(Rs)</u>
➤ Minister's office	25,680,000	2,842,113
➤ Ministry office	60,370,000	19,489,57

Recurrent expenditure according to the projects

Description	Allocation(Rs.)	Expenditure(Rs.)	Balance (Rs)
<u>Project No: 01 & Title: Minister's Office</u>			
Personnel Emoluments	9,500,000	9,091,225	408,775
Other Expenditure	16,180,000	13,746,662	2,433,338
Sub Total	25,680,000	22,837,887	2,842,113
<u>Project No: 02 & Title: Ministry Administration</u>			
Personnel Emoluments	15,800,000	15,197,976	602,024
Other Expenditure	44,570,000	25,682,454	18,887,546
Sub Total	60,370,000	40,880,430	19,489,570
Grand Total	86,050,000	63,718,317	22,331,683

4.1.2 Capital Expenditure	<u>Allocation(Rs)</u>	<u>Expenditure(Rs)</u>
➤ Minister's office	4,700,000	4,088,878
➤ Ministry office	95,300,000	59,742,428

	Project 01 - Minister's Office			
Description		Allocation(Rs.)	Expenditure(Rs.)	Balance(Rs.)
Capital Expenditure				
	<u>Rehabilitation and</u>			
	<u>Improvement of Capital Assets</u>			
2001	Building and Structures	500,000		500,000
2002	Plant machinery and equipment	200,000	79,794	120,206
2003	Vehicles	2,000,000		2,000,000
	<u>Acquisition of capital Assets</u>			
2102	Furniture and office equipment	1,500,000	431,328	1,068,672
2103	Plant machinery and equipment	500,000	100,000	400,000
	Total	4,700,000	611,122	4,088,878

Project 02 - Ministry administration				
Description		Allocation (Rs.)	Expenditure(Rs.)	Balance(Rs.)
Capital				
	<u>Rehabilitation and Improvement of Capital Assets</u>			
2001	Building and Structures	2,500,000		2,500,000
2002	Plant machinery and equipment	500,000	45,696	454,304
2003	Vehicles	1,000,000		1,000,000
	<u>Acquisition of capital Assets</u>			
2102	Furniture and office equipment	3,000,000	200,320	2,799,680
2103	Plant machinery and equipment	2,500,000	2,368,294	131,706
	<u>Capacity Building</u>			
2401	Training and Capacity Building	1,300,000	241,434	1,058,566
	<u>National Administrative Reforms Council</u>			
2201	Public Institution	1,500,000	802,656	697,344
	<u>Public Management Development Program</u>			
2401	Training and Capacity Building	83,000,000	31,899,172	51,100,828
	Total	95,300,000	35,557,572	59,742,428