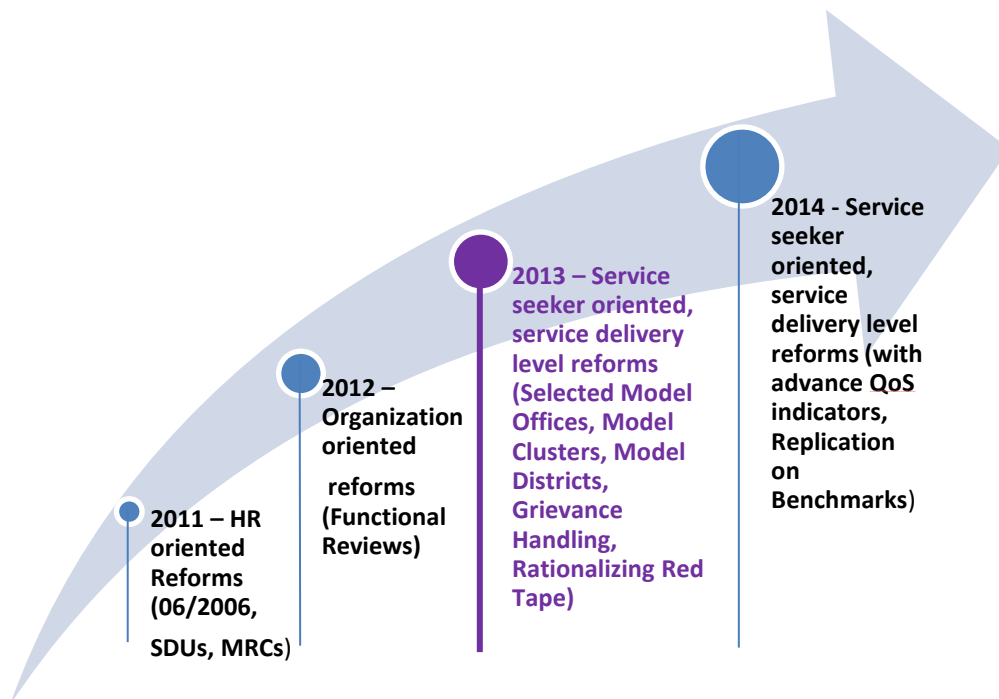




PERFORMANCE REPORT

Towards citizen driven public service delivery innovations

2013



**Ministry of Public Management Reforms
6th Floor, Sethsiripaya Stage II, Battaramulla**

Broad policy directives ■■■



“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.”

*Mahinda Chintana Vision for the Future
(Pg 34)*

“I request all public servants to commit to make 2013 the Year of Excellence in public services”

Budget Speech 2013



Strong Public Service.....

Several projects have been implemented by this ministry in view of changing the public sector towards strengthening the rapid development which is one of the fundamental needs that transform the reality of Mahinda Chinthana Programme of the country within the short history of three years. I am happy to mention that the projects we have launched in more creative and well planned manner to establish that opinion have become very successful.

Front office project was practically tested in order to creating people centric grass root level public service. This project was appreciated by the general public officers of the Kurunegala and Nuwara Eliya districts. According to the above experience ministry expects to implement this project for all districts in the country.

The government accords a very high priority to improve the efficiency and effectiveness of public service delivery and continuous improvement of the quality of public service paying particular attention to the grievances of the general public. To address the question of grievance redress, there should be a specifically designed Grievance Redress Mechanism (GRM) and its implementation. Therefore, the Project of the Public Redress Mechanism (GRM) has been initiated.

It was noticed that certain regulatory instruments adopted by the public institutions accelerated implementation of development projects and in provision of essential public services due to duplication gaps, complications and obsolesce in view of the above the project named "Red Tape Challenge" is being implemented as a pilot project in accordance with the Cabinet Paper presented by this ministry.

The other projects; establishment of Management Reforms Cells, Work Processes Reviewing project, Modernization of the Agricultural Service Sector in Anuradhapura District, Strengthening of the Management Development Training Units in Provincial Councils through the Preparation of corporate plan, Preparation of District Development plan for the Nuwara Eliya District, Expediting the process of amending service minutes and scheme of Recruitment as per the PA Circular 06/2006, Establishment of Skills Development Units within the districts were implemented by this ministry. Reaching up to the project target within the priority can be considered as a remarkable achievement of the ministry.

I take this opportunity to thank the Ministry staff who supports to achieve the success of the functions of the ministry as well as the staff members of the other public institutions which closely work with us.

Navin Dissanayake

Minister

Ministry of Public Management Reforms

Creating a new learning environment for Public Management Reforms

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 implement 18 projects in the year 2013. The performance of the above projects as at 31st December 2013 is presented in this report.

For the year 2013, Rs.76 Million had been allocated under the following thrust areas.

- | | |
|--|---------|
| • Simplification of systems and procedures at public service | Rs.M 30 |
| • Public sector quality management | Rs.M 30 |
| • Software development | Rs.M 16 |

The Ministry had to face a number of challenges, in particular during the first half of the year, which had impacts on the performance, among which the following should be underscored.

- About 60% of the staff grade positions had fallen vacant till the second quarter of the year.
- The minimum office space was not available for the ministry till mid-2013.
- 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 the ministry could only be fulfilled by July 2013. Therefore, implementing the projects efficiently could be commenced since July 2013 for the current year. However, necessary steps were taken to complete the projects as planned.

Despite the challenges the ministry had to deal with during the year, the year saw a remarkable development and refinement in pragmatic and effective approaches to be adopted in taking the public management reforms forward. A framework which has been branded by the ministry as the “3W model of transforming the public services” was pilot tested with positive results in the Kurunegala District. This experiment, which had a specific focus on improving the quality of services delivered directly to the citizens by the front - line organizations proved to be highly successful within a very short period of time, and has generated lessons for replicating the model in the other districts.

W.M. Bandusena
Secretary
Ministry of Public Management Reforms

Contents

1.

Overview of the Ministry

01-06

1.1

Establishment of the Ministry

01

1.2

Duties & Functions

01-02

1.3

National Administrative Reforms Council (NARC)

02-03

1.4

Vision, Mission, Goals and Thrust Areas

04

1.5

Strategic Direction

04-05

1.6

Structure of the Ministry of Public Management Reforms

06

1.7

Approved Cadre

06

2.

Performance of the Ministry

07- 30

2.1

Management Reform Interventions

07

2.2

Main Programms

08-30

3.

Physical and Financial Progress-2013

31-33

4.

Financial Performance

34-36

4.1

Recurrent Expenditure

34

4.2

Capital Expenditure

35-36

1. OVERVIEW OF THE MINISTRY

1.1 Establishment of the Ministry

The Ministry of Public Management Reforms (MPMR) was established by Gazette extraordinary No 1650/20 of 30th April 2010, recognizing public management reforms as a priority to be dealt with by a separate cabinet Ministry for the first time in Sri Lanka.

Ensuring citizen centric public service delivery, by eliminating wastes and developing management structures, work processes and human resources through application of modern technology and methodologies; have been specified as core functions of the Ministry.

The need of public management reforms has been highlighted in pages 34-35 **Mahinda Chinthana** *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 delivered 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, available at government agencies at all the times.
- c). Direct the implementation of such policies, programs and projects in collaboration with other ministries.
- d).Supervision functions of the 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 the government from time to time.

Reform Initiatives of the NARC

- I. Serve as the apex policy making body for the Re-engineering government service program which is carried out by 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 public Institutions. The main functions of the MRCs are;
- a) Assisting National Administrative Reforms Council by submitting proposals for administrative reforms.
 - b) Taking necessary actions to implement the proposals of the government on administrative reforms which are communicated through National Administrative Reforms Council (NARC).
 - c) Taking action to implement above proposals for administrative reforms in the other departments and institutions under the relevant 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 work load 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 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

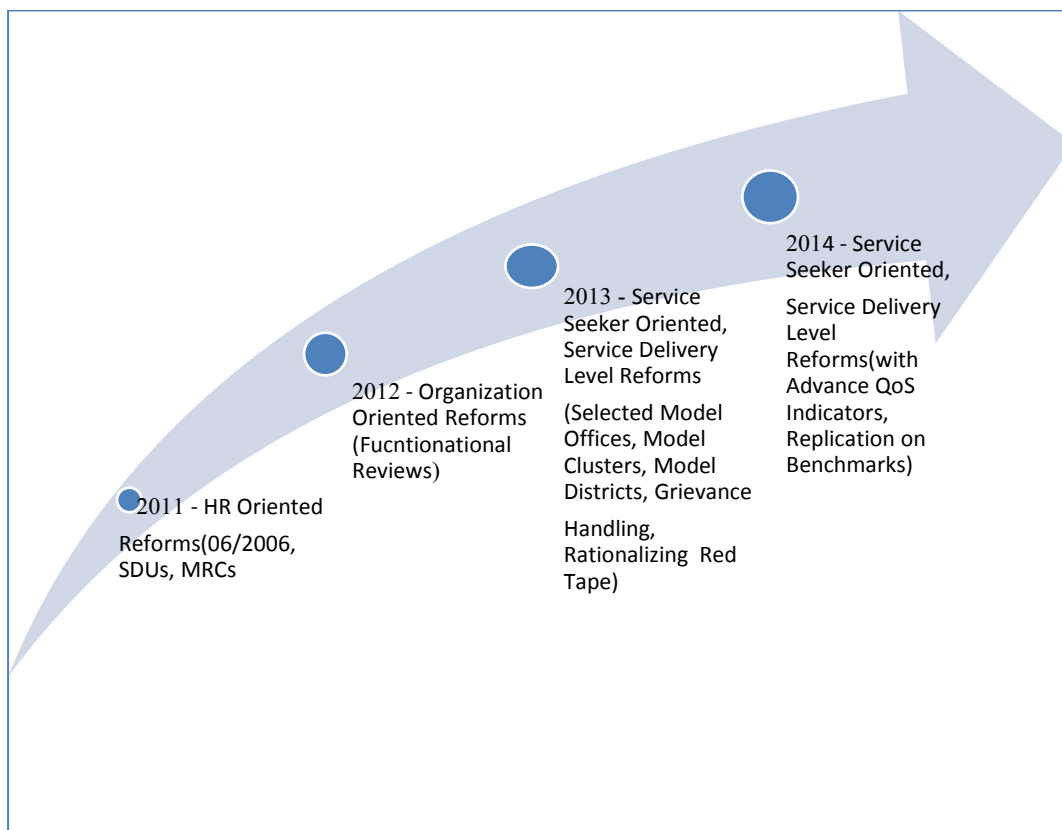
The ministry has carved out three thrust areas for realizing its mission, namely,

1. Simplification of system and procedures of public service
2. Public sector quality management development
3. Software development for public management

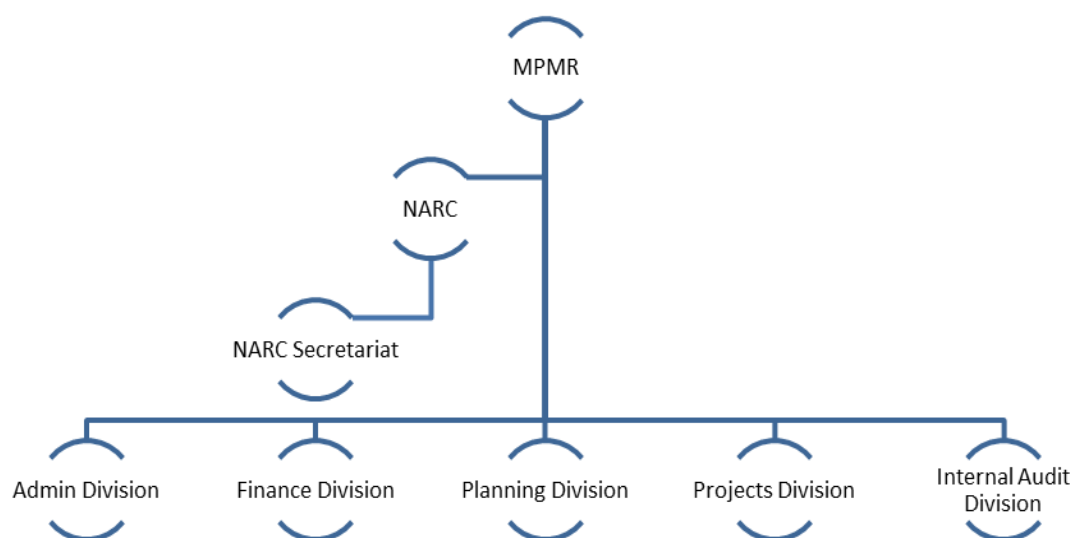
1.5 Strategic Direction

The MPMR has been refining its strategic direction over the past three years. The strategic priorities shifted from center based administrative reforms to transforming the public service delivery systems at the periphery, where government-citizen interaction is intensive, and vital from the standpoint of “ease of seeking and receiving public services”.

While the year 2011 saw an emphasis on improving on the service conditions of the public service cadres, and the year 2012 had a prominent focus on organizational reforms, the year 2013 accorded priority on increasing the quality of the services delivered to citizens by the front line organizations.



1.6 Structure of the Ministry of Public Management Reforms



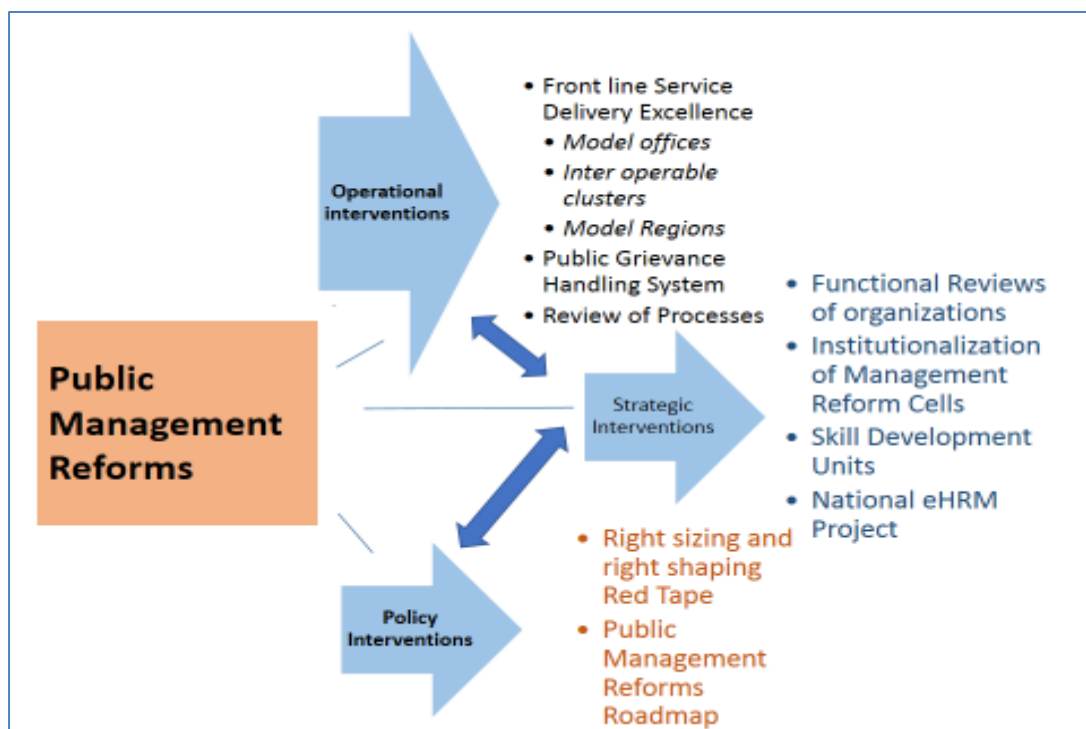
1.7 Approved Cadre- MPMR

Secretary					
Additional Secretary					
Position	Divisions				
	Admin. Division	Finance Division	Planning Division	Project Division	Internal Audit Division
Head of the Division	Senior Assistant Secretary	Chief Accountant	Director (Planning)	Director (Project)	Accountant
Other Executive Staff	Assistant Secretary	-	Assistant Director (Planning)	Assistant Secretary, Assistant Director (IT)	-
Development Officers(DO)	53 - DOs				
Development Assistants (DA)	3 - DAs				
Management Assistants(MA)	14 - MAs				
Supporting Staff(SS)	23 - SSs				

2. PERFORMANCE OF THE MINISTRY

2.1 Management reform interventions

The management reform interventions made in the year 2013 project implemented at policy, strategic and operational levels. While the key emphasis was on transforming the operational levels delivery mechanisms the reform package was design so that the changes to be taken place at the strategic and policy level to reinforce the transformation goals set for the operational level.



2.2 Main programs

The following programs have been implemented during the year under each thrust area.

Thrust area 01 - Simplifications of system and procedures of public service

- i. Review functions and work processes of selected 20 institutions
- ii. Strengthening of the office system of the MPMR and implementing the Share Point solutions within the MPMR

Thrust area 02 - Public sector quality management development

- iii. Modernization of Agricultural services sector in Anuradhapura District
- iv. Strengthening the MDTU in the Provincial Council by Preparing Corporate plan
- v. Red Tape challenge
- vi. Crafting of Nuwara Eliya integrated district development plan
- vii. Four year Frame work for performance improvement of public organizations through management reforms.
- viii. Development of Model Districts
 - Nuwara Eliya District
 - Kurunegala District
- IX. Increasing capacity of 55 management reform cells (MRC's)
- X. Expediting the process of amending Service Minutes and Schemes of Recruitment as per the PA circular 06/2006.

Thrust area 03 - Software development for public management

- XI. Grievance Redressal Mechanism
- XII. National Level e-HRM Systems
- xiii. Establishing Skills Development Units in Districts
- xiv. Introducing models & tools and toolkits for public sector quality management (Communication Toolkits) preparations of templates
- XV. Introducing Integrated Computer Software System in Planning Divisions of the Nuwara Eliya District Secretariat & Divisional Secretariats

Developing Model District

Description of the project

“Developing model public service regions” was a key project initiated by this ministry to improve the public service delivery of selected institutions “whole of regions”. To create benchmark able offices, clusters of offices and districts for transforming the public service environment in the country where the public service users can ask for services anywhere anytime with a single touch and receive the services requested at the preferred time, preferred place and preferred channel of choice with a smile.

Nuwara Eliya District and Kurunegala District are selected as two components of developing model district project.

Objective

To capture all vertical and horizontal service delivery processes within sectors and among sectors in a contiguous geo administrative area by

Primary reforms

- Front office Back Office Re-organization (single touch point for service seekers)
- Service branding (self, quick, 1hr, one day, other); “As-is process” based and gradually “Quality of Service” based service process optimization.
- Providing constant feedback to service seekers

Secondary Reforms

- Intra organizational networking of processes
- Vertical integration of processes

Advance Reforms

- Cross organizational networking of processes
- Digitizing cross organizational decision making

Nuwara Eliya District

Description of component

This project was introduced in year 2012 and implemented in Kothmale Divisional Secretariat as a pilot project. After achieving the successful results from this project, MPMR decided to expand this project and year in 2013, and the following models were experimented.

- A. Division as a whole (including all key institutions operating under a DS divisions) and
- B. District as a whole (including all key institutions operating in a district)

Achievement

Completed primary reforms in 02 DS offices, 04 Agrarian Development centers, 01 Ayurvedic hospital, 01 police station, 01 MOH office, 10 Grama Niladari Offices altogether 19 in Nuwara Eliya district

Kurunegala District

Description of component

Fifty four public institutions have been identified under five fields in six divisions of Kurunegala district in paralleled with the Deyata Kirula 2014.

There were three basic management principles implement within the above institutions.

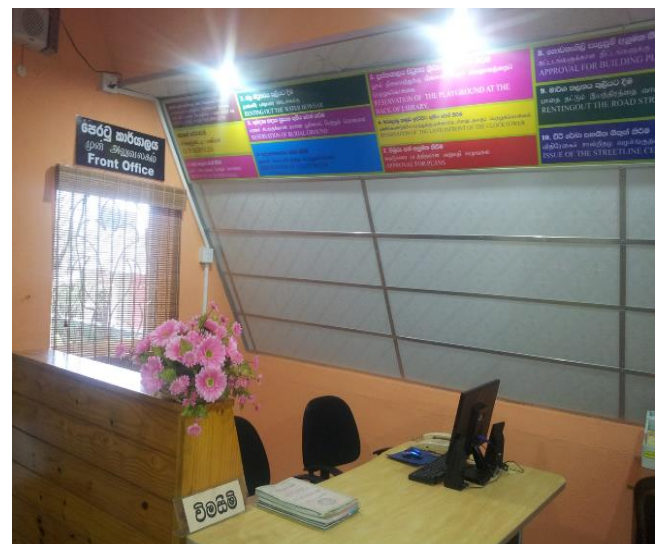
- I. Branding of the services with the objective of better service delivery
- II. Establish front office and back office
- III. Giving feedback for the service recipients.

Achievement

Completed primary reforms in 06 clusters with 12 DS offices, 07 Zonal and Provincial Education offices, 08 Hospital/ MOH offices, 11 Agrarian Development centers, 21 urban councils and Pradeshiya Sabhas, altogether 62 in Kurunegala district.



Front office and Back office implemented in Kurunegala District under Developing Model District Project



Grievance Redress Mechanism

Description of the Project

The “Mahinda Chinthana – Vision of the future” states that the Public Service should function in the best interest of the general public.

The government accords a very high priority to improve the efficiency and effectiveness of public service delivery and continuous improvement of the quality of public service, paying particular attention to grievances of the general public. To address the questions of grievance redress, there should be a specifically designed Grievance Redress Mechanism (GRM) and its implementation.

Selected Institutions at the piloting stage

- Department of Wildlife Conservation
- Department of Agrarian Development
- Department of Irrigation
- Department of Forest conservations
- National water supply & Drainage Board
- Ministry of Health
- Ministry of Education
- Ministry of Environment and Renewable Energy

Objectives

- To build up productive relationships among the stakeholders, including affected citizens.
- To provide access to the general public to negotiate on the decisions this might adversely affect them.
- To minimize adverse impacts of decisions of public organization on communities
- To ensure making appropriate corrective or preventive decisions
- To address the unrest emerged by weak public service delivery process.

Achievement

A partnership between MPMR, ICTA, GIC (1919), and selected institutions was established through an ICT based grievance lodging and remedying system, where the respective institutions have established detailed internal mechanism for grievance redressal.

Expediting the Process of Amending Service Minutes and Scheme of Recruitment as Per the PA Circular 06/2006

Description of the project

Ministry of Public Management Reforms in collaboration with line ministries and departments continued with the facilitation of amending the service minutes and schemes of recruitments as per the Public Administration Circular No 06/2006 under this project.

Objective

Amending of the service minutes and Schemes of Recruitment of all the service categories by removing all disparities in accordance with the public administration circular 06/2006.

Achievement

	Total	Approved	In-progress
SMs	36	21	15
SORs	683	469	214

Review functions and work processes of selected 20 institutions

Description of the Project

The functional and work processes Review was initiated by the National Administrations Reforms Council (NARC) which was established by the order given by of the Hon. President Mahinda Rajapaksha and the project was launched by the Ministry of Public Management Reforms in 2011 as a pilot project. Twenty institutions including ten Ministries have been selected for the project. This project was received the cabinet approval on 17/08/2011 to implement within the following institutions.

- i. Department of Official Language
- ii. Department of Technical Education & Training
- iii. Forest Conservation Department
- iv. Ministry of Education
- v. Department of Government Analyst
- vi. Ministry of Justice
- vii. Ministry of Environment and Renewable Energy
- viii. Road Development Authority
- ix. Department of Buildings
- x. Department of Education Publication
- xi. Ministry of Rehabilitation & Prison Reforms
- xii. Kanthale Pradeshiya Sabhawa
- xiii. Ministry of National Languages & Social Integration
- xiv. National Housing Development Authority
- xv. District Secretariat, Colombo
- xvi. Combined Service Division
- xvii. Divisional Secretariat Kantale
- xviii. Ministry of Youth Affairs & Skills Development
- xix. Department of Prisons
- xx. North Western Provincial Council

Objectives

The review was undertaken with the following objectives;

- To ascertain whether the functions performed by a public Institutions are relevant to the mandate of the Institution.
- To examine whether there are instances of overlapping functions both at National and sub National levels and how could be eliminated or minimized such occurrences.
- To optimizes the use of public resources and provide better service to the citizens.
- To ascertain the capacity development and re- deploying priorities of the service providing personnel.
- To help achieving an effective and efficient service delivery through Improving work processes

Achievement

A broad investigation was carried out with the cooperation of external resource persons on the changes to be introduced within the above institutions. Prime functions of the institutions were identified during the study and recommendations were forwarded on functional framework, performance gaps, enhance the performance and the capacity building etc.

In accordance with the Cabinet decision, implementation of the recommendations of the review was launched on 28/06/2013 and they are implemented by the relevant organizations to improve the service quality according to work plans prepare by each institution.

Department of Official Languages

- A procedure has been established with the objective of completing translation work, compiling of glossaries and certification tasks within an agreed time frame.

Department of Technical Education and Training

According to the recommendations given

- Quality standards and quality assurance of training curriculum and programmes have been strengthened.
- Improvement of ICT capability.

Department of Forest

- Twenty Forest Reserves (FR's) have been identified in order to prepare a management plan for streamlining of the Management Strategies to preserve their conservation Value.

Ministry of Education

- Restructuring of the education quality division has been commenced.

Department of Government Analyst

- Case handling processes have been redesigned

Ministry of Justice

- Comprehensive corporate plan has been developed for the Ministry of Justice.
- A committee was appointed for sector wise holistic approach with the multi-year strategic planning and coordination with partners and donors to minimize the backlog.

Ministry of Environment & Renewable Energy

- Development of a solid waste management policy has been initiated.

Road Development Authority

- Functions of the Research and Development Division have been reorganized and strengthened

Department of Building

- Consultancy, construction and maintenance, project management and technical auditing were improved to reach the ISO standard.

Department of Education Publications

- Work processes of printing school text books were rationalized.

Kanthale Pradeshiya Sabhawa

- Local Community Development programs were implemented.
- Administration & Human Resource Management programs were implemented.

North Western Provincial Council

- 19 institutes of North Western Provincial council started to enhance their process and functional reviews with introducing form simplification, introducing new forms, enhance ICT capabilities and usages, introducing new progress review systems, process re-engineering etc..

Red Tape Challenge

Description of the Project

According to the Mahinda Chinthana vision for the future, a rapid phase of development is expected in every sector.

However, it was noticed that certain regulatory instruments adopted impede by the public institutions accelerated implementation of development projects and in provision of essential public services due to duplication gaps, complexities and obsolescence.

In view of the above the cabinet of Ministers granted approval on 19/09/2013 to implement the Red Tape challenge project as a pilot project for,

- Identifying the suppressive and outdated rules and regulations etc.
- Publishing identified regulations through electronic and print media
- According to the feedback received, identifying the rules and regulations that hinder efficient service delivery to the general public.
- Preparation of a proposal by the Ministry of Public Management Reforms with collaboration of relevant organization in order to simplify, amend and scrap of rules and regulations.
- Appointing a committee consisting specialists from the relevant fields to get recommendations on simplifying, amending and scraping of rules regulations.

- Obtaining approval of the Cabinet of Ministers on implementation of recommendations given by the committees.
- After having the cabinet approval, introducing it to general public under the patronage of His Excellency the President.

Approved institutions as follows

1. Ministry of Irrigation and Water Resources Management
2. Ministry of Local Government and Provincial Councils
3. Ministry of Lands and Land Development
4. Ministry of Environment and Renewable Energy
5. Ministry of Public Administration and Home Affairs
6. Land Commissioner General's Department
7. Department of Agrarian Development
8. Department of Wildlife Conservation
9. Divineguma Development Department
10. Central Environment Authority

Objective

Conducting a study and providing recommendations for simplifying, amending and scrapping of outdated, suppressive rules and regulations that hinder efficient service delivery to the general public.

Achievement

- Prepared Action Plan for the project in collaboration with the selected institutions.
- Stock taking on existing circulars and circular letters, rules and regulations and application formats in each organization has been completed.

Four year Frame work for performance improvement of Public organizations through management reforms

Description of the Project

The need for precisely determining the responsibility of the ministry in the process of reforming the public sector was observed as critical. It was understood that the lack of a clear direction has adversely affected the existing initiatives and promotion of the reform agenda itself has become an issue. There was no adequate consultation with the key stakeholders of public sector in this regard and hence, there was a need to take actions to formulate a framework to the reforms. With the implementing this road map component, present public service will be transformed in to modernized service delivery entities catering the citizen.

Objective

Develop reform framework in order to improve the performance of public organizations by implementing management reforms

Achievement

Consultancy has been awarded to develop “four year framework for performance improvement of public organization through management reforms 2013-2016”.

National Level e-HRM System

Description of the Project

An Electronic Human Resource Management Solution is a high level administrative reform activity that brings about holistic vision to public sector HRM. It is envisaged as a standard method to manage the public sector human in resources. It utilizes the opportunity to critically review the current practices and re-engineer the processes with a view of simplification and enhancing the opportunities for improving the efficiency in HRM. The project envisages to carry out a requirement and system study for developing a national level human resource solution and developing a proof of Concept to demonstrate the functionalities and capabilities of the proposed system.

This study was expected to be conducted at three levels involving the following government organizations:

Level 1: Policy Creating & Monitoring Level Organizations

- Public Service Commission (PSC) - Project Owner
- Department of Management Services (DMS)
- National Salaries and Cadre Commission (NSCC)

Level 2: Policy Implementation Agencies

- Ministry of Public Administration & Home Affairs
- Ministry of Finance & Planning
- Department of Excise
- Department of Immigration & Emigration
- Department of Examinations (Conducting of examinations)
- Sri Lanka Institute of Development Administration (SLIDA)

Level 3: Operational Level (Personnel Management) Organizations

- Ministry of Public Management Reforms
- Ministry of Co-operatives and Internal Trade
- Department of Elections
- Colombo District Secretariat
- Colombo Divisional Secretariat

Objective

To improve Human Resource planning and adequacy of information for effective deployment of Human Resources across the public sector based on specialized knowledge requirements and the need for developing HR in specific areas, to reduce the overall cost of managing HR within the Sri Lankan public sector and evaluate the HRM systems already developed within the public sector.

Achievement

Consultancy has been awarded to the consultancy firm to conduct a study and submit a report about National level e-HRM system.

Increasing Capacity of 55 Management Reforms Cells (MRC's)

Description of the project

Management Reforms Cells have been introduced as a participatory management mechanism aimed at implementing Management Reforms with the objective of enhancing efficiency and productivity of the Public Institutions for ensuring the delivery of efficient, timely and people friendly public service as expected by the people.

Role of the Management Reforms Cells;

1. Establishment and Implementation of Management Reforms Cells
2. Developing Systems & Procedures
3. Improvement of productivity and quality
4. Utilization of Information and Communication Technology.
5. Human Resources Development
6. Proposing a methodology of performance appraisal – both institutional and individual
7. Building inter-personal relations within the staff.
8. Peoples friendly service delivery
9. Implementation of Citizen/Client charter
10. Responding to public complains.

While activating the functions of the Management Reforms Cells (MRC's) in each Ministry, all the Secretaries to the Ministries have been introduced to follow the guidelines by National Administrative Reforms Council (NARC). The Ministry has been informed that in accordance with the guidelines, secretaries/conveners have been appointed. All the Ministries has finalized the formulation of MRC's and it is expected to extend it to the other departments, local government & provincial councils and district secretariats.

Objective

The objective of establishing the MRC was to improve the efficiency in government organizations to ensure quality service to the public.

Achievement

	Ministry of cultural and	Ministry of state resources	Ministry of foreign employment,	Prime Minister's office	Ministry of transport	Ministry of minor export	Ministry of co-operatives & internal	Ministry of social
1. Preparation & updating web site	✓	✓	✓	✓	✓	-	✓	-
2. Enhancing productivity improvement program	✓	✓	-	✓	-	-	✓	-
3. Introduced the simplified format.	-	-	✓	-	✓	-	✓	-
4. Established the procedure for measuring the customer satisfaction level.		✓	✓	-				
5. Review of the Cadre		✓	✓					
6. Identify human resource development and created an annual training plan	✓	✓	✓		✓		✓	✓
7. Preparing Job descriptions and duty list		✓						✓
8. Welfare activities		✓			✓		✓	
9. Processing schemes of recruitment and service minutes in terms P.A circulars 6/2006					✓			
10. Review of SORs							✓	

Establishing Skills Development Units in Districts

Description of the project

The MPMR has initiated a project to improve the ICT Skills of the employees in public service at district level. It was decided to provide the financial assistance from this ministry on the request of District Secretary of the respective District.

Twenty SDUs have established in following District Secretariats.

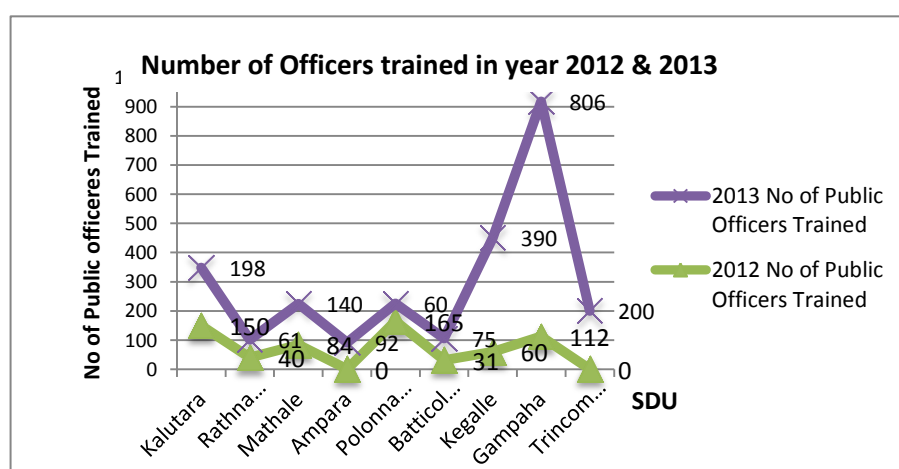
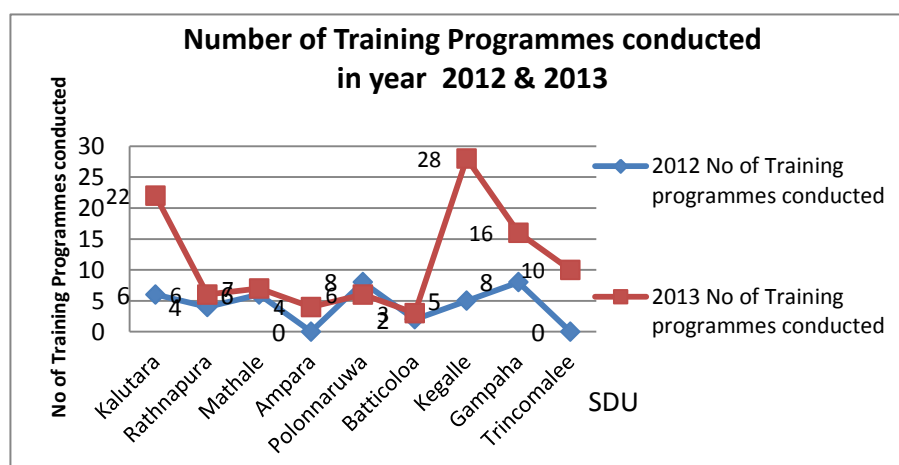
- i. District Secretariat - Gampaha
- ii. District Secretariat - Kegalle
- iii. District Secretariat - Kalutara
- iv. District Secretariat - Rathnapura
- v. District Secretariat - Matara
- vi. District Secretariat - Vavuniya
- vii. District Secretariat - Nuwara Eliya
- viii. District Secretariat - Mathale
- ix. District Secretariat - Trincomalee
- x. District Secretariat - Monaragala
- xi. District Secretariat - Mannar
- xii. District Secretariat - Jaffna
- xiii. District Secretariat - Ampara
- xiv. District Secretariat - Mullative
- xv. District Secretariat - Puttalam
- xvi. District Secretariat - Batticaloa
- xvii. District Secretariat - Polonnaruwa
- xviii. District Secretariat - Anuradhapura
- xix. District Secretariat - Kilinochchi
- xx. District Secretariat - Kandy

Objective

In order to provide better service to the citizen, develop Information Communication Technology skills of public officers.

Achievement

	2012		2013	
Name of SDU	No of Training programmes conducted	No of Public Officers Trained	No of Training programmes conducted	No of Public Officers Trained
Kegalle	05	60	28	390
Gampaha	08	112	16	806
Kalutara	06	150	22	198
Rathnapura	04	40	6	61
Mathale	06	84	7	140
Ampara	00	0	4	92
Polonnaruwa	08	165	6	60
Batticaloa	02	31	3	75
Trincomalee	00	0	10	200
Total	39	642	102	2022



Introducing Integrated Computer Software System in Planning Divisions of the Nuwara Eliya District Secretariat & Divisional Secretariats

Description of the project

MPMR identified the requirement of introducing a computer software system for planning, implementation, progress monitoring & evaluation of the development programme in efficient effective and corrective manner in the district.

Objectives

- Through a networked computer software system enabling the service recipients to obtain details on the development projects implemented within the district such as estimated project cost number of service recipient families, financial sources, allocated amount, name of the sponsoring public representative etc. in transparent manner.
- With the direct supervision of the progress of development projects, overall development drive would be accelerated.
- Improving the IT skills of the public officers in the district and enabling the efficient and correct function development tasks.

Achievement

- An Auto CAD training programme was successfully conducted for 25 public officers at the institute of Gamini Dissanayake technical & vocational training institution in Nuwara Eliya District. The objective of the training was to enhance IT capacity of the staff of district secretariats, divisional secretariat and local government institutions of the district.
- Provided computers & internet connections for the 05 divisional secretariats in Nuwara Eliya district in order to establish networked software system.

Strengthening the MDTU in the Provincial Council by Preparing Corporate plan

Description of the Project

Ministry of Public Management Reforms (MPMR) recognized the significance of developing a Corporate Plan for each MDTU in the each Provincial Council of the country that enable to streamline the process to improve the competency level of public servants in provincial councils. And also it is decided to deeply consider to developing a Competency Framework,

which is embedded in the Corporate Plan in order to motivate public servants to achieve competencies in different stages in their career in the Public Service. The selected institutions were Management Development Training Units (MDTU) of all nine Provincial Councils.

Objectives

- To ensure that provincial public servants demonstrate sufficient expertise level in different stages in their career.
- To provide more customized training and professional development by identifying skills and competency gaps more efficiently.
- To rectify the current training methodologies of the MDTU by preparation of Corporate Plans that is in line with the competency level sought by public servants in different levels.
- To build up the skillful workers in Provincial Level.
- Provide the efficient service for the people living in the Provinces.

Achievement

Draft Corporate Plans of each MDTU were prepared and handover to MPMR.

Modernization of Agricultural services sector in Anuradhapura District

Description of the Project

Under the financial assistance of the Ministry, Rajarata University of Sri Lanka carried out following two surveys to identify reforms to be implemented in the agricultural services sector in Anuradhapura District. This study was covered entire 22 Divisional Secretariats in Anuradhapura District.

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

In the research, Faculty of Management Studies mainly focused on management constraints in the agriculture services sector in Anuradhapura District and Faculty of Agriculture attended on strategies to be implemented to empower the living standards of the farmers. 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 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

Objectives

- Identify agriculture related public sector contributions and management issues in Anuradhapura District.
- Identify alternative income generating methods for upholding the living standards of the farmers.
- Identify strategies to improving of productivity of existing lands.
- Enhance capacity of agro production of Anuradhapura District and increasing contribution to the Gross Domestic Production.

Achievement

Two research reports were submitted by the University of Rajarata to the Ministry of Public Management Reforms.

Strengthening of the office system of the MPMR and implementing the Share Point solutions within the MPMR

Description of the Project

With the modern technology expectations of the people have changed rapidly. Government service should also be changed accordingly in a people friendly manner. Therefore, the ministry has launched several programs in-house to introduce new management reform concept in work process, work place and work force (3W).

Objective

Manage the human and physical resources by using the modern technology in order to achieve goals, mission and vision of the Ministry of Public Management Reforms.

Achievement

- Create mutual understanding and team spirit among officers in the Ministry
- Create efficient work environment through training and capacity development of the staff

- To Create worker friendly physical environment
 - Introduced of 5S concept for improving file management practices
 - Arrangement of proper office environment
 - Provided facilities and other office items

Establishing task tracking and operational performance monitoring system using ICT

Adopted Share Point software for

- ❖ Project designing and progress review
- ❖ Assigning of work and manage the officers
- ❖ Maximum usage of the e-mail system
- ❖ Obtain information of the performance
- ❖ Controlling the project task
- ❖ Sharing data

Introducing models & tools and toolkits for public sector quality management (Communication Toolkits) preparations of templates

Description of the project

This project has been introduced to identify the methodologies which can be used for people the services in more productive manner and identify exemplary plans that can be used by any service provider as a common usable models and tools. It is better to present such items in audio and visual modes as the message given should be powerful enough to change the attitudes of the public servants.

Objective

01. Improving quality of the public services.
02. Reduce the cost to provide the service
03. Reduction of the complexity found in the methodologies, strategies, used in service delivery.
04. Make efforts to reduce various negative factors arisen in public service delivery.
05. Strengthening of the attitudes of the public officers.

Achievement

Three short video dramas and twelve short audio clips were prepared.

Crafting Nuwara Eliya Integrated District Development Plan

Description of the project

The scope of this project covers formulating a five year integrated development plan for the administrative district, taking into consideration the total potential of the district; the availability of natural resources, influx of local and foreign tourism, opportunities for the untapped income generation, new market possibilities, competency of the human resources, agricultural expansion, required infrastructural development, amenities and access to rights including health and education etc. This would reflect where Nuwara Eliya will be placed among other districts by 2025.

Objective

The objective of the project was to innovate an integrated organizational management model that best facilitates achieving socio- economic development objectives.

Achievement

- Preparation of Nuwara Eliya Integrated District Development Plan has been awarded to the consultancy firm.
- Draft Plan has been received to MPMR.

3. PHYSICAL AND FINANCIAL PROGRESS -2013

Number	Name of the Project	Physical Progress	Financial Progress
			(Rs.)
1	Review functions and work processes of selected 20 institutions	One hundred and twenty recommendations were implemented by selected organizations	1,791,718
2	Strengthening of the office system of the MPMR and implement share point solutions within the MPMR	Introduced 5S concept for improving file management practices. Arrangement of proper office environment Provided facilities and other office items	4,340,564
3	Modernizations of Agricultural Services sector in Anuradhapura District	Submitted two reports on 30th December 2013.	2,555,111
4	Strengthening the MDTU in the Provincial Council by Preparation of Corporate plan	Received draft Corporate Plans on 14th October 2013.	675,905
5	Red Tape challenge	Cabinet approval has been obtained on 05.09.2013 Stock taking of existing circulars and circular letters, rules and regulations and application formats in each organization has been completed.	1,944,000
6	Crafting Nuwara Eliya integrated district development plan	Draft Plan has been received to MPMR.	2,217,247

7	Four year Frame work for the performance improvement of public organizations through management reforms.	Consultancy has been awarded to the consultancy firm.	1,948,000
8	Development of Model District ➤ Kurunegala District ➤ Nuwara Eliya District	Developed 54 public institutions of the district as model offices. Divisional Secretariats - 10 Zonal Education Offices - 06 Agrarian Service centers -11 Local Government Institution -21 Medical officer of Health (MOH) - 05 Hospitals -01 Developed 21 public institutions of the district as model offices. Divisional Secretariats - 02 Zonal Education Offices - 01 Agrarian Service centers -04 Medical officer of Health (MOH) - 02 Ayurvedic Hospital -01 Grama Niladhari offices - 10 Police Station -01	21,436,786
9	Increasing the capacity of 55 Management Reform Cells (MRC's)	40 cells have been established at Ministries and department level. 40 organizational levels Reform Plan have been prepared. 2 training sessions were conducted for MRC member's capacity development.	308,734
10	Expediting of the Process of Amending Service Minutes and Scheme of Recruitments as per the circular 06/2006	21 of the existing 36 Service Minutes of the public sector have been completed. 469 of the 683 Schemes of Recruitment have been completed.	41,675
11	Grievance Redressal Mechanism	Established Grievance Redressal units under direction of the top management. 08 public institutions Department of Wildlife	725,847

		Conservation Ministry of Environment Renewable Energy Department of Agrarian Development Department of irrigation Department of Forest National Water Supply and Drainage Board Ministry of Health Ministry of Education	
12	National Level e-HRM Systems	Signed the agreement with bidder project initiation received Inception Report (1st Deliverable)	891,696
13	Establishing Skills Development Units in Districts	102 training programs conducted 2022 Public Officers Trained	4,149,062
14	Introducing models & tools and toolkits for public sector quality management (Communication Toolkits) preparations of templates	Preparation of 03 short video dramas and 12 short audio clips.	0
15	Introducing Integrated Computer Software System in Planning Divisions of the Nuwara Eliya District Secretariat & Divisional Secretariats	An Auto CAD training programme was successfully conducted for 25 public officers Provided computers & internet connections for the 05 divisional secretariats	927,258
Total			42,010,426

4. FINANCIAL PERFORMANCE

4.1 Recurrent Expenditure	<u>Allocation (Rs)</u>	<u>Expenditure (Rs)</u>
➤ Minister's office	27,667,300	26,570,590
➤ Ministry Administration	94,212,700	88,085,819

Recurrent expenditure according to the projects

Description	Allocation (Rs.)	Expenditure (Rs.)	Balance (Rs)
<u>Project No: 01 & Title:</u> <u>Minister's Office</u>			
Personnel Emoluments	10,080,000	10,003,198	76,802
Other Expenditure	17,587,300	16,567,392	1,019,908
Sub Total	26,667,300	26,570,590	1,096,710
<u>Project No: 02 & Title:</u> <u>Ministry Administration</u>			
Personnel Emoluments	19,202,700	18,609,913	592,787
Other Expenditure	75,010,000	69,475,906	5,534,094
Sub Total	94,212,700	88,085,819	6,126,881
Total	121,880,000	144,656,409	7,223,591

4.2 Capital Expenditure	<u>Allocation (Rs)</u>	<u>Expenditure (Rs)</u>
➤ Minister's office	4,400,000	2,077,808
➤ Administration and Establishment Services	97,400,000	61,553,856

Project 01 - Minister's Office				
Description		Allocation (Rs.)	Expenditure(Rs.)	Balance(Rs.)
Capital				
	<u>Rehabilitation and Improvement of Capital Assets</u>			
2001	Building and Structures	400,000	400,000	-
2002	Plant machinery and equipment	200,000	-	200,000
2003	Vehicles	2,000,000	-	2,000,000
	<u>Acquisition of capital Assets</u>			
2102	Furniture and office equipment	1,300,000	1,300,000	-
2103	Plant machinery and equipment	500,000	377,860	122,192
	<u>Capacity Building</u>			
2401	Training and Capacity Building	800,000	765,172	34,828
	Total	4,400,000	2,077,808	2,322,192

Project 02 - Administration and Establishment Services				
Description		Allocation (Rs.)	Expenditure(Rs.)	Balance(Rs.)
Capital				
	<u>Rehabilitation and Improvement of Capital Assets</u>			
2001	Building and Structures	11,600,000	11,593,431	6,569
2002	Plant machinery and equipment	300,000	187,500	112,500
2003	Vehicles	1,000,000	94,725	905,275
	<u>Acquisition of capital Assets</u>			
2102	Furniture and office equipment	4,200,000	4,125,790	74,210
2103	Plant machinery and equipment	2,000,000	1,96,887	32,113
	<u>Capacity Building</u>			
2401	Training and Capacity Building	800,000	765,172	34,828
	<u>National Administrative Reforms Council</u>			
2201	Public Institution	1,500,000	808,925	691,075
	<u>Public Service Management Development Program</u>			
2401	Staff Training	76,000,000	42,010,426	33,989,574
	Total	97,400,000	61,553,856	35,846,144