

A RATIONAL METHOD FOR CABINET FORMATION IN SRI LANKA

A White Paper

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The Economics Research Team of Verité Research compiled this study.

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INTRODUCTION

The General Election held on 05 August 2020 was the 16th time in Sri Lanka's post-independence history that the public chose the 225 members of Parliament that will represent them for the next five years. Members of Parliament have an important role to play in ensuring that the public's interests are represented in its role as a decision-making body. In particular, an important subset of the elected Parliament—the Cabinet of Ministers—are “charged with the direction and control of the Government of the Republic”.¹

In the Executive arm of government, the Cabinet of Ministers sits at the very top. It is responsible for directing government policy and making decisions about national issues, solving current national problems, and approving bills to be tabled in Parliament which are thereafter passed into law. During the period 2011-2019 the Cabinet met an average of 40 times a year. In that time, it also made 6,355 decisions. The scope of issues that the Cabinet deals with ranges from the macro, such as overseeing the construction of the Central Expressway,² to the micro, such as the printing of school textbooks for the upcoming academic year.³ Importantly, the Cabinet of Ministers also oversees and directs the functioning of government in their roles as the heads of their respective ministries.

Motivation and Problem Analysis

Ministries are the overarching bodies that house relevant government bodies such as departments and authorities in charge of a particular subject area. They are responsible for the formulation and approval of national level policies and strategies in their assigned sectors (such as health, education, and agriculture), coordinating the institutions under their purview to implement the approved policies and strategies, and monitoring and evaluating their performance. Therefore, ministries—and by extension ministers—are vital to determining the institutional effectiveness and efficiency of service delivery by the public sector.

However, public sentiment suggests otherwise. Public sector efficiency, or the lack thereof, has been a long-standing issue that successive governments in Sri Lanka have failed to address effectively. The general perception of the public is that the elected representatives

¹ Article 42 of the Constitution of the Democratic Socialist Republic of Sri Lanka (as amended).

² Office of the Cabinet of Ministers, *Press briefing of Cabinet Decision taken on 2015-07-22*, available at: http://www.cabinetoffice.gov.lk/cab/index.php?option=com_content&view=article&id=16&Itemid=49&lang=en&dID=6228

³ Office of the Cabinet of Ministers, *Press briefing of Cabinet Decision taken on 2011-07-13*, available at: http://www.cabinetoffice.gov.lk/cab/index.php?option=com_content&view=article&id=16&Itemid=49&lang=en&dID=6228

who run government make an already inefficient system worse, and this perception is becoming more entrenched with time.

The present paper seeks to address this gap between the expectations of the role of ministers and ministries as set out in the Constitution, and the reality as experienced and perceived by society. It highlights two types of problems that prevent the Cabinet of Ministers from being able to fully realise their mandate and ensure effective and efficient governance in the public sector. These are:

1. The ***proliferation*** of ministries to accommodate political interests and their resulting ***instability***; and
2. The ***irrationality*** in the way ministry portfolios are designed and their resulting ***dysfunctionality***.

This paper provides data and statistics to quantify the extent to which these two problems have affected the three most recent Cabinets in Sri Lanka, namely:

- (i) Cabinet appointed by President Mahinda Rajapaksa as of December 2014 (comprising 59 ministries);
- (ii) Cabinet appointed by President Maithripala Sirisena as of October 2019 (comprising 30 ministries); and
- (iii) Cabinet appointed by President Gotabaya Rajapaksa as of July 2020 (comprising 29 ministries).

The quantification analysis finds that the problems of instability and irrationality are not unique to any one previous government. Rather, these problems have been a feature of all of the last three governments in their formation of the Executive branch—the Cabinet of Ministers. This paper also discusses how these problems contribute to reduced efficiency and accountability in government while simultaneously increasing the fiscal burden of government administration.

Response to History and Political Incentives

The literature suggests that these problems also predate the last three governments that have been analysed in this paper. They were identified as far back as 1988 by the Administrative Reforms Committee (ARC) appointed by President J.R. Jayawardena in 1986.⁴

⁴ President J.R. Jayawardene established the Presidential Administrative Reform Committee (also known as the Wanasinghe Committee) in 1986 to examine and report on reforms required in government ministries and departments with a particular reference to the distribution of functions, policies relating to human resources management and development, administrative devolution, financial management and administrative systems and procedures. The Committee comprised of nine Sri Lankans with strong backgrounds as eminent practitioners in the public and the private sector. H.S. Wanasinghe was the Chairman of the Committee while V.T. Navarathna, then Director, Sri Lanka Institute of Development Administration

In its seventh report under its comprehensive review of the public administration system, the ARC identified the manner in which functions and responsibilities were organised among ministries and departments, and noted that the fragmented nature of government impeded its smooth and efficient functioning. The report recommended that ministries be organised along more rational lines with ministries falling under the same sector being consolidated and those containing unrelated subjects separated into multiple ministries.

Despite the longstanding recognition of these problems successive governments have failed to address them. It is likely that the political economy dynamics faced by the president and prime minister of the country do not support a rational organisation of government ministries. This is because in Sri Lanka the Executive arm, the Cabinet of Ministers, is made up of members selected from the Legislative arm—the Parliament. The structure of democratic government anticipates a horizontal check and balance between the Executive and Legislative arms. In Sri Lanka, the Executive arm is able to overcome the check and balance of the Legislative arm by incorporating a large number of members from the parliament into the cabinet. As long as there is discretion with regard to the number of ministries that can be created and the number of ministers that can be appointed, these incentives are difficult to suppress. The historical consequence has often been unbalanced government with an inadequately checked executive arm of government.

The present white paper is therefore important in two ways. First, the paper is important as a technical response to the recommendation of the ARC and the longstanding problem of designing a rational government. In this technical analysis the lack of consolidation in related subjects is identified as ‘fragmentation’ and the lack of separating out unrelated subjects is identified as ‘misalignment’. The paper provides a methodology by which fragmentation and misalignment can be measured—and thereby minimised—in the formation of a new cabinet.

Second, the paper is important as a policy response to the perennial problem of irrational and dysfunctional government in Sri Lanka. If the analysis of this paper is incorporated into fixing, by law, the number and composition of government ministries, it will have the additional impact of suppressing the perverse political incentives that currently exist for the Executive arm to assert itself over the Legislative arm by creating an oversized and irrational structure of government ministries and ministers.

This paper, then, can help set in motion a trajectory towards improving not only the functioning and efficiency of government, but also its democratic balance, by highlighting the extent to which these problems affect the efficiency and effectiveness of government at every level. It also proposes a solution to address these problems; it provides a set of principles

(SLIDA) served as the secretary to the Committee. For more details, refer: R.K. De Alwis, ‘A History of and Prospects for Public Sector Reform in Sri Lanka’ (2009), available at: <https://pdfs.semanticscholar.org/b438/18b242ee6a51efcc24cfc6962cfb7757cfda.pdf>

that the government should consider when formulating ministry portfolios and an example of a Cabinet, based on the principles, that would minimise the problems discussed. The paper's unique methodology can also aid stakeholders, both within and outside government, to compare the performance of one Cabinet with another in terms of their size and rationality, and critically assess if the new Cabinet does indeed advance the goals of "professionalism and efficiency" that the current government aspires to.

"Government [should] always set an example to society, [and] professionalism and efficiency should be the cornerstones of government administration."

- President Gotabaya Rajapaksa, First National Address, November 2019

1. The Problems in Constructing Cabinet Ministries

Improving the inbuilt efficiency of government could be just as important as reducing entrenched corruption in government. These two goals can also be self-reinforcing.

In Sri Lanka, President Gotabaya Rajapaksa was elected in November 2019 on a platform of improving the efficiency and productivity of government and suppressing corruption. Following through on this mandate requires serious structural corrections to the appointment of ministries and ministers. The following analysis illuminates the problem and also provides a carefully designed solution (along with the technical and analytical method for designing that solution). Implementing the cabinet design that is set out in this white paper can be a critical step on the path to fulfilling the mandate of a more efficient government.

There are two key problems that emerge from the current practice of formulating ministry portfolios: (1) the **proliferation** of ministries to accommodate political interests and the **instability** of the resulting ministry portfolios, and (2) the **irrationality** in the way ministry portfolios are designed and their resulting **dysfunctionality**.

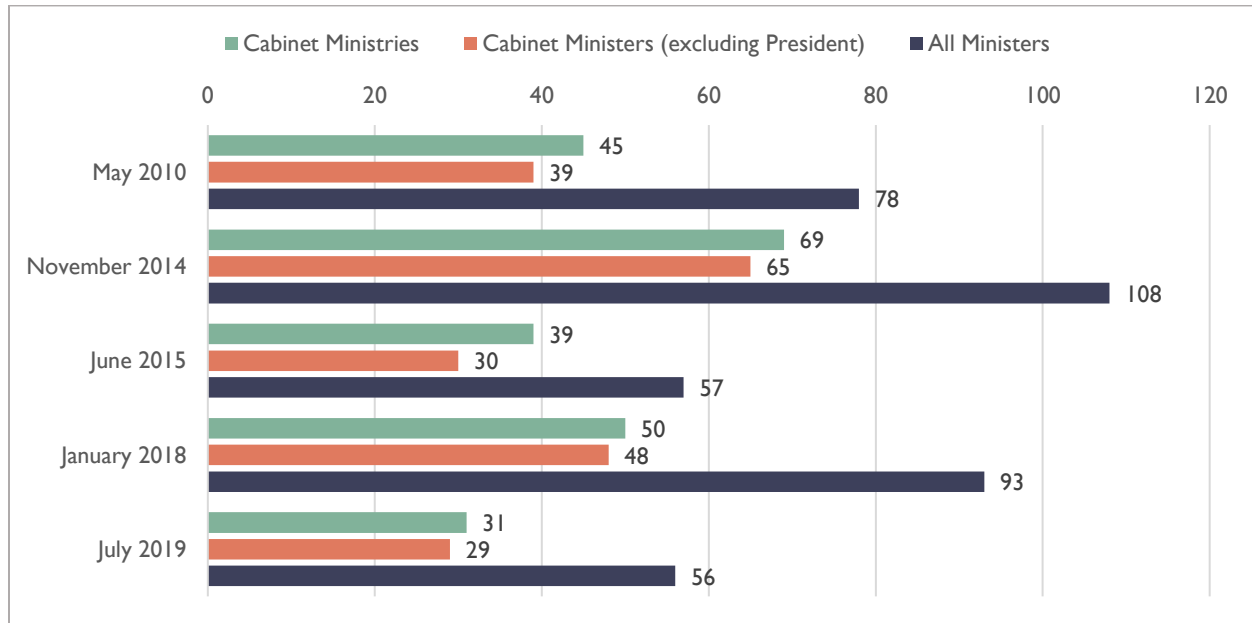
The efficiency and effectiveness of the government is undermined by these two key problems in the current system for determining the structure of ministries.

The next section begins by setting out the key problems and describing their implications in terms of the government's ability to deliver on its mandate of serving the public.

1.1. Proliferation and Instability of Ministries

1.1.1. Proliferation of Ministries

Exhibit 1: Number of Ministries and Ministers (2010-2019)



The number of ministries that are created has been a problem for much of Sri Lanka's recent history and the problem has also kept growing over time. As Exhibit 1 shows, in 2014—during the tenure of President Mahinda Rajapaksa—the Cabinet comprised 65 Cabinet ministers, while the total number of ministers was 108 (this includes non-Cabinet ministers such as deputy ministers and senior ministers). Such expansions in the size of the Cabinet have been criticised as politically motivated, administratively unnecessary, and wasteful of government resources.⁵

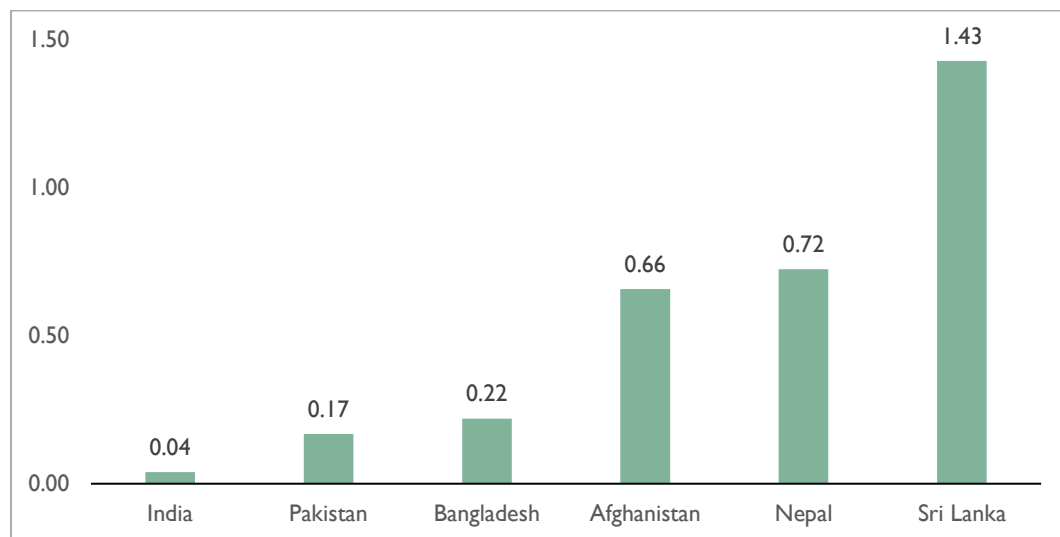
Attempts to limit the number of ministries and prevent 'jumbo' Cabinets via constitutional measures have also had limited success. The 19th Amendment to the Constitution capped the number of Cabinet ministers at 30. However, this has failed to mitigate the proliferation of ministry portfolios in other ways. The 1978 Constitution allows for a different set of ministerial positions to fill the gap, namely non-Cabinet ministerial positions. Such portfolios brought the total number of ministers to 36 under President Sirisena in 2015. While the Cabinet appointed by President Gotabaya Rajapaksa in December 2019 significantly reduced the number of ministers to 16, the number of ministries was still high at 29, with several

⁵ Weliamuna J., 'Position Paper on Mega Cabinets', *The Island*, 19 January 2006, available at <http://www.island.lk/2006/01/19/features1.html> [last accessed January 20, 2020]

ministries under the purview of a single minister.⁶ Additionally, there were also 38 state ministers and deputy ministers.⁷ The proliferation of ministerial posts through these methods has similar negative implications to that of increasing the number of Cabinet ministries, as discussed in Section 3.

Sri Lanka also has a disproportionately large number of ministries relative to its population size, for South Asia (Exhibit 2). Countries with similar populations to Sri Lanka such as Taiwan,⁸ Kazakhstan,⁹ and Nepal,¹⁰ have 12, 17, and 21 ministries respectively compared to Sri Lanka’s present 29 ministries.

Exhibit 2: Ratio of Ministries to Population Size (in millions) for Selected Countries in South Asia



Source: Population data for Figure 4 obtained from *worldpopulationreview.com*, and data on number of ministries obtained from government websites of the respective countries.

The ARC’s detailed study of the inefficiencies in the government administrative system stated that proliferation of ministries constitutes a “significant structural defect” and suggested that the total number of ministries should not exceed 16.¹¹ This is less than one-fourth the size of Cabinet at its largest.

⁶ Department of Government Printing, *Extraordinary Gazette No. 2151/38*, 27 November 2019.

Department of Government Printing, *Extraordinary Gazette No. 2153/12*, 10 December 2019.

⁷ Department of Government Printing, *Extraordinary Gazette No. 2154/55*, 21 December 2019.

⁸ Executive Yuan, Republic of China (Taiwan).

⁹ Electronic Government of the Republic of Kazakhstan.

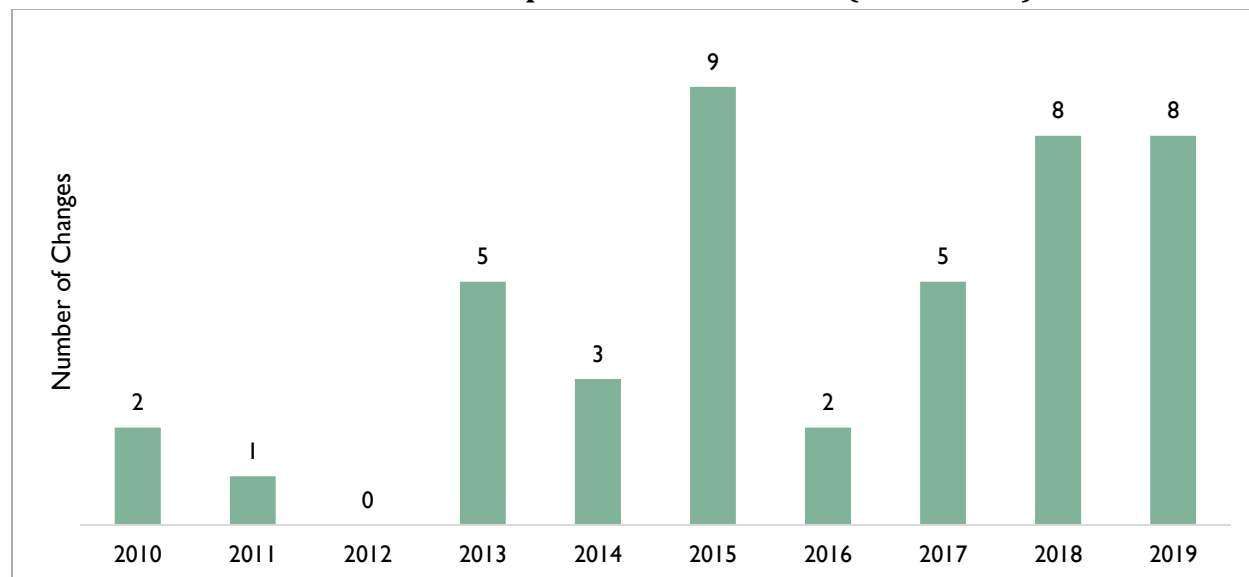
¹⁰ The Official Portal of the Government of Nepal.

¹¹ Administrative Reforms Committee (ARC), ‘Report No. 7 of the Administrative Reforms Committee’ (1988), *Sessional Paper No. II – 1988*, p.2-3.

1.1.2. Instability of Ministries

The frequency with which ministry portfolios change further exacerbates the inefficiencies created through the creation of a large number of ministries. From 2010 to 2014 alone, more than 10 changes took place to the overall makeup of ministries, involving either the creation of ministries or shifting of departments. This shuffling of ministries worsened during the 2015-2018 period where the overall composition of ministries was changed 32 times.¹²

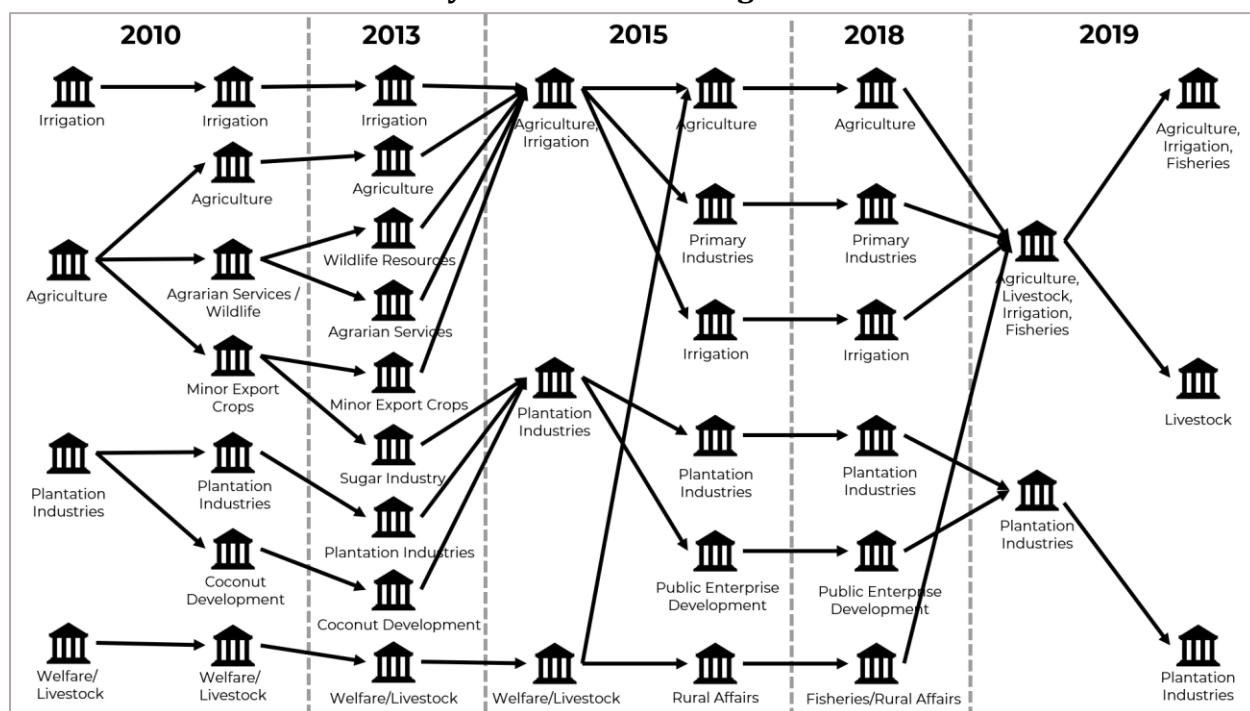
Exhibit 3: Revisions to Overall Composition of Ministries (2010-2019)



Overall, as Exhibit 3 shows, in a period of 10 years the overall makeup of Cabinet was revised more than 43 times during 2010-2019, with each revision altering the number and composition of the ministries. The number of changes counted would be much larger if the revisions made at the individual ministry level are included in the counting. For example, in the agriculture sector alone ministry portfolios were revised (combined and split) at least seven times between 2010 and 2019, with as many as eight ministries at one time and as few as two (Exhibit 4). Another feature of these frequent changes is the constant shuffling of departments, agencies, and other bodies between ministries.

¹² Data obtained from Extraordinary Gazettes during the period 2010-2019 issued through notification by the President, exercising the powers vested with him/her under Paragraph (1)(a) of Article 44 of the Constitution.

Exhibit 4: Revisions to Ministry Portfolios in the Agriculture Sector 2010 -2019



Both the proliferation and instability of ministries aggravate an even more significant problem in the design of the Cabinet—the irrationality in the assignment of subjects to ministry portfolios, which is discussed in the next section.

1.2. Irrationality and Dysfunctionality of Ministry Composition

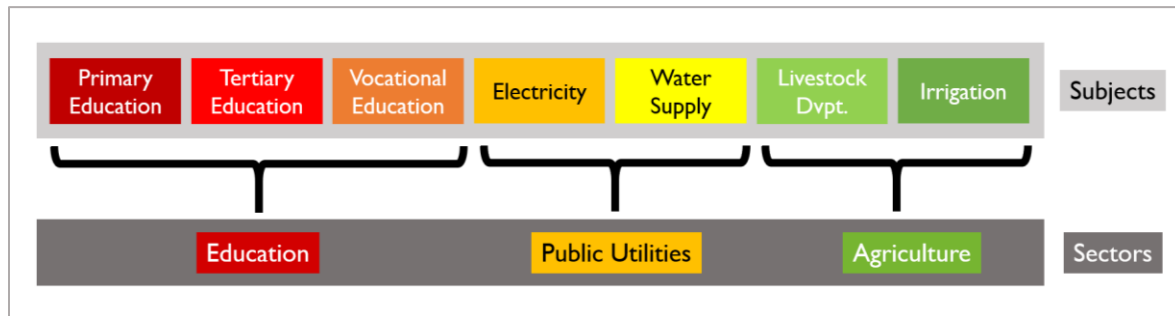
The dysfunctionality of ministries arises when subjects are irrationally assigned in two ways: (i) related subjects are split across different ministries (**fragmentation**), and (ii) unrelated subjects are grouped together under a single ministry (**misalignment**). This paper adopts the following classifications to frame and discuss the structural problems of misalignment and fragmentation:

Sector: A broad thematic grouping of related policy areas (hereafter referred to as *subjects*) (e.g. Education, Agriculture)

Subject: Relating to a subset of policies and activities under a sector that can be distinguished from other policies and activities within the sector (e.g. Primary Education and Tertiary Education under the Education sector, Livestock Development and Irrigation under the Agriculture sector)

These classifications are summarised through an example in Exhibit 5.

Exhibit 5: Illustrative Example of Sector and Subject Classifications



1.2.1. Fragmentation: Splitting related subjects across multiple ministries

In Sri Lanka's political system, the president and prime minister face both incentives and pressure to accommodate the political interests of MPs to become ministers. Accommodating these interests is facilitated by increasing the number of ministries. Therefore, it has become an increasingly common practice for the executive to create additional ministries by splitting-up the subjects within a single sector across several ministries. A clear example of such fragmentation is the splitting of the agriculture sector in 2013 into eight individual ministries (see Exhibit 4).

1.2.2. Misalignment: Combining subjects from unrelated sectors under a single ministry

Accommodating political interests can take the path of fragmentation as described above, as well as the path of misalignment. This is because some MPs have specific parochial interests with regard to the subjects over which they would like to have influence and these subjects can often be quite disparate. Exhibit 6 shows several examples of this consequent misalignment in the ministries before and after the November 2019 Presidential Election. For example, the Ministry of Tourism Development, Wildlife, and Christian Religious Affairs in the Cabinet appointed by President Sirisena prior to the election combines subjects from three unrelated sectors into one ministry (as shown by the three differently coloured boxes). However, this issue is not unique to the 2015-2019 government. Such combinations exist in most iterations of government. Previous Cabinets also had instances of misalignment such as in the case of the Ministry of Defence and Urban Development under the Cabinet appointed by President Mahinda Rajapaksa as of December 2014.

Exhibit 6: Ministry Portfolios as of October 2019

Finance	Agriculture	Transport	National Integration	Hill Country New Villages	<ul style="list-style-type: none"> Finance & Planning Justice Defence Education & Research Health Agriculture Labour Public Utilities Ports, Shipping, & Civil Aviation Economic Affairs Home Affairs & Public Administration Foreign Affairs Family & Community Development Society and Culture Environment
Economic Affairs	Rural Economic Affairs	Civil Aviation	Social Progress	Infrastructure Development	
Resettlement & Rehabilitation	Irrigation	Plantation Industries	Official Languages	Community Development	
Youth Affairs	Fisheries	Education	Hindu Religious Affairs	City Planning	
Northern Province Development	Mahaweli Development	Telecommunication	Public Administration	Water Supply	
Tourism Development	Environment	Foreign Employment	Disaster Management	Higher Education	
Wildlife	Development Strategies	Sports	Livestock Development	Women & Child Affairs	
Christian Religious Affairs	International Trade	Highways	Internal & Home Affairs	Dry Zone Development	
Industry	Housing and Construction	Petroleum Development	Local Government	Primary Industries	
Commerce	Cultural Affairs	Lands	Power & Energy	Social Empowerment	
Cooperative Development	Health & Nutrition	Parliamentary Reform	Business Development	Buddhasasana	
Resettlement of Protracted Displaced Persons	Ports & Shipping	Postal Services	Megapolis	Wayamba Development	
Vocational Training	Southern Development	Muslim Religious Affairs	Western Development	Justice & Prisons Reform	
Public Enterprises	Defence	Foreign Affairs	Finance		
Kandyan Heritage					
Kandy Development					

2. Measuring Irrationality in Ministries: A Technical Guide for Government

The problems highlighted in the previous section have serious negative consequences for administrative effectiveness in government. But, in order to understand the severity of the problems discussed and motivate stakeholders to address them, it is important to be able to quantify them.

It is a relatively straightforward exercise to quantify proliferation and instability through the increase in the number of ministries and their frequency of change. However, the irrationality of ministry portfolios—which is potentially the most serious of the problems discussed—is less easy to quantify.

Perhaps the most important contribution of this white paper, therefore, is the methodology it provides to quantify the rationality—or lack thereof—of any combination of Cabinet ministries. In doing so, this paper seeks to provide the president and prime minister with a framework for measuring the Cabinet’s ability to deliver on its mandate and identify ways in which it can be improved to enable a more efficient government. This section presents the methodology used and applies it to evaluate the rationality of three past Cabinets:

- (i) Cabinet appointed by President Mahinda Rajapaksa as of December 2014 (comprising 59 ministries);
- (ii) Cabinet appointed by President Maithripala Sirisena as of October 2019 (comprising 30 ministries); and
- (iii) Cabinet appointed by President Gotabaya Rajapaksa as of July 2020 (comprising 29 ministries).

2.1. Methodology

As discussed, the dysfunctionality of ministries results from two factors: (i) misalignment (combining subjects from unrelated sectors into a single ministry) and (ii) fragmentation (splitting subjects under a single sector across several ministries). Hence, in order to measure irrationality in Cabinets, both misalignment and fragmentation must be quantified.

As outlined in the previous section, this paper uses the following definitions to discuss the problems of misalignment and fragmentation:

Sector: A broad thematic grouping of related policy areas (hereafter referred to as *subjects*)

Subject: Relating to a subset of policies and activities under a sector that can be distinguished from other policies and activities within the sector

Based on the level of alignment of subjects a ministry is categorised into one of three levels, as shown in Exhibit 7.

Exhibit 7: Levels of Misalignment

Category	Definition	Example
Highly Misaligned	Subjects belong to different sectors with no overlap in terms of duties and functions between them.	<i>Ministry of Public Administration, Disaster Management and Livestock Development (2019)</i> ¹³
Partially Misaligned	Subjects belong to different sectors but there exists some overlap in terms of duties and functions between them.	<i>Ministry of Tourism and Civil Aviation (2020)</i> ¹⁴
Aligned	All subjects under a ministry belong to the same sector.	<i>Ministry of Health and Indigenous Medical Services (2020)</i> ¹⁵

Based on the level of fragmentation of subjects the ministries are categorised into one of three levels as described in Exhibit 8.

Exhibit 8: Levels of Fragmentation

Category	Definition	Example
Highly Fragmented	Subjects under a single sector are in different ministries.	<i>Ministry of Agriculture, Ministry of Irrigation & Water Resources Management, Ministry of Livestock and Rural Community Development, Ministry of Minor Export Crop Promotion, Ministry of Coconut Development & Janatha Estate Development and Ministry of Sugar Industry Development (2014)</i> ¹⁶

¹³ Responsibilities include ‘administration and personnel management’, as well as ‘relief in natural and manmade disasters’ and ‘development of livestock related products.’

¹⁴ Responsibilities are thematically aligned with the tourist industry, but specific responsibilities are not, including ‘registering and regulating tourist agencies’, which does not align with ‘developing international and domestic airports.’

¹⁵ Responsibilities all concerned with administration and development of healthcare system, including ‘management of all hospitals’ and ‘distribution of drugs.’

¹⁶ All are responsible for policies, programmes and projects, monitoring and evaluation in the agriculture sector

Partially Fragmented	Some subjects under a sector are under one ministry but other subjects fall under different ministries.	<i>Ministry of Mahaweli, Agriculture, Irrigation and Rural Development and Ministry of Plantation Industries & Export Agriculture (2020)</i> ¹⁷
Unfragmented	Subjects under a single sector fall within a single ministry.	<i>Ministry of Foreign Relations (2020)</i>

This paper referred primarily to three sources to develop the list of sectors that were used to assess misalignment and fragmentation in accordance with the definitions set out above:

1. Extraordinary Gazettes published by the Department of Government Printing issued through notification by the President,¹⁸ outlining the powers, duties, and functions of a newly established or revised ministry. In devising the sectors, this paper reviewed the powers, duties, and functions that subjects encompassed under past ministry iterations and considered subjects to be unrelated when these powers, duties, and functions were distinct and did not overlap. These Gazettes are also the primary source information that this paper uses to evaluate misalignment and fragmentation within and across ministries in accordance with the definitions set out in Exhibit 9 and Exhibit 10.¹⁹
2. Report No.7 of the Administrative Reforms Committee on ‘The Rationalisation of Functions in Government’ published in February 1988, which recommended 16 clusters according to which the functions of government could be divided.²⁰
3. The Government Effectiveness Indicator compiled by the World Bank (WB) which ranks over 200 countries based on perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies.²¹ This paper used the 2018 rankings to select countries which Sri Lanka can seek to emulate in terms of rationalising ministries for more effective government. The selected countries were then filtered based on further criteria to ensure they shared similar political and demographic characteristics to Sri Lanka. The precise criteria and list of selected countries can be found in Annex 1. This paper used the cabinets/ministerial clusters present in the selected countries as a reference for international practices in rational ministry formation.

¹⁷ Both are responsible for policies, programmes and projects, monitoring and evaluation in the agriculture sector

¹⁸ Exercising the powers vested with him/her under Paragraph (1)(a) of Article 44 of the Constitution

¹⁹ A limitation of this method of assessment is that while the paper has attempted to remain as objective as possible, some degree of subjectivity in certain subject areas is difficult to avoid in an exercise of this nature.

²⁰ ARC (1988), p.18-20.

²¹ The World Bank, ‘Worldwide Governance Indicators’.

Quantifying Misalignment and Fragmentation

Based on the methodology that has been set out, Exhibit 9 and Exhibit 10 summarise the composition of Cabinet ministries by their level of misalignment and fragmentation for three past Cabinets.

Exhibit 9: Quantifying Misalignment in Cabinet Ministry Portfolios

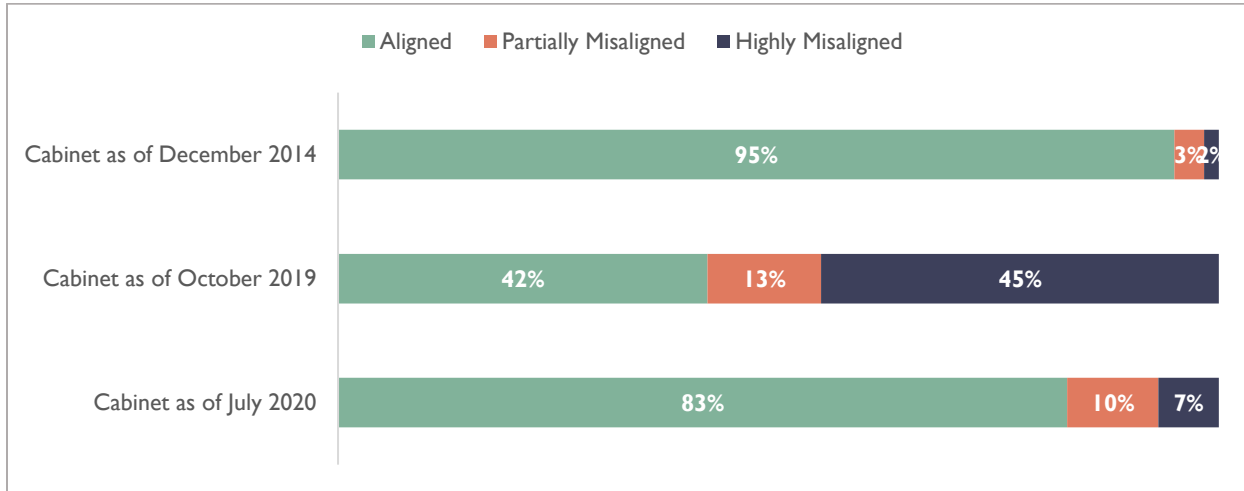
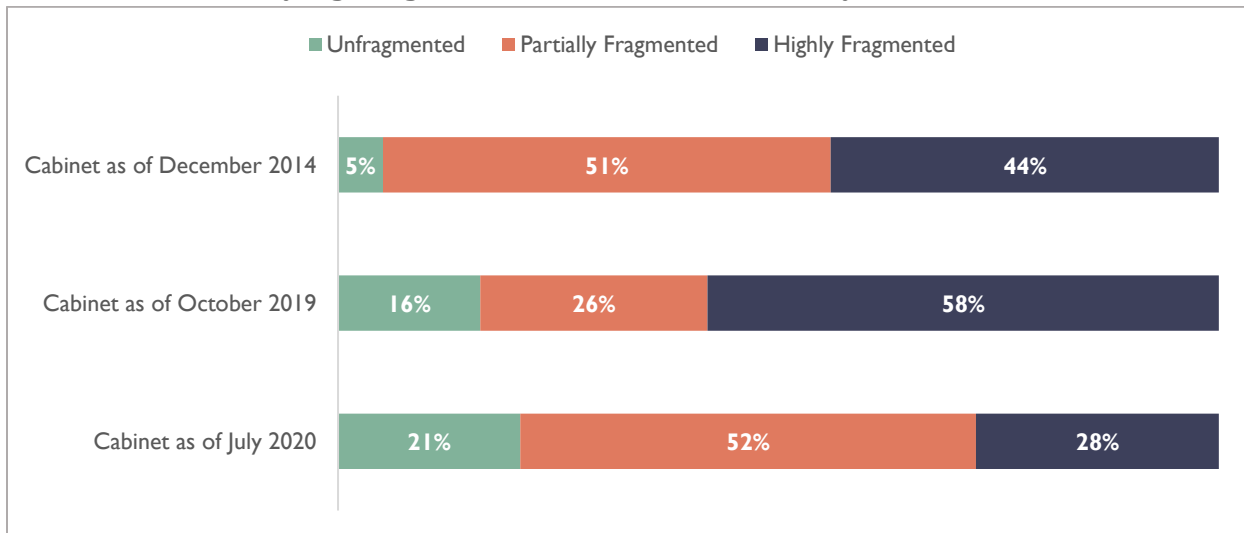


Exhibit 10: Quantifying Fragmentation in Cabinet Ministry Portfolios



As Exhibit 9 and Exhibit 10 show, the problem of irrational Cabinet ministries is common across successive governments during the 2010-2020 period. In comparative terms:

- The Cabinet as of December 2014 does the best in limiting misalignment (only 5% of ministries were misaligned) but also fares the worst in terms of fragmentation (95% of ministries were fragmented).

- The Cabinet of July 2020 also does well in terms of limiting misalignment (17%) but also does poorly in terms of fragmentation (79%).
- The degree of irrationality was most extreme in the Cabinet of October 2019, both in terms of misalignment (58%) and fragmentation (84%).

Scoring Rationality

To evaluate the overall rationality of a Cabinet, this paper has designed a scoring system that first scores the level of misalignment and fragmentation based on the above quantification, and then combines them to arrive at a score for rationality.

The **misalignment score** assesses the extent to which unrelated subjects are combined with each other and the **fragmentation score** assesses the extent to which a subject is fragmented across ministries. These two scoring indices can be combined to score the degree of **rationality** at the overall Cabinet level.

A score of 1 is assigned to a ministry that is ‘Aligned’; 0 for a ministry that is ‘Partially Misaligned’; and -1 for a ministry that is ‘Highly Misaligned’. Likewise, a score of 1 is assigned for a ministry that is ‘Unfragmented’; 0 for a ministry that is ‘Partially Fragmented’ and -1 for a ministry that is ‘Highly Fragmented’. The total scores for all ministries are added up and normalised to 100 by dividing by the number of ministries and multiplying by 100.

The overall ‘Rationality Score’ is the average of the composite score for fragmentation and misalignment. A score of 100 implies a highly rational composition of government, consisting of ministries with subjects that are aligned within each ministry and unfragmented across ministries. A Cabinet composition should seek to have a minimum score of above 50. This is a score that could be achieved even with 50% of the ministries being Partially Misaligned and Partially Fragmented.

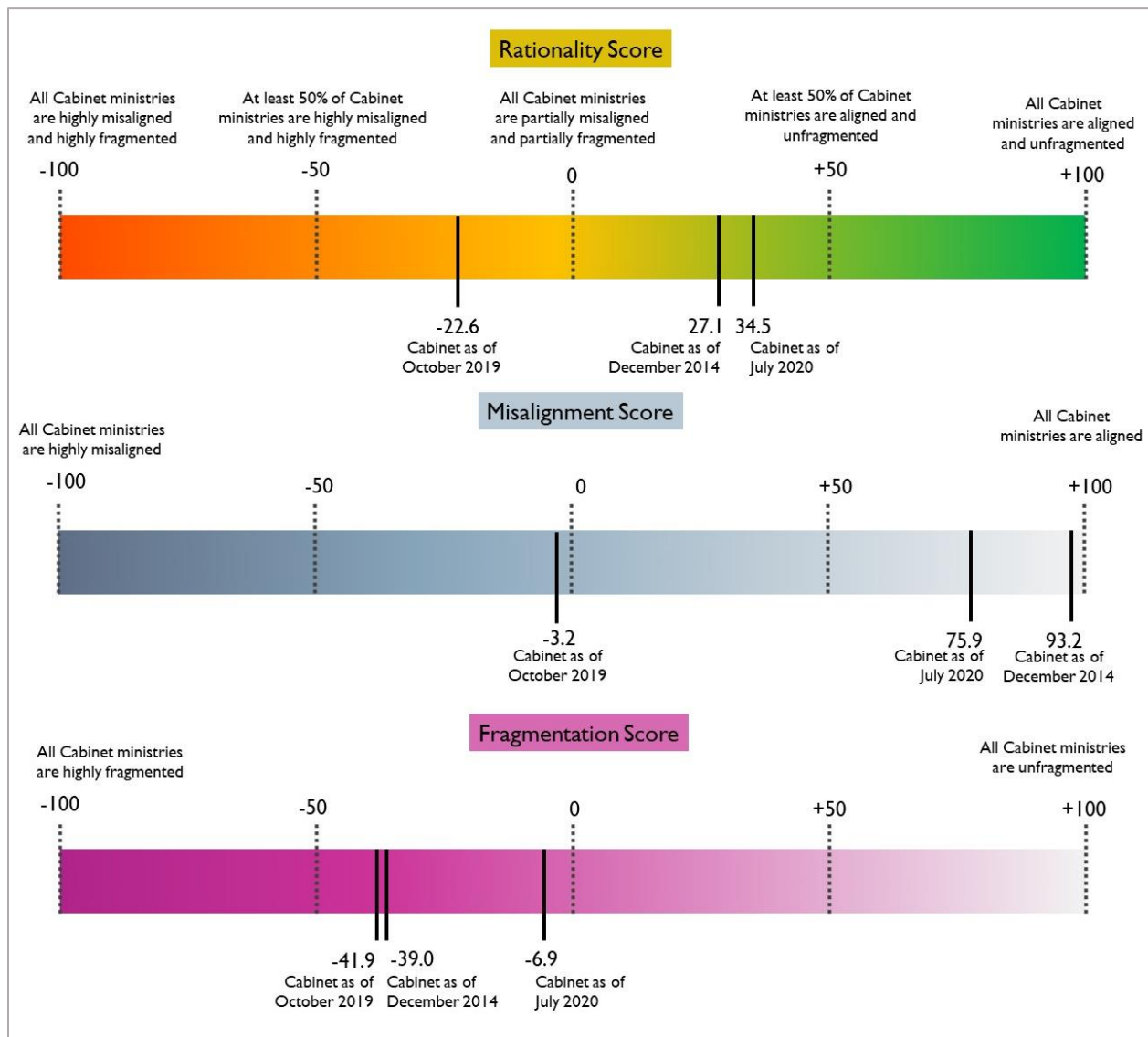
All three of the Cabinets analysed in this paper had a score of less than 50, and the 2019 cabinet (prior to the presidential election) had a negative score—a consequence of having a significant number of ministries that are Highly Misaligned and Highly Fragmented.²²

²² See Annex 4 – Details of Scoring For 2014 Rajapaksa Cabinet,

Annex 5 – Details of Scoring for 2019 Wickremesinghe-Sirisena Cabinet and

Annex 6 – Details of Scoring for 2020 Rajapaksa Cabinet for the detailed explanation of each score.

Exhibit 11: Calculated Rationality Scores for the Past Three Cabinets



Using this scoring system—based on the level of fragmentation and misalignment described above—Exhibit 11 shows the level of irrationality (as well as the underlying level of fragmentation and misalignment) for the three Cabinets that have been analysed in this paper:

- (i) Cabinet as of December 2014: 27.1
- (ii) Cabinet as of October 2019: -22.6
- (iii) Cabinet as of July 2020: 34.5

These scores indicate that the October 2019 Cabinet was particularly poor in terms of rationality in comparison to the other two. Further, the scores indicate that even the Cabinets as of December 2014 and July 2020 had significant space for improvement. The following

section discusses the steps that governments can take to ensure the Cabinets they form are as rational as possible, given the constraints imposed by political incentives.

2.2. Guidelines for a More Rational Cabinet

The methodology developed by this paper is based on applying three simple principles when structuring the composition of ministries:

Principle 1: Minimise Misalignment by assigning a separate ministry for each sector—there can be as many ministries as there are identified sectors.

Principle 2: Minimise Fragmentation by not assigning more than one ministry for each identified sector.

Principle 3: Minimise derivative Misalignment when fragmenting sectors by assigning only subjects from within a single sector (subject group) to the additional ministries —this principle can be applied even when Principle 2 is being compromised.

To demonstrate how these principles can be applied in formulating Cabinet ministries, this paper constructs a model Cabinet of 15 ministries, each representing a single sector:

1. Finance & Planning
2. Justice
3. Defence
4. Education & Research
5. Health
6. Agriculture
7. Labour
8. Public Utilities
9. Ports, Shipping, & Civil Aviation
10. Economic Affairs
11. Home Affairs & Public Administration
12. Foreign Affairs
13. Family & Community Development
14. Society and Culture
15. Environment

The model cabinet has been compiled with reference to the three sources discussed above.

Annex 2 – Outline of Ministry also provides a brief description of what the duties and functions of each ministry could entail to highlight how this model cabinet complies with the principles set out. Further, Annex 3 – Detailed Gazette of Proposed Ministries provides an example of a government gazette that would set out the exact duties, functions, and constituent institutions under each ministry.

The demonstration of a model cabinet does not assert the existence of one perfect model. There are other model configurations as well as small changes within this model that could well be justified within the principles set out of minimising fragmentation and misalignment. This model is intended to serve as a default baseline for deciding on a rational structure of government, as well as to propose more refined iterations based on sector-specific expertise and guidance.

The importance of implementing the principles laid out is further highlighted in the next section, which discusses the consequences of the problems in the design of ministries and their impact on the ability of government to function effectively.

2.3. Methodology Applied Only to The Top Level

It must be noted that in its assessment of irrationality in the formulation of ministries this paper has only applied this evaluation to the assignment of subjects at the ministry level—that is the top level. It has not explored how the assignment of departments, statutory institutions, and public corporations that are assigned under ministries also contribute to the dysfunctionality problem. However, the misalignment and fragmentation at this institutional level is also a severe problem and can be just as or even more problematic than at the ministry level. Even in instances where the duties and functions assigned to a ministry seem to align, there can be misalignment at institutional level. There are two examples from the 2015-2017 period that can elucidate this problem of misalignment at the institutional level. One is the assignment of the National Lotteries Board and the Development Lotteries Board under the Ministry of Foreign Affairs in 2017.²³ The other is the assignment of the Department of Commerce (responsible for promoting international trade relations) under the Ministry of Industry and Commerce (responsible for overseeing domestic industry and trade) instead of the Ministry of Development Strategies and International Trade, under the October 2019 Cabinet.²⁴

It is important to acknowledge that there is a division of responsibilities between the central government and provincial governments which were introduced through the 13th

²³ Department of Government Printing, *Extraordinary Gazette No. 2022/34*, 9 June 2017. Under Column 1 titled 'Duties and Functions' for the Minister of Foreign Affairs, none of the explicit duties and functions outlined relate directly or indirectly to either the National Lotteries Board or the Development Lotteries Board.

²⁴ Department of Government Printing, *Extraordinary Gazette No. 1897/15*, 18 January 2015.

Amendment to the Constitution. This division of powers is set out in Article 154G of the Constitution. However, it still falls on the national Parliament to formulate the overarching legislative framework with respect to all subjects. Further, the Reserved List—which sets out matters which are exclusively in the purview of the central government²⁵—in addition to listing out specific subjects also covers the right of the Parliament to deal with:

- a. National Policy on all subjects and functions; and
- b. All subjects and functions not specified elsewhere.

Therefore, regardless of the extent of devolution, the central government continues to have the major role in terms of developing, facilitating and implementing national level law and policies on all matters.

²⁵ Article 154G of the Constitution (as amended).

3. Consequences of the Current Approach to Constructing Ministries

The problems associated with the manner in which Sri Lanka has determined its ministries contribute to three negative outcomes in terms of the Cabinet's ability to effectively administer and oversee the delivery of public services by government: (i) higher costs, (ii) reduced efficiency, and (iii) reduced accountability. These consequences are described below.

In summary, under the current approach of constructing ministries, the Sri Lankan public bears a higher cost to support a less efficient allocation of resources that also leads to poorer outcomes.

3.1. Higher Costs

The creation of every additional ministry and appointment of every additional minister directly increases costs that the public must bear in order to maintain that ministry. As the ARC points out, "establishing a ministry has inescapable built-in institutional costs".²⁶ Each ministry, regardless of whether it is a Cabinet ministry or not, must have its own Minister, Secretary, Additional Secretaries, Private Secretary, Co-ordinating Secretary, Press Officers and all other attendant staff.²⁷ Other costs such as for office space, vehicles, security staff allowances also add to the tax/debt burden. In an interview with author R.K. de Alwis for her book on public sector reforms in Sri Lanka during the period 1950-2005, former Secretary to the Prime Minister and President (1984-1994) K.H.J. Wijayadasa highlighted this concern as follows: "[the government] spends lots of money for the provision of perks to politicians and bureaucrats, nothing else. We cannot find funds for development".²⁸

3.2. Reduced Efficiency

In addition to increasing direct costs, the identified problems reduce the efficiency of government and increase the indirect costs to the public by: (i) increasing delays, and (ii) diffusing bureaucratic knowledge and expertise.

Increased Delays

The fragmentation of subjects under the sector across several ministries, together with the large number of ministries, means that more agencies are involved in executing a single activity. This increases the time and cost of coordination and communication across multiple ministries, both at the level of decision-making, and at the level of implementation.

²⁶ *Ibid*, p.10.

²⁷ *Ibid*, p.6.

²⁸ R.K. de Alwis, *Administrative Reforms in Sri Lanka: 1950-2005* (2013), p.74.

Delays in Decision-making and Planning

When there are many ministries with overlapping and often conflicting intra-sectoral responsibilities, the range of issues that require inter-ministerial collaboration increases. This increases the likelihood of conflicting policies between ministries as similar sectoral policy areas fall under the jurisdiction of different ministers. Consequently, more time is required at Cabinet meetings to resolve intra-sectoral issues that cannot be resolved due to the difficulty in coordinating between ministries.

This issue was highlighted as far back as 1986 in a report published by the World Bank which stated that the size of the Sri Lankan Cabinet forced the president and Cabinet to coordinate programmes between ministries with similar responsibilities²⁹ leading to an over-centralisation of decision-making, as Cabinet begins to micromanage small areas of policy.³⁰ This undermines the function of Cabinet, leaving it unable to perform its designated role as the apex decision-making body in government, concerned with areas of long-term policy and strategy.³¹

Fragmentation of a subject area among several ministries also makes it much more difficult to create a unified and effective national plan covering a single sector. Differences in priorities and competition for funds between ministries lead to policies that are sub-optimal in terms of both outcomes and utilisation of scarce resources. Additionally, fragmentation causes delays and increases costs of coordination and communication among relevant ministries and agencies, and makes government more vulnerable to gridlock when attempting to move forward with national policy and implementation.

A report by the Asian Development Bank (ADB) on logistics and services in the Sri Lankan economy also highlights how the splitting of related subjects in the structuring of government negatively affected long-term planning and led to failures in project execution due to poor coordination between the ministries that were created.³² Other studies bring up examples from other sectors: for example, a 2017 study on the agriculture sector identified a lack of coordination across government agencies involved in agriculture policy as a major obstacle to policy design and implementation.³³

²⁹ The World Bank, 'Sri Lanka Education and Training Sector Memorandum', *Report No. 5696-CE* (1986).

³⁰ ARC (1988), p.4-5.

³¹ *Ibid* p.9-14.

³² Abeyasinghe S. et al, 'Logistics and Services in the Sri Lankan Economy', *The Sri Lankan Economy – Charting a New Course*, 2017, p.96-97

³³ Weerahewa J., 'Modernizing Agriculture in Sri Lanka – Status and Challenges', *The Sri Lankan Economy – Charting a New Course*, 2017, p.178.

Delays in Implementation

In addition to delays in decision making the current system also leads to increased time spent in the implementation of decisions that have been taken. When there are several agencies with similar or possibly even identical mandates falling under different ministries, the number of agencies that can be involved in an activity increases and the burden of coordination is increased. Hence, implementation becomes much more protracted due to the consequential difficulties of managing and coordinating between all various nodes of decision making and obtaining the required approvals and clearances. This leads to delays and poor implementation of projects. This has also been noted in studies attempting to improve governance and planning. For example, the 2015 Colombo Transport Masterplan identified the lack of a single ministry with responsibility for all transport-related issues as a major obstacle to the proper implementation of its plans.³⁴

Diffused Knowledge and Expertise

The Cabinet minister and senior bureaucrats in charge of a ministry play an important role in guiding the ministry, setting policy direction, and determining the ministry's priorities in the long term. All the problems discussed in Section 1 result in diffusing the stock of knowledge and expertise—both within and across ministries—in terms of administrative functions as well as the implementation of activities that requires subject-level expertise and technical know-how.

The misalignment of ministry portfolios means that ministers and bureaucrats at the ministry level must familiarise themselves with a much wider spectrum of policy issues, which are in many cases entirely unrelated. This can make it extremely difficult to set priorities and can lead to a lack of focus and effective leadership within ministries. In addition, fragmentation of a single sector across several ministries in Sri Lanka—which has a limited pool of bureaucrats with the relevant sectoral expertise—means that bureaucrats with technical knowhow and experience in a sector are diffused across several ministries, limiting the potential gains that could be made from collaborative efforts.

The frequency of cabinet and ministry reshuffles also means that subjects and staff are so often moved that bureaucrats are not given the time to become familiar with their assigned policy areas. In an interview a recent secretary of a Cabinet ministry notes that “he has no specialisation in the function of his ministry” and “has to learn on the job”.³⁵ The current practice, therefore, also contributes to a lack of expertise among bureaucrats within ministries and discourages them from mastering their assigned subjects, as these are likely change in a short time. In the aforementioned interview, the secretary notes that “when he

³⁴ Ministry of Internal Transport, *Colombo Metropolitan Region Transport Master Plan* (2015), p.98.

³⁵ R.K. De Alwis (2013), p.101.

masters the subjects and becomes specialised, there may be a Cabinet reshuffle with a transfer of Secretaries...there is no point to study hard".³⁶ Hence, with each iteration of a ministry, many senior bureaucrats such as ministry secretaries, chairpersons of statutory institutions and corporations, and heads of departments are entirely replaced. This leaves ministries less able to fulfil the planning and evaluation roles set out for them.

3.3. Reduced Accountability

The problems identified in Section 1 also reduce the accountability of ministers and officials over their designated responsibilities and utilisation of public funds.

Reduced Accountability in Responsibilities

Frequent changes to ministry portfolios reduce the accountability at both the ministry and agency level in terms of their responsibilities, for two reasons. First, frequent changes at the ministry level result in a lack of continuity in terms of oversight of the departments and agencies that fall under ministries. This disrupts the chain of reporting and makes it more difficult to hold agencies responsible for their performance, or lack thereof, over time. Secondly, frequent changes at the ministry level are accompanied with changes at the senior bureaucratic level with incoming officials often unaware and/or uninterested in the activities carried out by predecessors under the ministry's previous iteration, resulting in a lack of follow-through on activities and leading to overall failure in successful policy implementation.

Reduced Accountability in Utilisation of Public Funds

Institutions like the Parliamentary Committee on Public Accounts (COPA) play an important role in limiting the misuse of public funds by providing oversight on the use of resources by government agencies. The proliferation of ministries, together with the continuous changes of functions and changes in departments and ministries, was identified as a key challenge that limited COPA's ability to provide effective oversight.³⁷ The constantly shifting nature of ministry responsibilities and their makeup, and the creation and removal of ministries means that responsibilities and agencies assessed under ministries change from year to year, and in certain cases within a single year as well. This makes it difficult to hold any agency properly responsible for the relevant fiduciary functions.

³⁶ *Ibid.*

³⁷ *Ibid*, p.37.

CONCLUSION

At a time when improving government efficiency and accountability in Sri Lanka has come to the forefront, this white paper seeks to shed light on a critical issue that must be addressed for such improvements to be achieved—the manner in which ministries are formulated. This paper identifies two main problems in the current way in which ministries are designed in order to accommodate political interests:

1. The **proliferation of ministries** and their resulting **instability**:

Both regionally and in terms of population size, Sri Lanka has far more ministries than the norm, increasing to a peak of 65 ministries in 2014. Exacerbating this issue is the frequency of change; over a ten-year period from 2010 to 2019 the Cabinet's ministry profile was revised over 43 times. This translates to a far greater number at the individual ministry level. For example, within the agriculture sector there were at least 32 ministry portfolio revisions.

2. The **irrationality in the way ministry portfolios are designed** and their resulting **dysfunctionality**:

The dysfunctionality of ministries arises when subjects are irrationally assigned in two ways: (i) unrelated subjects are grouped together under a single ministry (**misalignment**) and (ii) related subjects are split across different ministries (**fragmentation**).

This paper's main contribution towards resolving this dysfunctionality is in providing a quantitative and scoring framework to measure the degree of fragmentation, misalignment and irrationality for any Cabinet. It applies the methodology developed to three previous Cabinets (that of 2014, 2019 and 2020) and finds that both misalignment and fragmentation of ministries have been common across all three Cabinets. These two problems negatively contribute to government's effective administration in at least three ways: (i) increasing costs, (ii) reducing efficiency, and (iii) reducing accountability and oversight.

The most recent attempt to contain this problem was through the limits placed on Cabinet ministries through the 19th Amendment to the Constitution. This amendment, however, only limited the extent of fragmentation, but left open the extent of misalignment that was possible in the construction of ministries. Any future constitutional amendment, therefore, should seek to fix both the number and construction of ministries to reduce both fragmentation and misalignment—and thereby suppress the negative political pressures and incentives faced in the construction of government.

To achieve the goal of effective and efficient government it is necessary to have ministries organised along rational lines, be limited in number, and not subject to flux. The methodology discussed in this paper, together with its underlying principles, provide a guide

on how to achieve these objectives. Doing so will create better Cabinets and lead to better outcomes in terms of the government's ability to deliver on its mandate to citizens.

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Annex 1 – Criteria for Selecting Countries

1. Effectiveness Criteria:

- *Government Effectiveness:* Country must be in the top 20% in WGI Government Effectiveness Index. This criterion increases the likelihood that the countries being examined have effective government bureaucracies, indicating that their organisation of the functions of government is likely to be conducive to effectiveness.

2. Similarity Criteria:

- *Island Nation/Major Coastal Areas:* Country is located on an island or has no land borders with other countries or has a majority of its border made up of coast. This criterion reflects the disproportionate importance of certain policy areas and subjects such as Fisheries, Ports & Shipping, Civil Aviation, and others.
- *Population Size:* Population between 10 million and 35 million. This criterion reflects and attempts to adjust for the reality that in significantly larger or smaller countries, more/less complex government bureaucracies may be required relative to the Sri Lankan case.
- *Government Type:* Semi-presidential system of government (a directly elected president shares executive power with a prime minister and government appointed by, and serving with the continuing confidence of, a democratically elected legislature).³⁸ This criterion reflects similarities with the type of government in Sri Lanka.
- *Coalition Politics:* Measures the extent of coalitions in politics. In this case, determined by whether or not a single party holds a majority in the national legislature(s) and whether the government is composed of a coalition. This criterion reflects whether or not the ruling party governs as part of a coalition, as a party in a coalition may be forced to make compromises with regards to ministry portfolios to reward senior members of coalition partner parties.
- *Asian Nation:* Country is located in Asia. This criterion reflects that Asian countries are situated in the same regional political and diplomatic contexts as Sri Lanka in many cases

³⁸ List of semi-presidential govts. taken from <https://www.cia.gov/library/publications/the-world-factbook/fields/299.html>

(history of colonisation, relatively rapid recent economic development, and proximity to China, India, and Japan among other factors).

- **Ethnic Diversity:** More than 25% of the country’s population is composed of an ethnic minority. This criterion could reflect increased regional autonomy in many cases, where various responsibilities of government are devolved to give more autonomy to ethnic or linguistic minorities.

Exhibit A1 below shows the rankings of the countries based on the above criteria; the more factors a country has in common with Sri Lanka, the higher it is ranked. The 12 highest-ranked countries are highlighted in red and were used for setting out the sectors listed above.

Exhibit A1: Countries ranked in the top 20% of WGI Government Effectiveness Index (2018)

Country	Island / Coastal	Population Size	Government Type	Coalition Politics	Asian Nation	Ethnic Diversity	Income Status (For Reference)
Malaysia	X	X		X	X	X	Upper-Middle
Taiwan, China	X	X	X		X		High
Australia	X	X		X			High
Singapore	X				X	X	High
New Zealand	X			X		X	High
Brunei	X				X	X	High
South Korea	X			X	X		High
Netherlands	X	X		X			High
Portugal	X		X	X			High
Chile	X	X		X			High
Canada	X			X		X	High
Estonia	X			X		X	High
Ireland	X			X			High
Japan	X				X		High
Iceland	X			X			High
Israel				X		X	High
Lithuania			X	X			High
Cyprus	X			X			High
Switzerland				X		X	High
Andorra				X		X	High
Luxembourg				X		X	High
Liechtenstein				X		X	High
UAE					X	X	High
Belgium				X		X	High
Czech Rep.				X		X	High
Latvia				X		X	High
Norway	X			X			High
Denmark	X			X			High
Sweden	X			X			High
Spain	X			X			High

United States	X					X	High
Finland				X			High
Austria				X			High
Slovenia				X			High
Germany				X			High
U.K.	X						High
Malta	X						High
France			X				High

Annex 2 – Outline of Ministry Duties & Functions

1. Ministry of Finance & Planning

- Functions:**
- Formulation of national plans and determining policy priorities of government
 - Formulation of the annual budget and allocation of resources to government agencies and projects
- References:**
- Recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in Swiss and Taiwanese cabinets.
- Justification for Construction:**
- Will ensure alignment of the budget with policy priorities. .

2. Ministry of Justice

- Functions:**
- Administration of justice system and the courts
 - Administration of prisons
 - Introduction of legal reforms
- References:**
- Recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in all country cabinets examined.
- Justification for Construction:**
- Single ministry in charge of the entire justice system,
 - Will enhance the sharing of expertise between agencies implementing legal reform

3. Ministry of Defence

- Functions:**
- Respond to domestic and external threats against the state
 - Provision of immediate response to natural disasters
- References:**
- Recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in all country cabinets examined.
- Justification for Construction:**
- Single ministry concerned with all aspects of the maintenance of state security

4. Ministry of Education & Research

- Functions:**
- National planning and coordinating of pre-school, primary, and secondary education
 - Management of universities and promotion of higher education
 - Managing matters related to the youth and improving future employment opportunities

- Provision of vocational training opportunities and regulating vocational training institutes
 - Conducting scientific research, through coordination between agencies and universities
- References:**
- Recommended sectoral cluster by the ARC (1988).
 - Ministries with similar functions found in Singaporean, Swiss, and Japanese cabinets.
- Justification for Construction:**
- Coordination between all education-sector ministries, including primary, secondary, tertiary, and vocational education to ensure better sector-wide planning.
 - Consolidating Research and Higher Education being consolidated would improve coordination will improve coordination between the two subjects.

5. Ministry of Foreign Affairs

- Functions:**
- Managing Sri Lankan diplomatic relations with foreign countries
- References:**
- Recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in all country cabinets examined.
- Justification for Construction:**
- Centralises all aspects of foreign relations under one ministry

6. Ministry of Health

- Functions:**
- Healthcare provision and development of hospitals
 - Manufacture of drugs and regulation of pharmaceutical manufacturers
 - Preparation for and prevention of epidemics or other health crises
- References:**
- Similar ministry found in Singaporean, Emirati, and Taiwanese cabinets.
- Justification for Construction:**
- Single ministry in charge of the management of the healthcare system, including the management and oversight of hospitals and pharmaceutical production, procurement, import and distribution

7. Ministry of Agriculture

- Functions:**
- Development of crop-based agriculture, provision of agricultural services and fertilizer to farmers
 - Development of animal husbandry and livestock production

- Implementation of irrigation projects
- Development of fisheries and aquatic resources
- References:**
 - Recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in Finnish and Japanese cabinets.
- Justification for Construction:**
 - Improves national planning across sub-sectors in the agriculture sector
 - Will enhance food security and availability

8. Ministry of Labour

- Functions:**
 - Implementing labour regulations and managing labour welfare and employment levels
 - Regulating foreign employment and worker welfare abroad
 - Industrial bargaining and managing trade union relations
- References:**
 - Similar to recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in Singaporean, Emirati, and Taiwanese cabinets.
- Justification for Construction:**
 - Single ministry for all matters concerned with labour
 - Distinct from ministry in charge of the subject of vocational training, which is determined more by policies in the education sector than labour policies.

9. Ministry of Public Utilities

- Functions:**
 - Development and regulation of transport infrastructure, including railways and highways
 - Development of communications infrastructure, including the postal services and telecommunications infrastructure
 - Generation and distribution of power, and construction of any energy infrastructure
 - Development and maintenance of water supply services
 - Urban development planning and construction of affordable housing
- References:**
 - Recommended sectoral cluster by the ARC(1988).
- Justification for Construction:**
 - Will ensure better coordination in infrastructure-related sectors namely highways, energy, communications, water supply and urban planning/housing

10. Ministry of Ports, Shipping, & Civil Aviation

- Functions:**
 - Development of ports and regulation of shipping

- Development and regulation of aviation
- References:** ▪ Recommended sectoral cluster by the ARC (1988).
- Justification for Construction:** ▪ Single ministry in charge of all ports of entry and transit

11. Ministry of Economic Affairs

- Functions:**
 - Regulation of all industries making up the economy, including tourism
 - Regulation of internal trade and commerce
 - Registration and regulation of companies
 - Supporting small and medium-sized enterprises
 - Consumer protection and ensuring availability of affordable necessities
 - Export promotion and managing trade relations
- References:** ▪ Similar ministries found in all country cabinets examined.
- Justification for Construction:** ▪ Single ministry in charge of economic policy for industry, trade and consumer welfare

12. Ministry of Home Affairs & Public Administration

- Functions:**
 - Management of the civil service
 - Coordinating the management of the police force, and managing border control
 - Personnel management and provision of assistance to governing bodies at the provincial and local governmental level
 - Coordination of administrative tasks at the local level with local governing bodies, including the registration of births, deaths, and marriages.
 - Administrating and managing state lands, managing matters relating to land settlement and the registration of land titles, and providing land for national development
- References:** ▪ Recommended sectoral cluster by the ARC (1988).
- Justification for Construction:** ▪ Single ministry in charge of all sectors of domestic affairs and public administration will improve bureaucratic efficiency across government

13. Ministry of Family & Community Development

- Functions:**
 - Social welfare services
 - Coordinating and planning the protection and rehabilitation of vulnerable groups such as displaced persons

- References:**
 - National planning and coordination on childcare provision
 - Similar ministry found in Singaporean cabinet.
- Justification for Construction:**
 - Single ministry in charge of interrelated subjects of poverty alleviation and protection of vulnerable groups

14. Ministry of Environment

- Functions:**
 - Protection of the environment and conservation of native biodiversity
 - Management of national parks and wildlife areas
 - Conducting meteorological monitoring
 - Conducting research into climate change, and proposing measures to limit its effects
- References:**
 - Similar ministries found in Singaporean, Finnish, Japanese and Emirati cabinets.
- Justification for Construction:**
 - Separate ministry will ensure sufficient policy focus on the environment.

15. Ministry of Society and Culture

- Functions:**
 - Management of state media outlets and information broadcasts
 - Management of policies related to religion
 - Management of policies related to culture
 - Promotion and regulation of sport
- References:**
 - Recommended sectoral cluster by the ARC (1988).
 - Similar ministries found in Singaporean, Taiwanese, Japanese, Emirati, and Finnish cabinets.
- Justification for Construction:**
 - Will ensure state media policies are aligned with that of relevant authorities in charge of cultural, religious and sport-related activities.

Annex 3 – Detailed Gazette of Proposed Ministries

Ministry of Finance & Planning	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Finance:</p> <ol style="list-style-type: none"> 1. Formulating public finance and macro finance management policies 2. Liaison with international development finance institutions, organisations and the international financial market 3. Preparation of the annual budget 4. Implementing national taxation policies, and strengthening the tax collection system to improve revenue collection 5. Enforcing government financial regulations 6. Managing the Consolidated Fund and supervising of any other departmental or state funds 7. Supervising and managing of revenue agencies 8. Managing public expenditure 9. Coordinating the government procurement process with the National Procurement Commission 10. Managing public service cadres 11. Formulating guidelines for the promotion of management auditing in government departments 12. Managing matters relating to multilateral and bilateral economic conventions 13. Monitoring collection of revenue and expenditure 	<p>Finance:</p> <ol style="list-style-type: none"> 1. General Treasury 2. Department of Fiscal Policy 3. Department of National Budget 4. Department of Management Services 5. Department of Public Enterprises 6. Department of Public Finance 7. Department of Treasury Operations 8. Department of Public Accounts 9. Department of Trade and Investment Policies 10. Department of Development Finance 11. Department of Information Technology Management 12. Office of Comptroller General 13. Department of Legal Affairs 14. Department of Project Management and Supervision 15. Department of Management Auditing 16. Department of Inland Revenue 17. Sri Lanka Customs 18. Department of Imports and Exports 19. Department of Excise 20. Department of Valuation 21. Department of Registrar Companies 22. Department of Commerce 23. Central Bank of Sri Lanka 24. Security and Exchange Commission of Sri Lanka 25. Sri Lanka Insurance Board 26. Credit Information Bureau 27. Public Service Mutual Benefits Association 28. Lady Lochore Fund 29. Tax Appeal Commission

<p>National Planning:</p> <ol style="list-style-type: none"> 1. Reviewing and evaluating the progress in the implementation of development programmes 2. Formulating national policies to achieve national development goals 	<ol style="list-style-type: none"> 30. Sri Lanka Accounting and Auditing Standard Monitoring Board 31. Public Utilities Commission of Sri Lanka 32. Sustainable Development Council 33. Hotel Developers (Lanka) PLC (PQ 143) 34. National Lotteries Board 35. Development Lotteries Board 36. All State Bank and their subsidiaries and related institutions 37. Sri Lanka Export Credit Insurance Corporation 38. National Insurance Trust Fund 39. Sri Lanka Insurance Corporation and its subsidiaries and affiliated companies 40. Employees' Trust Fund 41. State Resources Management Corporation. <p>National Planning:</p> <ol style="list-style-type: none"> 42. National Planning Department 43. Institute of Policy Studies 44. National Operations Centre 45. Department of Census and Statistics 46. Department of External Resources 47. Secretariat for Non-Governmental Organisations 48. Department of Measurement Units, Standards and Services
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Ministry of Justice	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Justice System:</p> <ol style="list-style-type: none"> 1. Administrating the courts of justice not assigned to any other entities 2. Implementation of reforms to the legal system 3. Criminal prosecutions and civil proceedings on behalf of the Government 	<p>Justice System:</p> <ol style="list-style-type: none"> 1. Attorney General's Department 2. Legal Draftsman's Department 3. Department of Debt Conciliation Board 4. Department of Government Analyst 5. Office of the Registrar of the Supreme Court

<p>4. Providing legal advice to the Government and to all Government departments</p> <p>5. Drafting of legislation</p> <p>6. Making recommendations to grant pardons, commutations, remissions, respites and suspensions in relation to sentences passed</p> <p>7. Administrating labour tribunals and related matters</p> <p>8. Re-documenting and consolidating past laws</p> <p>9. Assisting and protecting victims</p> <p>Prison Administration:</p> <p>10. Administrating prisons and passing prison reforms</p> <p>11. Formulating and implementing policies, plans and programmes in relation to prison reforms</p>	<p>6. Law Commission of Sri Lanka</p> <p>7. Superior Courts Complex Board of Management</p> <p>8. Legal Aid Commission of Lanka</p> <p>9. Mediation Boards Commission</p> <p>10. Council of Legal Education</p> <p>11. Department of Public Trustee</p> <p>12. Commercial Mediation Centre of Sri Lanka</p> <p>13. International Arbitration Centre of Sri Lanka</p> <p>Prison Administration:</p> <p>14. Department of Prisons</p> <p>15. Community Based Correction Department</p> <p>16. Training Schools for Youthful Offenders</p>
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Ministry of Defence	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Defence:</p> <p>1. Ensuring the defence of the country using the functions of the defence services</p> <p>2. Maintaining of defence- and internal security-related intelligence services</p> <p>3. Maintaining relations with visiting Armed Forces and cooperating in international humanitarian operations</p> <p>4. Managing welfare activities relating to veteran and disabled soldiers</p> <p>5. Developing service competencies and skills of defence service personnel by providing defence education</p> <p>6. Managing and regulating explosives and firearms</p>	<p>Defence:</p> <p>1. Sri Lanka Army</p> <p>2. Sri Lanka Navy</p> <p>3. Sri Lanka Air Force</p> <p>4. Renaviru Seva Authority</p> <p>5. Defence Services Command and Staff College</p> <p>6. National Defence Fund</p> <p>7. State Intelligence Service</p> <p>8. Coast Guard Department of Sri Lanka</p> <p>9. Lanka Logistics Limited</p> <p>10. Rakna Arakshana Lanka Ltd.</p>

Ministry of Education & Research	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Primary Education:</p> <ol style="list-style-type: none"> 1. Analysing and formulating education sector policies to ensure rapport between childhood, primary, secondary, and tertiary education 2. Creating a national system of education 3. Regulating international schools 4. Promoting and developing modern technology including computer labs in schools 5. Adopting measures to ensure educational opportunities are provided to students with special needs 6. Providing school textbooks, uniforms, and other educational necessities where required 7. Promoting and developing school libraries 8. Administrating and managing personnel in the Sri Lanka Education Administrative, Principal, and Teachers Service 9. Coordinating education, student welfare, transport and sanitation between provincial, international, and private schools 10. Promoting national language and link language education 11. Administrating School Development Boards 12. Promoting Buddhist and Pali studies <p>Higher Education:</p> <ol style="list-style-type: none"> 13. Managing and developing State Universities 	<p>Primary Education:</p> <ol style="list-style-type: none"> 1. Department of Educational Publications 2. National Institute of Education 3. Sri Lanka Publication Development Bureau 4. National Library and Documentation Services Board 5. Directorates of Education 6. National Authority on Teachers Education 7. Colleges of Education 8. Teachers' Colleges 9. Piriven Education Board 10. Department of Examination 11. State Printing Corporation 12. UNESCO National Commission of Sri Lanka 13. National Education Commission <p>Higher Education:</p> <ol style="list-style-type: none"> 14. Sir John Kotelawala Defence University 15. Defence Services School

<p>14. Improving the quality of higher education in Sri Lanka</p> <p>15. Implementing scholarship programmes to expand access to international universities for qualified students in Sri Lanka</p> <p>16. Strengthening university education, to produce graduates with skills matching demand in the job market</p> <p>17. Securing international recognition for degree courses conducted by Sri Lankan universities</p> <p>18. Regulating and accrediting Sri Lankan private and international universities</p> <p>19. Providing facilities for higher education</p> <p>20. Promoting Buddhist and Pali studies at the tertiary level</p> <p>Vocational Training:</p> <p>21. Expanding opportunities for vocational education</p> <p>22. Promoting opportunities for apprenticeship training</p> <p>23. Modernising technical and vocational education in order to create a labour force to cater to the needs of the labour market</p> <p>24. Improving the quality of vocational education</p> <p>Youth Affairs:</p>	<p>16. Distance Learning Centre Ltd.</p> <p>17. University Grants Commission</p> <p>18. All Universities coming under the purview of the University Grants Commission</p> <p>19. All Postgraduate Institutions and other Institutions coming under the purview of the University Grants Commission</p> <p>20. Buddhasravaka Bhikku University</p> <p>21. Buddhist and Pali University</p> <p>22. Sri Lanka Institute of Advanced Technological Education</p> <p>23. Mahapola Higher Education Scholarship Trust Fund</p> <p>24. National Institute of Business Management and affiliated institutions</p> <p>25. University of Vocational Technology</p> <p>26. National Institute of Fisheries and Nautical Engineering (Ocean University)</p> <p>Vocational Training:</p> <p>27. Tertiary and Vocational Education Commission</p> <p>28. Vocational Training Authority of Sri Lanka</p> <p>29. National Apprenticeship and Industrial Training Authority</p> <p>30. Skills Development Fund Ltd.</p> <p>31. Ceylon German Technical Training Institute</p> <p>32. Sri Lanka Institute of Printing</p> <p>33. National Institute of Technical Education</p> <p>34. Department of Technical Education and Training</p> <p>35. Institute of Smart Sri Lanka</p> <p>Youth Affairs:</p> <p>36. National Cadet Corps</p>
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<p>25. Implementing youth-centred development programmes</p> <p>26. Implementing unemployed youth-centric skills development programmes</p> <p>27. Regulating and developing youth organisations</p> <p>Science & Research:</p> <p>28. Providing facilities for local research, to fall in line with research conducted internationally</p> <p>29. Improving innovation in science and technology</p> <p>30. Providing facilities to research institutes for planning and conducting research</p> <p>31. Providing information on new findings in areas such as nanotechnology and biotechnology to relevant stakeholders, including in the business community</p> <p>32. Providing technical assistance to research programmes conducted by research institutions under the purview of other ministries</p> <p>33. Launching national innovation programmes, involving funding and providing facilities to support further innovations</p> <p>34. Coordinating between all research institutions in Sri Lanka</p> <p>35. Launching bilateral and multilateral programmes of science, technology and research with other countries</p>	<p>37. National Youth Services Council</p> <p>38. National Youth Corps</p> <p>39. National Youth Awards Authority</p> <p>40. National Youths Services Co-operative Limited</p> <p>41. National Centre for Leadership Development</p> <p>Science & Research:</p> <p>42. Industrial Technology Institute</p> <p>43. Sri Lanka Institute of Nano Technology (Pvt) Ltd.</p> <p>44. National Institute of Fundamental Studies</p> <p>45. National Science Foundation</p> <p>46. National Science and Technology Commission</p> <p>47. Planetarium</p> <p>48. Arthur C. Clarke Centre for Modern Technology</p> <p>49. Sri Lanka Accreditation Board for Conformity Assessment</p> <p>50. Sri Lanka Standard Institute</p> <p>51. National Intellectual Property Office of Sri Lanka</p> <p>52. Sri Lanka Inventors' Commission</p> <p>53. Inventors' Fund</p> <p>54. National Engineering Research and Development Centre</p> <p>55. National Research Council</p> <p>56. Co-ordinating Secretariat of Science Technology & Innovation</p> <p>57. Centre of excellence for Robotic Applications</p> <p>58. Vidatha Centres</p>
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<p>Ministry of Health</p>

<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Healthcare:</p> <ol style="list-style-type: none"> 1. Management of all national hospitals and staff employed therein 2. Providing training to enhance the quality and skills of medical and para-medical services 3. Personnel management of the Sri Lanka Medical Service 4. Managing the national health insurance programme 5. Regulation of private hospitals, medical centres, laboratories and pharmacies 6. Controlling and preventing the spread of epidemics of communicable diseases 7. Implementing international quarantines and sanitation 8. Managing the manufacture and distribution of drugs 9. Implementing medical services at schools and for children 10. Estate sector healthcare matters 11. Managing and organising departments and services at scheduled teaching hospitals 12. Implementing the Thripasha scheme, and providing nutritious food for nursing mothers 13. Formulating and implementing programmes to improve public health and nutrition <p>Indigenous Medicine:</p> <ol style="list-style-type: none"> 14. Conserving and improving traditional systems of medicine 15. Producing Ayurvedic, Siddha, Unani, and Homeopathic drugs 	<p>Healthcare:</p> <ol style="list-style-type: none"> 1. Department of Health Services 2. Sri Jayewardenepura General Hospital 3. Vijaya Kumaratunga Memorial Hospital 4. State Pharmaceutical Corporation 5. State Pharmaceutical Manufacturing Corporation 6. National Drugs Regulatory Authority 7. All National, Teaching and Specified Government Hospitals 8. National Health Council 9. Medical Research Institute 10. National Institute of Health Science 11. Ashraff Memorial Hospital 12. School of Medical Laboratory Technology 13. Sri Lanka Medical Council 14. Sri Lanka Medical College Council 15. National Health Development Fund 16. Private Medical Institute Council 17. National Institute of Nephrology, Dialysis and Transplantation 18. Sri Lanka Thripasha Ltd. 19. National Authority on Tobacco and Alcohol <p>Indigenous Medicine:</p> <ol style="list-style-type: none"> 20. Department of Ayurveda 21. Sri Lanka Ayurvedic Drugs Corporation 22. Ayurvedic Medical Council 23. Ayurvedic College and Hospital Board

<p>16. Establishing and managing hospitals, research and training institutes and pharmaceutical outlets related to indigenous medicine</p> <p>17. Regulation of Ayurvedic drug manufacturers</p> <p>18. Providing higher education to Ayurvedic practitioners</p>	<p>24. Ayurveda Teaching and Research Hospitals</p> <p>25. Homeopathy Hospital, Welisara</p> <p>26. Homeopathy Medical Council</p> <p>27. 1990 Suwaseriya Foundation</p> <p>28. Kidney Fund.</p>
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Ministry of Agriculture	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Agriculture & Fertilizer:</p> <ol style="list-style-type: none"> 1. Ensuring food security from the production of crops 2. Enhancing agricultural production through encouraging crop diversification 3. Promoting value addition in agricultural products 4. Encouraging agricultural entrepreneurs and expanding access to agricultural markets 5. Regulating the quality of agricultural consumer goods 6. Maximising the productivity of paddy lands and any other crop lands 7. Implementing fertilizer subsidy programmes, and importing and distributing quality fertilizer 8. Supporting organic fertilizer production and toxin-free farming 9. Introducing agricultural development zones and villages, and sustainable home gardening development programmes 10. Administration and personnel management of the Sri Lanka Agricultural Service <p>Livestock:</p>	<p>Agriculture & Fertilizer:</p> <ol style="list-style-type: none"> 1. Department of Agriculture 2. Department of Agrarian Development 3. National Fertilizer Secretariat 4. Agriculture and Agrarian Insurance Board 5. Pulses and Grain Research and Production Authority 6. Hector Kobbekaduwa Agrarian Research and Training Institute 7. Sri Lanka Council for Agricultural Research Policy 8. Institute of Post-Harvest Technology 9. Paddy Marketing Board 10. Ceylon Fertilizer Company Ltd. 11. Colombo Commercial Fertilizer Company 12. Janatha Fertilizer Enterprises Ltd. 13. National Agricultural Diversification and Settlement Authority 14. National Food Promotion Board 15. Rural Revival Fund 16. Rural Economic Revival Fund 17. Janadiriya Fund (Gramodaya Council Fund) <p>Livestock:</p>

<p>11. Ensuring food security from the production of livestock</p> <p>12. Promoting value addition in livestock products</p> <p>13. Improving the productivity of the livestock sector</p> <p>14. Conducting research into livestock production</p> <p>15. Popularising scientific breeding methods and preparing for protecting and quarantining animals against disease</p> <p>Irrigation:</p> <p>15. Maintaining and constructing the irrigation and drainage systems to provide a proper water supply for agriculture</p> <p>16. Maintaining and constructing flood control and drainage schemes</p> <p>17. Managing reservoirs and irrigation facilities</p> <p>18. Preventing environmental pollution in water sources such as rivers, canals and tanks</p> <p>19. Implementing dam safety measures</p> <p>20. Implementing the sea water elimination scheme</p> <p>21. Implementing Mahaweli Development Programmes</p> <p>Fisheries & Aquatic Resources:</p> <p>22. Developing and managing the fishery industry</p> <p>23. Managing and operating state-owned fishing crafts</p> <p>24. Establishing and maintaining fishery harbours, anchorages, ice plants, cold rooms, and other types of fishery infrastructure</p>	<p>18. Department of Animal Production and Health</p> <p>19. National Livestock Development Board and affiliated companies</p> <p>20. Milco (Pvt.) Ltd.</p> <p>21. Mahaweli Livestock Enterprise Limited</p> <p>Irrigation:</p> <p>22. Department of Irrigation</p> <p>23. Water Resources Board</p> <p>24. Mahaweli Authority of Sri Lanka</p> <p>25. Central Engineering Consultancy Bureau and its subsidiaries and affiliated companies</p> <p>26. Engineering Council of Sri Lanka</p> <p>Fisheries & Aquatic Resources:</p> <p>27. Department of Fisheries and Aquatic Resources</p> <p>28. National Aquaculture Development Authority</p> <p>29. Ceylon Fisheries Harbour Corporation</p> <p>30. Cey-Nor Foundation Ltd.</p> <p>31. Sri Lanka Fisheries Corporation</p> <p>32. National Aquatic Resources Research and Development Agency</p>
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<p>25. Manufacturing and importing fishing craft and equipment</p> <p>26. Developing and supervising aquaculture</p> <p>27. Selling and distributing fish-based products</p> <p>28. Conducting research in the fisheries sector</p>	<p>33. North Sea Ltd.</p>
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Ministry of Labour	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Labour Welfare & Regulation:</p> <ol style="list-style-type: none"> 1. Formulating and implementing policies relating to international labour standards and employee supervision 2. Administration and regulation of the Employees' Provident Fund, Private Provident Fund and private pensions schemes 3. Implementing national manpower and employment policies 4. Managing matters relating to the unemployment benefit insurance scheme 5. Introducing legal and regulatory measures to ensure the security of immigrant workers 6. Formulating and implementing policies and programmes to enhance national productivity 7. Industrial relations and arbitration of industrial disputes 8. Registering trade unions, and introducing and implementing measures to ensure trade unions contribute to national development 	<p>Labour Welfare & Regulation:</p> <ol style="list-style-type: none"> 1. Department of Labour 2. National Institute of Labour Studies 3. Employees' Provident Fund 4. National Institute for Occupational Safety and Health 5. Office of the Commissioner of Workmen's Compensation 6. Shrama Vasana Fund 7. Department of Manpower and Employment 8. Sri Lanka Job Net Ltd.
Foreign Employment:	Foreign Employment:

<p>9. Broadening and promoting foreign employment opportunities</p> <p>10. Providing career guidance for foreign employment</p> <p>11. Adopting measures to ensure the welfare of those employed abroad</p>	<p>9. Sri Lanka Foreign Employment Bureau</p> <p>10. Sri Lanka Foreign Employment Agency</p> <p>11. National Productivity Secretariat</p>
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Ministry of Public Utilities	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Land Transportation:</p> <ol style="list-style-type: none"> 1. Regulating private transport services 2. Constructing new railway lines, maintenance of existing railway lines, and any related infrastructure development 3. Registering and licensing of motor vehicles 4. Issuing of driving licenses 5. Issuing guidelines and laws regarding motor traffic 6. Launching programs to minimise greenhouse gas emission from the transport sector 7. Improving the national highways system 8. Collecting highway charges and monitoring highway use 9. Coordinating projects and programmes related to road and highway development at the provincial and local level <p>Urban Development:</p> <ol style="list-style-type: none"> 10. Planning and developing the Colombo metropolis and its suburbs 11. Promoting and regulating the economic, social and physical development of urban areas 12. Managing urban solid waste 13. Managing land reclamation and low-lying area development 	<p>Land Transportation:</p> <ol style="list-style-type: none"> 1. Department of Sri Lanka Railways 2. Sri Lanka Central Transport Board 3. National Transport Medical Institute 4. Department of Motor Traffic 5. National Transport Commission 6. Lakdiva Engineering Ltd. 7. Werahara Engineering Services Ltd. (WESCO) 8. National Council on Road Safety 9. Road Development Authority and its Subsidiaries and Associates 10. Road Maintenance Trust Fund <p>Urban Development:</p> <ol style="list-style-type: none"> 11. Urban Development Authority 12. Sri Lanka Land Reclamation and Development Corporation 13. National Physical Planning Department

<p>14. Formulating the National and Local Physical Plans</p> <p>15. Directing and regulating all construction work under the National Physical Plan</p> <p>Power & Energy:</p> <p>16. Developing infrastructure required for electricity generation</p> <p>17. Constructing power infrastructure for the purposes of rural electrification</p> <p>18. Formulating energy policy with regards to the regulation and use of energy resources</p> <p>19. Importing, refining, storing, distributing and marketing petroleum-based products and natural gas</p> <p>20. Conducting petroleum and natural gas exploration</p> <p>21. Developing infrastructure related to the supply and distribution of fuel</p> <p>Communications:</p> <p>22. Developing the telecommunications industry</p> <p>23. Promoting the use of information and communication technology, and conducting programs to improve communication technology literacy</p> <p>24. Managing the postal service and constructing any infrastructure required</p> <p>Water Supply:</p> <p>25. Providing pure drinking water to each citizen</p> <p>26. Planning, designing, constructing and maintaining water supply, drainage, and sanitation infrastructure</p>	<p>Power & Energy:</p> <p>14. Ceylon Electricity Board and its subsidiary Companies</p> <p>15. Lanka Electricity Company</p> <p>16. Lanka Coal Company (Pvt.) Ltd.</p> <p>17. LTL Holdings (Pvt.) Ltd.</p> <p>18. Sri Lanka Sustainable Energy Authority</p> <p>19. Sri Lanka Atomic Energy Board</p> <p>20. Sri Lanka Atomic Energy Regulatory Council</p> <p>21. Ceylon Petroleum Corporation</p> <p>22. Ceylon Petroleum Storage Terminal Ltd.</p> <p>23. Petroleum Resources Development Secretariat</p> <p>24. Polipto Lanka (Pvt.) Ltd.</p> <p>Communications:</p> <p>25. Telecommunications Regulatory Commission of Sri Lanka</p> <p>26. Information and Communication Technology Agency of Sri Lanka</p> <p>27. Postal Department</p> <p>Water Supply:</p> <p>28. National Water Supply and Drainage Board</p> <p>29. Department of National Community Water Supply</p>
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<p>27. Implementing community water supply and sanitation projects</p> <p>Housing & Construction:</p> <p>28. Creating standards and norms for government buildings</p> <p>29. Implementing housing schemes to provide housing to low-income citizens</p> <p>30. Providing guidance to rural communities on environmentally friendly and cost-effective construction methods</p> <p>31. Providing mechanical engineering services to other government institutions</p> <p>32. Regulating and registering the construction industry</p> <p>33. Providing consultancy services to construction firms, and providing training on the operation and maintenance of heavy construction equipment</p> <p>34. Developing basic infrastructure in rural areas</p> <p>35. Implementing public housing reforms</p>	<p>Housing & Construction:</p> <p>30. Urban Settlement Development Authority</p> <p>31. National Housing Development Authority</p> <p>32. Condominium Management Authority (Common Amenities Board)</p> <p>33. Housing Planning and Building Centre and its subsidiaries and affiliated companies</p> <p>34. Building Material Corporation Limited</p> <p>35. Department of Buildings</p> <p>36. Department of Government Factories</p> <p>37. Construction Industry Development Authority</p> <p>38. State Engineering Corporation</p> <p>39. State Development and Construction Corporation</p> <p>40. National Equipment and Machinery Organisation</p> <p>41. Ocean View Development (Pvt) Ltd</p>
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Ministry of Ports, Shipping & Aviation	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Ports & Shipping:</p> <p>1. Developing and managing of commercial harbours</p> <p>2. Developing and administrating of port oil installations, light houses and beacons</p> <p>3. Arbitrating of disputes between shipping service providers and users</p> <p>4. Establishing rules of competition for shipping services</p> <p>5. Retrieving wrecks and ocean salvages</p>	<p>Ports & Shipping:</p> <p>1. Sri Lanka Ports Authority and its Subsidiaries and Associates</p> <p>2. Ceylon Shipping Corporation Ltd. and its Subsidiaries and Associates</p> <p>3. Merchant Shipping Secretariat</p>

<p>6. Administrating the Shipping Development Fund</p> <p>7. Managing freight and shipping services</p> <p>8. Managing coastwise passenger traffic</p> <p>Civil Aviation:</p> <p>9. Developing and regulating international and domestic airports</p> <p>10. Regulating airport performance and service delivery</p> <p>11. Promoting domestic air travel</p> <p>12. Supervising and regulating private air services</p> <p>13. Registering aircraft</p> <p>14. Managing the and negotiating the use of airports in Sri Lanka by foreign countries</p>	<p>Civil Aviation:</p> <p>4. Sri Lanka Exhibition and Convention Bureau</p> <p>5. Civil Aviation Authority</p> <p>6. Airport and Aviation Services (Sri Lanka) Ltd.</p> <p>7. Sri Lankan Air Line Limited and its subsidiaries</p>
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Ministry of Economic Affairs	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Industries:</p> <p>1. Promoting and developing industries</p> <p>2. Promoting and regulating the gem and jewellery industry</p>	<p>Industries:</p> <p>1. Ceylon Industrial Development Board</p> <p>2. Sri Lanka Institute of Textile and Apparels</p> <p>3. Department of Textile Industries</p> <p>4. Kahatagaha Graphite</p> <p>5. Lanka Leyland Ltd.</p> <p>6. Lanka Ashok Leyland Ltd</p> <p>7. Lanka Cement Ltd.</p> <p>8. Sri Lanka Cement Corporation</p> <p>9. Lanka Textile Mills Emporium Ltd.</p> <p>10. Lanka Salusala Ltd.</p> <p>11. National Paper Corporation Ltd.</p> <p>12. Lanka Mineral Sands Company</p> <p>13. Paranthan Chemicals Ltd.</p> <p>14. Bogala Graphite Lanka Limited</p> <p>15. Lanka Phosphate Company Ltd.</p> <p>16. Ceylon Ceramics Corporation (Brick and Tiles Division)</p>

<p>Internal Trade:</p> <p>3. Ensuring the supply of quality consumer goods at a reasonable price</p> <p>4. Approval of credit agencies</p> <p>5. Formulating and implementing national pricing policies on consumer goods</p> <p>6. Taking measures to ensure market competitiveness</p> <p>7. Protecting consumers by preventing speculative behaviour by suppliers</p> <p>Business & SME Development:</p> <p>8. Developing strategies to encourage entrepreneurship</p> <p>9. Developing designs for the handicrafts industry</p> <p>10. Introducing advanced technology and expertise to state-owned enterprises</p> <p>11. Improving the standard and quality of products produced by state enterprises</p> <p>Export Promotion:</p> <p>12. Adopting measures to strengthen international trade relations</p>	<p>17. Kahagolle Engineering Services Company Ltd. (KESCO)</p> <p>18. BCC (Pvt.) Limited</p> <p>19. Palmyrah Development Board</p> <p>20. Manthai Salt Ltd.</p> <p>21. Elephant Pass Saltern</p> <p>22. National Gem and Jewellery Authority</p> <p>23. Gem and Jewellery Research Institute</p> <p>Internal Trade:</p> <p>24. Internal Trade Department</p> <p>25. Consumer Affairs Authority</p> <p>26. Lanka Sathosa Ltd.</p> <p>27. Lanka General Trading Company Ltd.</p> <p>28. Co-operative Wholesale Establishment</p> <p>29. Department of Measurement Units, Standards and Services</p> <p>30. Department of Co-operative Development (Registrar of Cooperative Societies)</p> <p>31. Co-operative Employees Commission</p> <p>32. National Institute of Co-operative Development</p> <p>33. Food Commissioner's Department</p> <p>34. Divisional Economic Centres</p> <p>Business & SME Development:</p> <p>35. National Enterprise Development Authority</p> <p>36. National Crafts Council</p> <p>37. Sri Lanka Handicraft Board (Laksala)</p> <p>38. National Design Centre</p> <p>39. Small and Medium Enterprise Venture Capital Company</p> <p>40. Small and Medium Enterprise Authority</p> <p>Export Promotion:</p> <p>41. Assets vested to the Secretary to the Treasury, under the Act, No. 43 of 2011</p>
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<p>13. Promoting the economic potential of Sri Lanka, and promoting foreign direct investment and private sector investment</p> <p>14. Formulating strategies and policies to enhance regional trade and investment cooperation</p> <p>15. Promoting and monitoring economic development zones</p> <p>16. Encouraging export diversification and development and providing advisory services</p> <p>Tourism:</p> <p>17. Developing the tourist industry</p> <p>18. Registering and regulating tourist agencies</p> <p>19. Promoting Sri Lankan tourism abroad</p>	<p>42. Sri Lanka Export Development Board</p> <p>Tourism:</p> <p>43. Sri Lanka Tourism Promotion Bureau</p> <p>44. Sri Lanka Tourism Development Authority</p> <p>45. Sri Lanka Institute of Tourism and Hotel Management</p> <p>46. Sri Lanka Exhibition and Convention Bureau</p>
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Ministry of Home Affairs & Public Administration	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Public Administration:</p> <p>1. Administration and personnel management for the Sri Lanka Administrative Service, Sri Lanka Accountants' Service, Sri Lanka Planning Service, Sri Lanka Engineering Service, Sri Lanka Scientific Service, Sri Lanka Architectural Service, Sri Lanka Technological Service, and Administration of the Combined Services</p> <p>2. Delivering public service functions</p> <p>3. Public service training</p> <p>4. Providing pensions to and ensuring the welfare of pensioners of the public service</p>	<p>Public Administration:</p> <p>1. Sri Lanka Institute of Development Administration</p> <p>2. Distance Learning Centre Ltd.</p> <p>3. Department of Pensions</p> <p>4. Public Service Pensioners' Trust Fund</p> <p>5. Department of Registrar General</p> <p>6. Department of Official Languages</p> <p>7. Official Languages Commission</p> <p>8. National Institute of Language Education and Training</p> <p>9. National Council of Sri Lanka for the Development of Human Resources</p> <p>10. Miloda Institute (Academy of Financial Studies)</p>

<p>5. Reorganising the machinery of government to improve effectiveness</p> <p>6. Managing matters related to members of Parliament and their families and staff</p> <p>7. Ensuring the welfare of members of Parliament and their families and staff</p> <p>Lands:</p> <p>8. Administrating and managing state lands</p> <p>9. Managing matters relating to land settlement and the registration of land titles</p> <p>10. Providing land for national development</p> <p>11. Surveying and mapping land, and providing land information</p> <p>Law & Order:</p> <p>12. Maintenance of internal security</p> <p>13. Managing rescue operations and the Coast Guard</p> <p>14. Matters relating to extradition laws</p> <p>15. Maintenance of law and order</p> <p>16. Adopting measures to prevent and combat crimes and anti-social activities</p> <p>17. Controlling vehicular traffic</p> <p>Local & Provincial Government:</p> <p>18. Establishing District Development Coordination Boards</p> <p>19. Regulating activities related to Provincial Councils</p> <p>20. Training members, officers and employees of Provincial Councils</p> <p>21. Performing necessary central government functions related to local authorities</p>	<p>Lands:</p> <p>11. Department of Land Commissioner General</p> <p>12. Land Reform Commission</p> <p>13. Department of Land Settlement</p> <p>14. Department of Surveyor General</p> <p>15. Institute of Surveying and Mapping</p> <p>16. Land Survey Council</p> <p>17. Department of Land Use Policy Planning</p> <p>Law & Order:</p> <p>18. Sri Lanka Police</p> <p>19. Department of Civil Security</p> <p>Local & Provincial Government:</p> <p>20. All District Secretariats and Divisional Secretariats</p> <p>21. Sri Lanka Institute of Local Government</p> <p>22. Local Loans and Development Fund</p>
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22. Training members, officers and employees of local authorities	
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Ministry of Foreign Affairs	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Foreign Affairs:</p> <ol style="list-style-type: none"> 1. Maintaining diplomatic relations with foreign countries 2. Conducting negotiations in relation to treaties, agreements and conventions 3. Provision of diplomatic immunities and privileges 4. Providing assistance to relevant ministries for the promotion of external trade, investment, tourism, employment and external financial relations 5. Personnel management within the Sri Lankan Foreign Service and in overseas diplomatic missions 6. Studying geo-political trends and advising the Government on diplomatic strategy 7. Ensuring the welfare of Sri Lankan residents in foreign countries 8. Provision of consular services 9. Engaging with international and regional associations for political, economic, environmental, social and cultural cooperation 	<p>Foreign Affairs:</p> <ol style="list-style-type: none"> 1. Diplomatic Missions in abroad 2. Lakshman Kadirgamar Institute for International Relations and Strategic Studies 3. National Oceanic Affairs Committee Secretariat

Ministry of Family & Community Development	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Social Services:</p> <ol style="list-style-type: none"> 1. Implementing the Samurdhi programme 2. Identifying persons with special needs, and carrying out rehabilitation programmes 	<p>Social Services:</p> <ol style="list-style-type: none"> 1. National Social Development Institute 2. Department of Samurdhi Development 3. Rural Development Training and Research Institute

<p>3. Reviewing and re-organising public assistance and welfare schemes</p> <p>4. Aiding tuberculosis, kidney disease, leprosy, cancer, and other patients and their dependents</p> <p>5. Implementing family consultation services</p> <p>6. Implementing international conventions related to handicapped persons</p> <p>7. Coordinating with vocational training institutes to provide vocational training to handicapped persons</p> <p>8. Launching programmes to support handicapped persons in society</p> <p>9. Implementing social insurance schemes for the handicapped</p> <p>10. Providing care for elders and protecting the rights of senior citizens</p> <p>Women & Child Affairs:</p> <p>11. Formulating and implementing projects to enhance women’s participation and representation in political affairs</p> <p>12. Implementing policies and programmes to empower women</p> <p>13. Strengthening implementation of laws to prevent women and child abuse</p> <p>14. Implementing programmes to provide technical training and skills development to women</p> <p>15. Formulating policies on early childhood protection, and coordinating with divisional, district and provincial level committees</p> <p>16. Formulating and implementing plans to promote child rights</p> <p>17. Regulating childcare centres</p> <p>18. Implementing the Sevana Sarana foster parent scheme</p>	<p>4. Department of Social Services</p> <p>5. National Council for Elders and National Secretariat for Elders</p> <p>6. National Secretariat for Persons with Disabilities</p> <p>7. National Council for Persons with Disabilities</p> <p>8. Social Security Board</p> <p>9. Welfare Benefits Board</p> <p>Women & Child Affairs:</p> <p>10. Sri Lanka Women’s Bureau</p> <p>11. National Committee on Women</p> <p>12. Department of Probation and Childcare Services</p> <p>13. National Child Protection Authority</p> <p>14. Children’s Secretariat</p> <p>15. Protection of Children-National Trust Fund</p>
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<p>Resettlement & Rehabilitation:</p> <p>19. Implementing programmes for the rehabilitation of persons physically and mentally affected by conflict</p> <p>20. Rehabilitating properties affected by conflict</p> <p>21. Implementing programmes for the resettlement of persons displaced due to conflict</p> <p>22. Coordinating with international agencies, NGOs, and civil society in resettlement activities</p>	<p>Resettlement & Rehabilitation:</p> <p>16. Rehabilitation Commissioner General's Office</p> <p>17. Office for National Unity and Reconciliation</p> <p>18. Office of Missing Persons</p> <p>19. Office for Reparations</p>
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Ministry of Society & Culture	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Buddhasasana & Religious Affairs:</p> <p>1. Implementing and monitoring programmes and projects to protect and promote Buddhism</p> <p>2. Promoting Dhamma school education and providing any necessary facilities</p> <p>3. Conserving and developing sacred areas</p> <p>4. Coordinating the Supreme Advisory Council</p> <p>5. Implementing programmes for the propagation of Theravada Buddhism internationally</p> <p>6. Conserving and developing the Lumbini sacred area in Nepal</p> <p>7. Implementing programmes relating to Christian religious affairs</p> <p>8. Implementing programmes relating to Hindu religious and cultural affairs</p> <p>9. Implementing programmes relating to Muslim religious affairs</p> <p>Cultural Affairs:</p>	<p>Buddhasasana & Religious Affairs:</p> <p>1. Department of Buddhist Affairs</p> <p>2. Buddhasasana Fund</p> <p>3. Buddhist Renaissance Fund</p> <p>4. International Buddhist Centre</p> <p>5. Department of Hindu Religious and Cultural Affairs</p> <p>6. Department of Christian Religious Affairs</p> <p>7. Department of Muslim Religious and Cultural Affairs</p> <p>Cultural Affairs:</p>

<p>10. Advancing and promoting the national culture of Sri Lanka</p> <p>11. Maintaining cultural relations with foreign countries</p> <p>12. Compiling the Sinhala Encyclopaedia, Sinhala Dictionary, and Maha Wanshaya</p> <p>13. Conserving historic, archaeological and cultural heritages</p> <p>14. Adopting measures to promote modern and traditional culture and incentivise local artists</p> <p>15. Managing and preserving state documents</p>	<p>8. Department of Cultural Affairs</p> <p>9. Department of National Museums</p> <p>10. Department of Archaeology</p> <p>11. Tower Hall Theatre Foundation</p> <p>12. Public Performance Board</p> <p>13. National Arts Council</p> <p>14. Gramodaya Folk Arts Centre</p> <p>15. "Ape Gama"</p> <p>16. Department of National Archives</p> <p>17. Central Cultural Fund</p> <p>18. National Film Corporation</p> <p>19. Galle Heritage Foundation</p> <p>20. Sri Lanka Foundation</p> <p>21. S. W. R. D. Bandaranaike National Memorial Foundation</p> <p>22. National Performing Arts Theatre (Nelum Pokuna)</p> <p>23. J.R. Jayawardene Centre</p>
<p>Information & Mass Media:</p> <p>16. Implementing programmes to create a high level of media ethics</p> <p>17. Disseminating news to the public, and coordinating with other state institutions to release official state communications and press releases</p> <p>18. Releasing information to local and foreign media institutions</p> <p>19. Providing information and publicity material to Sri Lankan missions abroad</p> <p>20. Producing and exhibiting news, films and documentaries</p> <p>21. Carrying out publicity work including commercial television and radio broadcasting</p> <p>22. Administration of the Sri Lanka Philatelic Bureau</p> <p>23. Government printing and publication activities</p>	<p>Information & Mass Media:</p> <p>24. Department of Information</p> <p>25. Sri Lanka Press Council</p> <p>26. Sri Lanka Broadcasting Corporation</p> <p>27. Independent Television Network</p> <p>28. Sri Lanka Rupavahini Corporation</p> <p>29. Associated Newspapers of Ceylon Ltd.</p> <p>30. Lanka Puwath Ltd.</p> <p>31. Selacine Rupavahini Institute</p> <p>32. Mahinda Rajapaksa National Tele-Cinema Park</p> <p>33. Right to Information Commission</p> <p>34. Department of Government Printing</p> <p>35. Sri Lanka Media Training Institute</p>

<p>Sports:</p> <p>24. Promoting sports education, training and research</p> <p>25. Developing facilities to provide physical fitness to the general public, and coordinating activities</p> <p>26. Regulating national sports associations</p> <p>27. Promoting sports medical facilities, and combating doping in sports</p> <p>28. Developing and managing sports complexes</p>	<p>Sports:</p> <p>36. Department of Sports Development</p> <p>37. Sugathadasa National Sports Complex Authority</p> <p>38. Provincial Sports Complexes</p> <p>39. National Institute of Sports Science</p> <p>40. National Sports Council</p> <p>41. Institute of Sports Medicine</p> <p>42. Sri Lanka Anti-doping Agency</p>
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Ministry of the Environment	
<i>Duties and Functions:</i>	<i>Departments, Institutions & Public Corporations:</i>
<p>Environmental Conservation:</p> <ol style="list-style-type: none"> 1. Protection and conservation of fauna and flora 2. Formulation and effective implementation of programmes to combat environmental pollution 3. Prevention of marine pollution 4. Coast conservation and protection 5. Formulation of laws and strategies to ensure sustainable development and minimising carbon usage 6. Collection and exhibition of animals, birds and reptiles 7. Maintenance of botanical gardens and improving the floriculture industry 8. Conservation of wildlife resources 9. Formulating and enforcing laws to protect animal species threatened with extinction <p>Forestry & Natural Resources:</p> <ol style="list-style-type: none"> 10. Protection of forests and forestry matters 	<p>Environmental Conservation:</p> <ol style="list-style-type: none"> 1. Central Environmental Authority 2. Marine Environment Protection Authority 3. Department of Coast Conservation and Coastal Resource Management 4. Department of National Zoological Gardens 5. Department of National Botanical Gardens 6. Department of Wildlife Conservation 7. Wildlife Trust <p>Forestry & Natural Resources:</p>

<p>11. Promoting reforestation and commercial reforestation</p> <p>Climate Change & Disaster Management:</p> <p>12. Promoting construction capable of withstanding the impact of natural disasters</p> <p>13. Landslide disaster management and conduct related research and development</p> <p>14. Meteorological surveys and research</p> <p>15. Forecasting natural disasters</p> <p>16. Coordination of awareness programs on natural disasters and man-made disasters</p> <p>17. Research into and formulation of climate change mitigation policy</p>	<p>8. Department of Forest Conservation</p> <p>9. Geological Survey and Mines Bureau</p> <p>10. GSMB Technical Services (Pvt.) Ltd</p> <p>11. State Timber Corporation</p> <p>12. Lanka Timber Plant and Industries</p> <p>Climate Change & Disaster Management:</p> <p>13. National Disaster Management Council</p> <p>14. Disaster Management Centre</p> <p>15. National Disaster Relief Services Centre</p> <p>16. Department of Meteorology</p>
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Annex 4 – Details of Scoring For 2014 Rajapaksa Cabinet

Defence

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> External and Internal Security of Sri Lanka Prevention of Terrorism Activities <p>Does not align with:</p> <ul style="list-style-type: none"> Preparation and implementation of integrated development plans and promotion of economic, social and physical developments in urban townships

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Regulation and planned promotion of integrated economic, social and physical development in urban areas <p>Overlaps with Ministry of Construction, Engineering Services, Housing & Common Amenities:</p> <ul style="list-style-type: none"> Preparation of the National Physical Plan and Regional Physical Plans To work for the upliftment of living standards in Urban Settlements and to prepare and implement plans

Finance and Planning

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Formulation of national economic and financial policies and strategies Formulation of fiscal and macro fiscal policy management Preparation of national development and public investments programmes

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Preparation of national development and public investments programmes <p>Overlaps with Ministry of Economic Development:</p> <ul style="list-style-type: none"> Formulation of rural and regional economic development policies and strategies

Ports, Highways & Shipping

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Road development activities connected to Kottawa, Kaduwela and Kadawatha Township Development Project Development and Administration of ports and harbours, light houses and beacons, oil installation other than those belong to Admiralty Arbitration of disputes between Shipping Service providers and users Establish rules of competition for Shipping Services

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> Road development activities connected to Kottawa, Kaduwela and Kadawatha Township Development Project Development of ports and harbours <p>Partially overlaps with Ministry of Transport:</p> <ul style="list-style-type: none"> Railway infrastructure development All matters pertaining to construction of new railways including land acquisition and infrastructure development

Buddha Sasana & Religious Affairs

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Implementation and monitoring of programmes in respect of Christian Religious Affairs

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> Implementation and monitoring of programmes in respect of Hindu and Muslim Religious and Cultural Affairs

- Implementation and monitoring of programmes in respect of Islam Religious and Cultural Affairs
- Assisting the propagation of the Buddha Dhamma

- Sacred area planning and development
- Activities connected to International Buddhist Centres

Partially overlaps with Ministry of Culture & the Arts:

- Fostering the national culture in Sri Lanka
- Foreign Cultural Relations
- Provision of funds for the conservation of cultural heritage sites

Irrigation & Water Resources Management

Level of Misalignment: Aligned

- Mahaweli Irrigation Development Programme
- Salt water exclusion schemes
- Rainwater harvesting
- Flood protection
- Prevention of the pollution of rivers, streams and other watercourses

Level of Fragmentation: Highly Fragmented

- Saltwater exclusion schemes
 - Rain water harvesting
- Overlaps with Ministry of Environment:**
- Prevention of the pollution of rivers, streams and other watercourses
 - Formulation and effective implementation of programmes to combat pollution of the environment
 - Prevention of Marine Pollution

Health

Level of Misalignment: Aligned

- Management of all Hospitals and Staff employed therein (other than those which are under Provincial Councils)
- Control of Epidemic and Endemic Diseases
- School Health Work and Dental Services

Level of Fragmentation: Partially Fragmented

- Public Health Services
 - Administration and personnel management functions of Medical Service
- Partially Overlaps with Ministry of Indigenous Medicine:**
- Establishment, operation and promotion of Ayurvedic Hospitals, Ayurvedic Research Institutes, Training Institutes and Pharmacies
 - Administration and personnel management functions of Indigenous Medical Service

Petroleum Industries

Level of Misalignment: Aligned

- Import, refining, storage, distributing and selling of petroleum-based products and natural gas
- Producing and refining of petroleum products
- Development of Infrastructure facilities for supply and distribution of fuel

Level of Fragmentation: Partially Fragmented

- Import, refining, storage, distributing and selling of petroleum-based products and natural gas
- Producing and refining of petroleum products
- Distribution and making of gas from sources such as petroleum products

- Distribution and making of gas from sources such as petroleum products

Partially Overlaps with Ministry of Power & Energy:

- Investigation, planning and development of electricity facilities throughout the Island including hydropower, thermal power, mini hydro, coal and wind power
- Renewable energy development

Livestock and Rural Community Development

Level of Misalignment: Partially Misaligned

- Development of Livestock Industry
- Milk Production and distribution
- Planning and execution of Veterinary Services and Research

Partially does not align with:

- Socioeconomic development of community, living in lagging areas
- Implementation of projects for the improvement of livelihood & basic facilities for the empowerment of rural communities

Level of Fragmentation: Highly Fragmented

- Socioeconomic development of community, living in lagging areas
- Implementation of projects for the improvement of livelihood & basic facilities for the empowerment of rural communities

Overlaps with Ministry of Economic Development:

- Implementation of rural livelihood development initiatives
- Formulation of rural and regional economic development policies and strategies
- Development of Livestock Industry
- Provision of assistance for animal breeding and cattle breeding

Overlaps with Ministry of Agriculture:

- Agricultural Diversification
- Agriculture Production Improvement

Water Supply & Drainage

Level of Misalignment: Aligned

- Investigation, planning, design, construction, operation and maintenance of pipe-borne water supply and sewerage services
- Community Water Supply and Sanitation Projects

Level of Fragmentation: Partially Fragmented

- Investigation, planning, design, construction, operation and maintenance of pipe-borne water supply and sewerage services
- Community Water Supply and Sanitation Projects

Partially overlaps with Ministry of Construction, Engineering Services, Housing & Common Amenities:

- To work for the upliftment of living standards in Urban Settlements
- Prepare and implement plans, programmes & projects which have been prepared taking into consideration the proposals if any, submitted by persons living in urban settlements

Traditional Industries & Small Enterprises Development

Level of Misalignment: Aligned

- Development & promotion of National Crafts & Arts
- Development and Dissemination of designs for the Sri Lanka Crafts Products
- Promotion, financing and sponsoring of Small and Medium Enterprises
- Conducting of exhibitions and trade fairs for the promotion of Sri Lanka crafts products

Level of Fragmentation: Highly Fragmented

- Promotion, financing and sponsoring of Small and Medium Enterprises
 - Conducting of exhibitions and trade fairs for the promotion of Sri Lanka crafts products
- Overlaps with Ministry of Industry & Commerce:**
- Export promotion and consultancy services
 - Promotion and development of industries
 - Development & promotion of National Crafts & Arts
 - Development and Dissemination of designs for the Sri Lanka Crafts Products
- Overlaps with Ministry of Culture & the Arts:**
- Promotion of modern and traditional arts and crafts

Local Government & Provincial Councils**Level of Misalignment: Aligned**

- All matters relating to Provincial Councils
- Government functions relating to Local Authorities
- Grant of loans to Local Authorities for Public Utility Works
- Training of Members, Officers and Employees of Provincial Councils and Local Government Authorities

Level of Fragmentation: Unfragmented**Industry and Commerce****Level of Misalignment: Aligned**

- Export promotion and consultancy services
- International trade relations
- Representation of Sri Lanka Trade abroad
- Competition policy
- Promotion and development of industries

Level of Fragmentation: Highly Fragmented

- Export promotion and consultancy services
 - International trade relations
 - Promotion and development of industries
- Overlaps with Ministry of Investment Promotion:**
- Promotion of Foreign Direct Investment
 - Promotion of Private Sector Investments
 - Export promotion and consultancy services
 - Promotion and development of industries
- Overlaps with Ministry of Traditional Industries and Small Enterprises Development:**
- Promotion, financing and sponsoring of Small and Medium Enterprises
 - Conducting of exhibitions and trade fairs for the promotion of Sri Lanka crafts products

Power and Energy

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Investigation, planning and development of electricity facilities throughout the Island including hydropower, thermal power, mini hydro, coal and wind power• Rural electrification• Development of a sound, adequate and uniform electricity policy for the control, regulation and utilisation of national power Resources• Energy efficiency, demand management, etc• Renewable energy development

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none">• Investigation, planning and development of electricity facilities throughout the Island including hydropower, thermal power, mini hydro, coal and wind power• Renewable energy development Partially Overlaps with Ministry of Petroleum Industries: <ul style="list-style-type: none">• Import, refining, storage, distributing and selling of petroleum-based products and natural gas• Producing and refining of petroleum products• Distribution and making of gas from sources such as petroleum products

Construction, Engineering Services, Housing & Common Amenities

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Promote, Develop and regulate the construction industry• Setting up of standards and norms for public buildings, government quarters, etc• Guiding rural masses in cost effective house building technologies• Management of condominium property

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Preparation of the National Physical Plan and Regional Physical Plans• To work for the upliftment of living standards in Urban Settlements and to prepare and implement plans Overlaps with Ministry of Defence: <ul style="list-style-type: none">• Regulation and planned promotion of integrated economic, social and physical development in urban areas

Justice

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Matters relating to the administration of the Courts of Justice which have not been assigned to any other person in terms of the Constitution• Court Administration• Advice in respect of the granting of pardons, community, remissions, respites, suspensions of sentences passed on any offender.

Level of Fragmentation: Unfragmented

Economic Development

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Implementation of rural livelihood development initiatives

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Promotion of Foreign Direct Investment• Promotion of Private Sector Investments

- Formulation of rural and regional economic development policies and strategies

- Development of the Tourism Industry and establishment of standards

Overlaps with Ministry of Industry & Commerce:

- Export promotion and consultancy services
- International trade relations
- Promotion and development of industries

National Languages & Social Integration

Level of Misalignment: Aligned

- Matters relating to the formulation and implementation of National Languages policy
- Social Integration and Ethnic Affairs

Level of Fragmentation: Partially Fragmented

- Matters relating to the formulation and implementation of National Languages policy
 - Social Integration and Ethnic Affairs
- Partially overlaps with Ministry of Buddha Sasana & Religious Affairs:**
- Implementation and monitoring of programmes in respect of Buddhist, Hindu, Muslim and Christian Religious and Cultural Affairs

Higher Education

Level of Misalignment: Aligned

- University education
- Expansion avenues for higher education
- Promotion of Buddhist and Pali studies

Level of Fragmentation: Partially Fragmented

- University education
 - Expansion avenues for higher education
- Partially overlaps with Ministry of Education:**
- Provision of facilities for National Schools
 - Education in primary, junior, secondary and senior secondary schools

External Affairs

Level of Misalignment: Aligned

- Promotion and continuous maintenance of a favourable image of Sri Lanka Abroad
- Counteracting hostile propaganda against Sri Lanka
- Maintain diplomatic and consular relations with foreign countries and negotiate treaties, agreements and conventions-

Level of Fragmentation: Partially Fragmented

- Maintain diplomatic and consular relations with foreign countries and negotiate treaties, agreements and conventions
- Partially overlaps with Foreign Employment Promotion & Welfare:**
- Welfare of expatriate Sri Lankans and welfare of migrant workers

Public Administration & Home Affairs

Level of Misalignment: Aligned

Level of Fragmentation: Partially Fragmented

- Public Service Training
- Implementation of the Pensions Minute
- Matters relating to all Government Pension Schemes
- Administration of the Combined Services
- Functions under the Establishments Code

- General Supervision and direction of officers of District Secretariats and Divisional Secretariats
 - Public Service Training
 - Administrative and Personnel Management functions
- Partially overlaps with Ministry of Local Government & Provincial Councils:**
- Training of Members, Officers and Employees of Provincial Councils and Local Government Authorities

Parliamentary Affairs

- Level of Misalignment: Aligned**
- Matters relating to Parliament and Members of Parliament requiring action by the Government
 - Establishment matters relating to the staff of the Members of Parliament
 - Welfare activities relating to ex- members of Parliament and their families

- Level of Fragmentation: Partially Fragmented**
- Establishment matters relating to the staff of the Members of Parliament
- Partially overlaps with Ministry of Public Administration & Home Affairs:**
- Public Service Training
 - Administrative and Personnel Management functions

Postal Services

- Level of Misalignment: Aligned**
- Provision and maintenance of modern postal service in efficient manner using up to date technology and management practices
 - Inland and Foreign Posts
 - Agency payment operations for other Departments
 - Improvement of Postal Network

- Level of Fragmentation: Partially Fragmented**
- Provision and maintenance of modern postal service in efficient manner using up to date technology and management practices
 - Inland and Foreign Posts
- Partially overlaps with Ministry of Mass Media & Information:**
- Broadcasting including commercial broadcasting and overseas transmission
 - Dissemination of basic information about Sri Lanka routinely and in response to individual inquiries

National Heritage

- Level of Misalignment: Aligned**
- Preservation of historical and cultural heritage sites

- Level of Fragmentation: Highly Fragmented**
- Preservation of historical and cultural heritage sites
- Overlaps with Ministry of Culture & the Arts:**
- Fostering the national culture in Sri Lanka in all its aspects



- Provision of funds for the conservation and development of historical and cultural heritage sites

Environment & Renewable Energy

Level of Misalignment: Partially Misaligned

- Preservation of the environment
- Protection and Conservation of Forest, Fauna and Flora
- Promote commercial forestry in view of meeting the timber requirement of the country

Partially does not align with:

- Renewable energy development

Level of Fragmentation: Highly Fragmented

- Preservation of the environment
- Protection and Conservation of Forest, Fauna and Flora

Overlaps with Ministry of Wildlife Resources Conservation:

- Facilitate eco-tourism in wildlife protected areas with due consideration to the conservation of the eco systems concerned

Child Development & Women’s Affairs

Level of Misalignment: Aligned

- Implementation of the Women’s Charter
- Implementation of the Children’s Charter
- Implementation of the Sevana Sarana Foster-Parent Scheme

Level of Fragmentation: Partially Fragmented

- Implementation of the Children’s Charter
- Implementation of the Sevana Sarana Foster-Parent Scheme

Overlaps with Ministry of Social Services:

- Family counselling services
- Care of elders and protection of the rights of senior citizens

Labour & Labour Relations

Level of Misalignment: Aligned

- Administration of the Employees’ Provident Fund, Private Provident Funds and private Retirement Schemes
- Industrial relations and settlement of industrial disputes
- Matters relating to Industrial Courts
- Registration of Trade Unions

Level of Fragmentation: Partially Fragmented

- Formulation of policies for wages and terms & conditions of employment, safety, health and welfare of workers of factories

Overlaps with Ministry of Foreign Employment Promotion & Welfare:

- Welfare of expatriate Sri Lankans and welfare of migrant workers
- Regulation and supervision of employment agencies

Education

Level of Misalignment: Aligned

- Provision of facilities for National Schools
- Educational publications

Level of Fragmentation: Partially Fragmented

- Provision of facilities for National Schools
- Education in primary, junior, secondary and senior secondary schools

- Administration and personnel management functions of Sri Lanka Education Administrative Service

Partially overlaps with Ministry of Higher Education:

- University education
- Expansion avenues for higher education

Plantation Industries

Level of Misalignment: Aligned

- Optimum utilisation of plantation lands to multiple cropping and integrated farming and increasing production and employment thereby
- Matters relating to the development of tea and rubber industry promotion and research
- Research, development & promotion of plantation crops

Level of Fragmentation: Highly Fragmented

- Optimum utilisation of plantation lands for integrated farming
- Research, development & promotion of plantation crops

Overlaps with Ministry of Agriculture:

- Agricultural Diversification and Development
- Agriculture Production Improvement

Overlaps with Ministry of Minor Export Crop Promotion:

- Development of minor export crops

Overlaps with Ministry of Coconut

Development & Janatha Estate Development:

- Matters relating to the development of coconut industry promotion and research

Fisheries & Aquatic Resources Development

Level of Misalignment: Aligned

- Development and management of marine, brackish water and freshwater fisheries
- Management and/or operation of State-owned fishing crafts
- Development and Management of fisheries in the Exclusive Economic Zone

Level of Fragmentation: Partially Fragmented

- Development of living and non- living national aquatic resources
- Development and management of aquaculture, including sea farming

Partially overlaps with Ministry of Agriculture:

- Agricultural Diversification
- Agriculture Production Improvement

Lands & Land Development

Level of Misalignment: Aligned

- Administration and Management of State lands and land use planning
- Land settlement and registration of land titles
- Acquisition of lands for development projects

Level of Fragmentation: Partially Fragmented

- Land settlement and registration of land titles Administration and Management of State lands

Partially overlaps with Ministry of Public Administration & Home Affairs:

- Registration of Births, Deaths, and Marriages

Social Services

Level of Misalignment: Aligned

Level of Fragmentation: Partially Fragmented

- Public Assistance Scheme
- Assistance to Tuberculosis, Leprosy, Cancer and Thalassemia patients and their dependents
- Care of elders and protection of the rights of senior citizens

- Family counselling services
- Care of elders and protection of the rights of senior citizens

Overlaps with Ministry of Child Development & Women's Affairs:

- Implementation of the Children's Charter
- Implementation of the Sevana Sarana Foster-Parent Scheme

Sports

Level of Misalignment: Aligned

- Encouragement of sports
- Development of sports facilities

Level of Fragmentation: Partially Fragmented

- Encouragement of sports
- Development of sports facilities

Partially overlaps with Ministry of Youth Affairs & Skills Development:

- Youth Development activities
- Formulation of Voluntary National Services Schemes for youth

Agriculture

Level of Misalignment: Aligned

- Agricultural Diversification
- Agriculture Production Improvement
- Agricultural Education
- Development of High-Tech Agriculture

Level of Fragmentation: Highly Fragmented

- Agricultural Diversification and Development
- Agriculture Production Improvement

Overlaps with Ministry of Plantation Industries:

- Optimum utilisation of plantation lands for integrated farming
- Research, development & promotion of plantation crops

Overlaps with Ministry of Livestock & Rural Community Development:

- Development of Livestock Industry
- Provision of assistance for animal breeding and cattle breeding

Overlaps with Ministry of Fisheries & Aquatic Resources Development

- Development of living and non- living national aquatic resources
- Development and management of aquaculture, including sea farming

Mass Media & Information

Level of Misalignment: Aligned

Level of Fragmentation: Partially Fragmented

- Distribution of official news to the Press including arranging of Press Conferences
- Dissemination of basic information about Sri Lanka routinely and in response to individual inquiries
- Information and publicity to the Government Departments

- Broadcasting including commercial broadcasting and overseas transmission
- Dissemination of basic information about Sri Lanka routinely and in response to individual inquiries

Partially overlaps with Ministry of Postal Services:

- Provision and maintenance of modern postal service in efficient manner using up to date technology and management practices
- Inland and Foreign Posts

Transport

Level of Misalignment: Aligned

- Development of an Integrated National Passenger and Freight Rail Transport System and railway infrastructure development and providing railway service
- Providing passenger ferry services
- Provision of safe and reliable passenger transport service
- All matters pertaining to construction of new railways including land acquisition and infrastructure development

Level of Fragmentation: Partially Fragmented

- Railway infrastructure development
- All matters pertaining to construction of new railways including land acquisition and infrastructure development

Partially overlaps with Ministry of Ports, Highways & Shipping:

- Road development activities connected to Kottawa, Kaduwela and Kadawatha Township Development Project
- Development of ports and harbours

Youth Affairs & Skills Development

Level of Misalignment: Aligned

- Development of entrepreneurship skills among unemployed youths
- Career and vocational guidance programme
- Apprenticeship training
- Technical Education

Level of Fragmentation: Partially Fragmented

- Technical Education
- Award of National Diploma, Higher National Diploma and Degree level certificates

Partially overlaps with Ministry of Higher Education:

- University education
- Award of National Diploma and Higher National Diploma
- Youth Development activities
- Formulation of Voluntary National Services Schemes for youth

Partially overlaps with Ministry of Sports:

- Encouragement of sports
- Development of sports facilities

Co-operatives & Internal Trade

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Formulation and implementation of National Price Policy pertaining to consumer goods • Ensure availability of food and other essential items • Measures for consumer protection

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> • Formulation and implementation of National Price Policy pertaining to consumer goods • Ensure availability of food <p>Partially overlaps with Ministry of Agriculture:</p> <ul style="list-style-type: none"> • Agriculture Production Improvement • Work connected with the Food and Agriculture Organisation of the United Nations

Rehabilitation and Prison Reforms

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Rehabilitation of persons and properties • Re-integration of ex- combatants into civilian life

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> • Rehabilitation of persons and properties • Re-integration of ex- combatants into civilian life <p>Partially overlaps with Ministry of Resettlement:</p> <ul style="list-style-type: none"> • Resettlement of civilians displaced by conflict • Prison Administration and Reforms <p>Partially overlaps with Ministry of Justice:</p> <ul style="list-style-type: none"> • Administration of justice

Indigenous Medicine

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Development of Ayurvedic, Siddha and Unani systems • Import, sale and distribution of raw and manufactured Ayurvedic, Siddha, Unani and Homeopathy drugs

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> • Establishment, operation and promotion of Ayurvedic Hospitals, Ayurvedic Research Institutes, Training Institutes and Pharmacies • Administration and personnel management functions of Indigenous Medical Service <p>Partially Overlaps with Ministry of Health:</p> <ul style="list-style-type: none"> • Public Health Services • Administration and personnel management functions of Medical Service

Minor Export Crop Promotion

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Development of minor export crops <p>Matters relating to the assets and other resources of the Spices and Allied Marketing Board</p>

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> • Development of minor export crops <p>Overlaps with Ministry of Plantation Industries:</p> <ul style="list-style-type: none"> • Optimum utilisation of plantation lands for integrated farming • Research, development & promotion of plantation crops

Foreign Employment Promotion & Welfare

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Welfare of expatriate Sri Lankans and welfare of migrant workers• Regulation and supervision of employment agencies

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none">• Welfare of expatriate Sri Lankans and welfare of migrant workers• Regulation and supervision of employment agencies Overlaps with Ministry of Labour & Labour Relations: <ul style="list-style-type: none">• Formulation of policies for wages and terms & conditions of employment, safety, health and welfare of workers of factories

Civil Aviation

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Civil Aviation• Air Transportation• Aircraft accidents investigations• Registration of aircrafts

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none">• Air Transportation Overlaps with Ministry of Transport: <ul style="list-style-type: none">• Railway infrastructure development and providing railway services• Provision of safe and reliable passenger transport service

Coconut Development & Janatha Estate Development

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Optimum utilisation of plantation lands to multiple cropping and integrated farming and increasing production and employment thereby• Matters relating to the development of coconut industry promotion and research

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Matters relating to the development of coconut industry promotion and research Overlaps with Ministry of Plantation Industries: <ul style="list-style-type: none">• Optimum utilisation of plantation lands for integrated farming• Research, development & promotion of plantation crops

Culture & The Arts

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Fostering the national culture in Sri Lanka in all its aspects• Foreign Cultural Relations• Promotion of modern and traditional arts and crafts• Fostering and promotion of drama, music and dancing

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Fostering the national culture in Sri Lanka in all its aspects• Provision of funds for the conservation and development of historical and cultural heritage sites Overlaps with Ministry of National Heritage: <ul style="list-style-type: none">• Preservation of historical and cultural heritage sites

Disaster Management

Level of Misalignment: Aligned

- Initiate and coordinate foreign aided projects for disaster mitigation, response and recovery
- Relief on distress due to flood, droughts, epidemics and other exceptional causes
- Implementation of rescue operations under natural and man-made disasters

Level of Fragmentation: Highly Fragmented

Implementation of rescue operations under natural and man-made disasters

Overlaps with Ministry of Defence:

- Rescue operations
- Maintenance of the internal security
- Maintenance of Law and Order

Wildlife Resources Conservation

Level of Misalignment: Aligned

- Facilitate eco-tourism in wildlife protected areas with due consideration to the conservation of the eco systems concerned

Level of Fragmentation: Highly Fragmented

- Facilitate eco-tourism in wildlife protected areas with due consideration to the conservation of the eco systems concerned

Overlaps with Ministry of Environment and Renewable Energy:

- Preservation of the environment
- Protection and Conservation of Forest, Fauna and Flora

Resettlement

Level of Misalignment: Aligned

- Implementation of such plans and programmes in respect of resettlement of civilians displaced by conflict with the assistance of other line Ministries
- Provision of essential services for displaced persons

Level of Fragmentation: Highly Fragmented

- Resettlement of civilians displaced by conflict

Partially overlaps with Ministry of Rehabilitation & Prison Reforms:

- Rehabilitation of persons and properties
- Re-integration of ex- combatants into civilian life

Public Relations & Public Affairs

Level of Misalignment: Aligned

- Implementation of a relief provision mechanism for public requests
- Identification of current social trends through study of public requests

Level of Fragmentation: Highly Fragmented

- Implementation of a relief provision mechanism for public requests

Overlaps with Ministry of Disaster Management:

- Relief on distress due to flood, droughts, epidemics and other exceptional causes

Private Transport Services

Level of Misalignment: Aligned

- Safe and reliable passenger transport service
- Registration and Licensing of motor vehicles
- Issue of Driving Licenses
- Regulation of Motor Traffic

Level of Fragmentation: Highly Fragmented

- Safe and reliable passenger transport service
- Regulation of Motor Traffic

Overlaps with Ministry of Transport:

- Provision of safe and reliable passenger transport service

State Resources & Enterprise Development

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Enterprise Development Programmes• Supervision, Co-ordination and provision of guidance for enterprises• Management and protection of state resources

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Enterprise Development Programmes• Supervision, Co-ordination and provision of guidance for enterprises <p>Overlaps with Ministry of Industry & Commerce:</p> <ul style="list-style-type: none">• Promotion and development of industries <p>Overlaps with Ministry of Traditional Industries & Small Enterprises Development:</p> <ul style="list-style-type: none">• Promotion, financing and sponsoring of Small and Medium Enterprises• Promotion of Entrepreneurial activities at the small and medium level

Telecommunication & Information Technology

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Implementation of computer Literacy improvement programmes• Promotion of the good governance in the public sector by encouragement of information technology

Level of Fragmentation: Partially Fragmented
Promotion of the good governance in the public sector by encouragement of information technology
Overlaps with Ministry of Public Management Reforms:
<ul style="list-style-type: none">• Formulation of policies, programmes and projects to modernise the public management machinery of the Government of Sri Lanka

Technology and Research

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Scientific and industrial research• Socio-economic research

Level of Fragmentation: Unfragmented

Productivity Promotion

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Implementation of career vocational guidance programmes• Implementation of national manpower and employment policies• Implementation of the national employment sourcing and delivery system

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Implementation of career vocational guidance programmes• Implementation of national manpower and employment policies <p>Overlaps with Ministry of Vocational Training & Skills Development:</p> <ul style="list-style-type: none">• Career and vocational guidance programme

Public Management Reforms

Level of Misalignment: Aligned

Level of Fragmentation: Highly Fragmented
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- Formulation of policies, programmes and projects to modernise the public management machinery of the Government of Sri Lanka

Formulation of policies, programmes and projects to modernise the public management machinery of the Government of Sri Lanka

Overlaps with Ministry of Telecommunication and Information

Technology:

- Promotion of the good governance in the public sector by encouragement of information technology

Sugar Industry Development

Level of Misalignment: Aligned

- Supervision, Co-ordination and provision of guidance for enterprises
- Management and protection of state resources in relation to the Sugar Industry

Level of Fragmentation: Highly Fragmented

- Management and protection of state resources in relation to the Sugar Industry

Overlaps with Ministry of Plantation

Industries:

- Optimum utilisation of plantation lands for integrated farming
- Research, development & promotion of plantation crops

Investment Promotion

Level of Misalignment: Aligned

- Reforming of all systems and procedures to ensure the conduct of business in an efficient manner deploying modern management techniques and technology where applicable while eliminating corruption and waste
- Promotion of Foreign Direct Investment
- Promotion of Investment in the private sector

Level of Fragmentation: Highly Fragmented

- Promotion of Foreign Direct Investment
- Promotion of Private Sector Investments

Overlaps with Ministry of Industry & Commerce:

- Export promotion and consultancy services
- International trade relations
- Promotion and development of industries

Botanical Gardens & Public Recreation

Level of Misalignment: Aligned

- Conservation of Sri Lanka Flora, maintenance of the Botanical Gardens and assisting in the Floriculture Industry
- Launch of public educational programmes by exhibiting collections of animals, birds, reptiles, etc

Level of Fragmentation: Partially Fragmented

- Conservation of Sri Lanka Flora, maintenance of the Botanical Gardens and assisting in the Floriculture Industry
- Launch of public educational programmes by exhibiting collections of animals, birds, reptiles, etc

Partially overlaps with Ministry of Environment & Renewable Energy:

- Preservation of the environment
- Protection and Conservation of Forest, Fauna and Flora

Education Services

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Direction and implementation of programmes and projects for the provision of Free School Textbooks, Uniforms, Footwear, Desks, Chairs and equipment, mid-day meals, etc• Promotion and Development of School Libraries

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none">• Provision of Free School Textbooks, Uniforms, Footwear, Desks, Chairs and equipment, mid-day meals, etc• Promotion and Development of School Libraries <p>Partially overlaps with Ministry of Education:</p> <ul style="list-style-type: none">• Provision of facilities for National Schools

Law and Order

Level of Misalignment: Aligned
<ul style="list-style-type: none">• Public Order – Police powers and functions relating to public order• Maintenance of Law and Order

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none">• Public Order – Police powers and functions relating to public order• Maintenance of Law and Order <p>Partially overlaps with Ministry of Defence:</p> <ul style="list-style-type: none">• External and Internal Security of Sri Lanka• Prevention of Terrorism Activities

Annex 5 – Details of Scoring for 2019 Wickremesinghe-Sirisena Cabinet

Defence

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Ensuring defence of the country by the facilitation of functions of the defence services Maintenance of internal security Maintenance of law and order

Level of Fragmentation: Unfragmented

Mahaweli Development and Environment

Alignment: Partially Aligned
<ul style="list-style-type: none"> Implementation of Mahaweli development programmes Contributing to sustainable development <p>Does not align with: Protection and conservation of forests, fauna and flora</p>

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Implementation of Mahaweli development programmes <p>Overlaps with Ministry of Buddhasasana & Wayamba Development:</p> <ul style="list-style-type: none"> Policy formulation, implementation and coordination of economic and infrastructure development projects in the Wayamba region Protection and conservation of forests, fauna and flora <p>Overlaps with Ministry of Tourism Development, Wildlife and Christian Religious Affairs:</p> <ul style="list-style-type: none"> Conservation of Sri Lanka's flora Conservation of wildlife resources

National Policies, Economic Affairs, Resettlement & Rehabilitation, Northern Province Development and Youth Affairs

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> Coordination between public and private sectors to facilitate participation of private sector in economic development <p>Does not align with:</p> <ul style="list-style-type: none"> Implementation and direction of programmes and projects for resettlement of common people displaced due to conflict <p>Does not align with:</p> <ul style="list-style-type: none"> Youth organisations related activities Formulation of volunteer programmes for youth community

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Implementation and direction of programmes and projects for resettlement of common people displaced due to conflict <p>Overlaps with Ministry of Industry and Commerce, Resettlement of Protracted Displaced Persons and Co-operative Development:</p> <ul style="list-style-type: none"> Co-ordinating the matters relating to the office of the Project Director, Task Force on Resettlement of Internally displaced persons over a protracted period

Tourism Development, Wildlife and Christian Religious Affairs

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> Developing tourism industry in accordance with the national policy on tourism and formulating standards

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Conservation of Sri Lanka's flora Conservation of wildlife resources

- Conservation of Sri Lanka’s flora, maintenance of botanical gardens and improvement of floriculture industry

Does not align with:

- Implementation and monitoring of programmes in relation to Christian religious affairs

Overlaps with Ministry of Mahaweli Development and Environment:

- Protection and conservation of forests, fauna and flora
- Implementation and monitoring of programmes in relation to Christian religious affairs

Overlaps with Ministry of Buddhasasana & Wayamba Development:

- Implementation and monitoring of programmes in relation to Buddhism

Buddhasasana & Wayamba Development

Level of Misalignment: Highly Misaligned

- Implementation of appropriate programmes and projects to protect, foster and promote Buddhism

Does not align with:

- Policy formulation, implementation and coordination of economic and infrastructure development projects in the Wayamba region

Level of Fragmentation: Partially Fragmented

- Implementation and monitoring of programmes in relation to Buddhism

Overlaps with Ministry of Tourism Development, Wildlife, and Christian Religious Affairs:

- Implementation and monitoring of programmes in relation to Christian religious affairs
- Policy formulation, implementation and coordination of economic and infrastructure development projects in the Wayamba region

Overlaps with Ministry of Mahaweli Development and Environment:

- Implementation of Mahaweli development programmes

Finance

Level of Misalignment: Aligned

- Operationalising national policies and programmes in relation to public finance and national income
- Formulation of policies for public finance and macro financial management

Level of Fragmentation: Unfragmented

Public Enterprise, Kandyan Heritage and Kandy Development

Level of Misalignment: Highly Misaligned

- Providing guidance for transforming loss-making public enterprises into profit-earning and productive entities by introduction of reforms

Level of Fragmentation: Highly Fragmented

- Implementation of projects for the conservation and development of religious, cultural, archaeological and social heritages operative in Kandyan region

Does not align with:

- Implementation of projects for the conservation and development of religious, cultural, archaeological and social heritages operative in Kandyan region

Overlaps with Ministry of Housing, Construction and Cultural Affairs:

- Adoption of necessary measures for the advancement of all aspects of Sri Lanka’s national culture

City Planning, Water Supply and Higher Education

Level of Misalignment: Highly Misaligned

- Special cities and townships planning and development
- Adoption of measures to ensure supply of clean drinking water for all citizens

Does not align with:

- Management and development of State Universities under the administration of the University Grants Commission

Level of Fragmentation: Highly Fragmented

- Special cities and townships planning and development
- Monitoring and implementing relevant construction activities based on national physical plans in the execution of urban development work

Overlaps with Ministry of Megapolis and Western Development:

- Integrated and systematic promotion and regulation of economic, social and physical development of urban areas
- Technological city development projects and related activities
- Effecting necessary policy revisions in strengthening the universal system for producing graduates who will match demand in the job market and the provision of human resources required for the said purpose
- Improving the quality of higher education in Sri Lanka

Overlaps with Ministry of National Policies and Economic Affairs

- Modernising technical and technological education in order to create a labour force to cater to the needs of the employment market
- Formulating and implementing strategies to improve vocationally oriented education

Foreign Affairs

Level of Misalignment: Aligned

- Adoption of measures to promote a favourable image of Sri Lanka, and appropriately counteract hostile propaganda directed against Sri Lanka internationally
- Maintenance of diplomatic relations with foreign countries, and conduct negotiations on treaties, agreements and conventions

Level of Fragmentation: Unfragmented

Health, Nutrition & Indigenous Medicine

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Management of all hospitals and staff employed therein (other than those under Provincial Councils) • Matters relating to production, import and distribution of drugs • Production of Ayurvedic, Siddha, Unani and Homeopathy medicinal drugs

Level of Fragmentation: Unfragmented

Power, Energy and Business Development

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> • Formulation of an appropriate energy policy for the control, regulation and utilisation of energy resources • Management of demand to ensure energy efficiency, and development of renewable power <p>Does not align with:</p> <ul style="list-style-type: none"> • Ensuring institutional coordination required in overcoming difficulties and obstacles encountered in the private business sector

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> • Policy reforms and facilitation of the contribution of the business sector to economic development • Taking measures for raising the “Ease of Doing Business Index” in Sri Lanka <p>Overlaps with Ministry of Industry and Commerce:</p> <ul style="list-style-type: none"> • Promotion and development of industries • Development of strategies for entrepreneurship to be linked the national economic stream

Internal & Home Affairs and Provincial Councils & Local Government

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> • Matters relating to Immigration and Emigration • Matters relating to Sri Lankan citizenship <p>Does not align with:</p> <ul style="list-style-type: none"> • Regulation of activities relevant to Provincial Councils • Training of members, officers and employees of provincial councils

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> • Matters relating to registration of Births, Marriages and Deaths <p>Overlaps with Ministry of Lands and Parliamentary Reforms:</p> <ul style="list-style-type: none"> • Matters relating to land settlement and registration of land titles

Industry & Commerce, Resettlement of Protracted Displaced Persons & Co-operative Development and Vocational Training and Skills Development

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> • Promotion and development of industries • Development of strategies for entrepreneurship to be linked the national economic stream <p>Does not align with:</p> <p>Co-ordinating the Government livelihood and infrastructure development programmes and</p>

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> • Implementation and direction of programmes and projects for resettlement of common people displaced due to conflict <p>Overlaps with Ministry of National Policies and Economic Affairs:</p> <ul style="list-style-type: none"> • Co-ordinating the matters relating to the office of the Project Director, Task Force on

projects for internally displaced persons in specified areas in Vanni District

Resettlement of Internally displaced persons over a protracted period

- Co-ordinating the Government livelihood and infrastructure development programmes and projects for internally displaced persons in specified areas in Vanni District

Megapolis & Western Development

Level of Misalignment: Aligned

- Integrated and systematic promotion and regulation of economic, social and physical development of urban areas
- Technological city development project and related activities

Level of Fragmentation: Highly Fragmented

- Integrated and systematic promotion and regulation of economic, social and physical development of urban areas
- Technological city development project and related activities

Overlaps with Ministry of City Planning, Water Supply and Higher Education:

- Special cities and townships planning and development
- Monitoring and implementing relevant construction activities based on national physical plans in the execution of urban development work

Plantation Industries

Level of Misalignment: Aligned

- Provision of incentives and other facilities to increase yield of plantation crops
- Enhance international competitiveness for productivity in the plantation industry
- Adoption of necessary measures to promote value addition in industries based on plantation crops

Level of Fragmentation: Highly Fragmented

- Adoption of necessary measures to promote value addition industries based on plantation crops

Overlaps with Ministry of Agriculture and Rural Economic Affairs:

- Introducing strategies to promote value addition of plantation crops

Agriculture, Rural Economic Affairs, Irrigation and Fisheries & Aquatic Resources Development

Level of Misalignment: Aligned

- Ensuring domestic food security
- Formulation of strategies and plans to improve agricultural production and productivity by adoption of modern technology
- Development and management of marine, brackish water and freshwater fisheries

Level of Fragmentation: Highly Fragmented

- Promoting strategic activities in livestock resources sectors in conformity with the national policies for minimising emission of greenhouse gases

Overlaps with Ministry of Public Administration, Disaster Management and Livestock Development:

- Provision of necessary facilities to enhance production in the livestock sector
- Promotion, propagation and development of livestock related products



- Introducing strategies to promote value addition of plantation crops

Overlaps with Ministry of Plantation Industries:

- Adoption of necessary measures to promote value addition in industries based on plantation crops

Highways & Road Development and Petroleum Resources Development

Level of Misalignment: Aligned

- Adoption of necessary measures for the improvement of the national highway system to a high standard, and its maintenance at optimum level, so as to ensure a balanced development
- Development of infrastructure facilities in relation to the supply and distribution of fuel
- Import, refining, storage, distribution and marketing of petroleum-based products and natural gas

Level of Fragmentation: Highly Fragmented

- Import, refining, storage, distribution and marketing of petroleum-based products and natural gas

Overlaps with Ministry of Power, Energy and Business Development:

- Formulation of an appropriate energy policy for the control, regulation and utilisation of energy resources
- Investigating, planning, monitoring and developing the activities relating to the generation of electricity and other energies by utilisation of power sources, such as solar, water, heat, coal, wind & waste

Public Administration, Disaster Management and Livestock Development

Level of Misalignment: Highly Misaligned

- Administration and personnel management relating to all-island services

Does not align with:

- Coordination and management of activities in relation to mitigation, response, recovery, and relief in natural and manmade disasters

Does not align with:

- Provision of necessary facilities to enhance production in the livestock sector
- Promotion, propagation and development of livestock related products

Level of Fragmentation: Highly Fragmented

- Provision of necessary facilities to enhance production in the livestock sector
- Promotion, propagation and development of livestock related products

Overlaps with Ministry of Agriculture and Rural Economic Affairs:

- Promoting strategic activities in livestock resources sectors in conformity with the national policies for minimising emission of greenhouse gases

Lands and Parliamentary Reforms

Level of Misalignment: Highly Misaligned

- Administration and management of state lands and land use planning

Does not align with:

Level of Fragmentation: Partially Fragmented

- Matters relating to land settlement and registration of land titles

Overlaps with Ministry of Internal & Home Affairs and Provincial Councils & Local Government:

- Matters relating to Parliament and Members of Parliament requiring action by the Government

- Matters relating to registration of Births, Marriages and Deaths

Housing, Construction and Cultural Affairs

Level of Misalignment: Highly Misaligned

- Implementation of housing schemes and housing financing programmes to meet the housing needs of people including low income earners and special community groups

Does not align with:

- Adoption of necessary measures for the advancement of all aspects of Sri Lanka's national culture

Level of Fragmentation: Highly Fragmented

- Adoption of necessary measures for the advancement of all aspects of Sri Lanka's national culture

Overlaps with Ministry of Public Enterprise, Kandyan Heritage and Kandy Development:

- Implementation of projects for the conservation and development of religious, cultural, archaeological and social heritages operative in Kandyan region

Transport & Civil Aviation

Level of Misalignment: Aligned

- Providing a safe and reliable passenger transport service
- Registration and licensing of motor vehicles
- Registration of aircraft

Level of Fragmentation: Highly Fragmented

- Constructing new railway lines, widening existing railways lines, acquisition of lands in relation thereto and infrastructure development including all related matters

Overlaps with Ministry of Highways & Road Development and Petroleum Resources Development:

- Adoption of necessary measures for the improvement of the national highway system to a high standard

Hill Country New Villages, Infrastructure & Community Development

Level of Misalignment: Aligned

- Creation of new Villages and townships aimed at developing housing and infrastructure for landless employed in government and privately owned plantation companies
- Implementation of livelihood generation and community development projects so as to empower rural estate communities

Level of Fragmentation: Highly Fragmented

- Implementation of livelihood generation and community development projects so as to empower rural estate communities

Overlaps with Ministry of Agriculture and Rural Economic Affairs:

- Provide welfare of farmer community, and social security matters

Women & Child Affairs and Dry Zone Development

Level of Misalignment: Highly Misaligned

- Adoption of measures for the advancement of women's quality of life
- Implementation of the Women's Charter

Does not align with:

Level of Fragmentation: Partially Fragmented

- Launch of projects for social and economic well-being of the community resident in the dry zone in Sri Lanka

Launch of projects for social and economic well-being of the community resident in the dry zone in Sri Lanka

Overlaps with Ministry of Buddhasasana and Wayamba Development:

- Policy formulation, implementation and coordination of economic and infrastructure development projects in the Wayamba region

Justice & Prison Reforms

Level of Misalignment: Aligned

- Matters relating to the administration of the courts of justice
- Administration of labour tribunals and any other matters relating thereto
- Prison administration and reforms

Level of Fragmentation: Unfragmented

Education

Level of Misalignment: Aligned

- Analysis and formulation of sectoral policies related to education development so as to ensure good rapport between early childhood, primary, secondary and tertiary divisions
- Adoption of necessary measures to provide physical and human resources for National Schools

Level of Fragmentation: Partially Fragmented

- Adoption of necessary measures to provide physical and human resources for National Schools
- Overlaps with Ministry of City Planning, Water Supply, and Higher Education:**
- Management and development of State Universities under the administration of the University Grants Commission

Postal Services & Muslim Religious Affairs

Level of Misalignment: Highly Misaligned

- Provision of a modern postal service that is business oriented through the adoption of latest technology and management methods, and its efficient operations

Does not align with:

- Implementation and monitoring of programmes related to Muslim religious affairs

Level of Fragmentation: Partially Fragmented

- Implementation and monitoring of programmes related to Muslim religious affairs
- Overlaps with Ministry of Buddhasasana and Wayamba Development:**
- Implementation and monitoring of programmes in relation to Buddhism

Ports & Shipping and Southern Development

Level of Misalignment: Partially Misaligned

- Development and Management of Commercial Harbours
- Coastwise passenger traffic
- Coordination of economic and social development programmes and projects for

Level of Fragmentation: Partially Fragmented

- Coordination of economic and social development programmes and projects for strengthening southern economic region, including promotion of industries

strengthening southern economic region, including promotion of industries

Overlaps with Ministry of Buddhasasana and Wayamba Development:

- Policy formulation, implementation and coordination of economic and infrastructure development projects in the Wayamba region

Telecommunication, Foreign Employment and Sports

Level of Misalignment: Highly Misaligned

- Developing telecommunication service facilities and assisting in resolving issues in the said sector

Does not align with:

- Creating and promoting employment opportunities abroad

Does not align with:

- Promotion of sports education, training and research

Level of Fragmentation: Highly Fragmented

- Provide solutions to employment problems of migrant workers and promote their welfare

Overlaps with Ministry of Foreign Affairs:

- Adoption of necessary actions in relation to the welfare of Sri Lankan residents in foreign countries

National Integration, Official Languages, Social Progress and Hindu Religious Affairs

Level of Misalignment: Partially Misaligned

- Implementation of national languages policy and related matters
- Provision of necessary facilities for use of national languages and link language to enable people to gain a mutual understanding of their cultural, social and religious backgrounds
- Implementation and monitoring of programmes relating to Hindu religious and cultural affairs

Level of Fragmentation: Partially Fragmented

- Implementation and monitoring of programmes relating to Hindu religious and cultural affairs

Overlaps with Ministry of Buddhasasana and Wayamba Development:

- Implementation and monitoring of programmes in relation to Buddhism

Primary Industries and Social Empowerment

Level of Misalignment: Partially Misaligned

- Unemployment benefit insurance scheme
- Does not align with:**
- Launch of appropriate projects for uplifting in the living standards of rural people by livelihood development
 - Development of infrastructure facilities in rural areas

Level of Fragmentation: Highly Fragmented

- Adopting measures for uplifting living conditions of the people in agricultural development zones and fisheries export development zones

Overlaps with Ministry of Agriculture and Rural Economic Affairs:

- Provide welfare of farmer community, and social security matters

Development Strategies and International Trade

Level of Misalignment: Aligned

Level of Fragmentation: Highly Fragmented

- Formulation of investment promotion programmes and projects
- Adoption of necessary measures for strengthening international trade relations

- Development of strategies for expansion of international market opportunities for local produce

Overlaps with Ministry of Plantation

Industries:

- Enhance international competitiveness for productivity in the plantation industry
- Promotion of economic potential in Sri Lanka and thereby promote foreign direct investment and private sector investment

Overlaps with Ministry of Industry and Commerce:

- Promotion and development of industries

Annex 6 – Details of Scoring for 2020 Rajapaksa Cabinet

Defence

Level of Misalignment: Highly Misaligned
<ul style="list-style-type: none"> Ensuring Defence of the country by the facilitation of functions of the Defence services <p>Does not align with:</p> <ul style="list-style-type: none"> Promote sustained development in the telecommunication industry Implementation of programmes for promotion of information and communication technology literacy

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Promote sustained development in the telecommunication industry Implementation of programmes for promotion of information and communication technology literacy <p>Overlaps with Ministry of Information and Communication Technology:</p> <ul style="list-style-type: none"> Developing telecommunication service facilities and assisting in resolving issues in the said sector Adopting necessary measures in coordination with the relevant institutions for promoting information technology and communication

Finance, Economy and Policy Development

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Formulation of policies relating to public finance and national revenue Implementation of National Taxation policies Management of public expenditure

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> Management of Public Service cadres <p>Overlaps with Ministry of Public Administration, Home Affairs, Provincial Councils & Local Government:</p> <ul style="list-style-type: none"> Public service training Formulating and implementing policies and programmes for the delivery of services by the government employees

Buddhasasana, Cultural and Religious Affairs

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Implementation of appropriate programmes and projects to protect, foster and promote Buddhism and their monitoring Taken necessary measures for the conservation of historic archaeological and cultural heritages Adopting necessary measures for the advancement of all aspects of National Culture of Sri Lanka

Level of Fragmentation: Unfragmented

Urban Development, Water Supply and Housing Facilities

Level of Misalignment: Aligned

Level of Fragmentation: Highly Fragmented
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- Formally promoting and regulating integrated economic, social and physical development of urban areas
 - Urban solid waste management
 - Directing and regulating all construction work based on National Physical Plan in order to ensure an integrated urban development
- Implementing housing schemes and housing financial grants programmes to service the housing needs of the people including low income recipients and particular community groups

- Developing basic infrastructure in the remote rural areas harnessing appropriate technology
- Overlaps with Ministry of Community Empowerment and Estate Infrastructure Development:**
- Development of basic infrastructure in rural estate sector
 - Launch of programmes for uplifting the living standards of the rural community

Justice, Human Rights & Legal Reforms

Level of Misalignment: Highly Misaligned

- Matters relating to the administration of the courts of justice
- Criminal prosecutions and civil proceedings on behalf of the Government

Does not align with:

- Implementing programmes and projects for rehabilitation of persons physically and mentally affected by conflicts
- Provision of necessary facilities for use of national languages and link language to enable people to gain a mutual understanding of their cultural, social and religious backgrounds

Level of Fragmentation: Partially Fragmented

- Adopting necessary measures for the rehabilitation of properties and persons affected by conflicts

Overlaps with Ministry of Community Empowerment and Estate Infrastructure Development:

- Implementation and operation of programmes and projects for the resettlement of common persons due to conflicts
- Implementing programmes and projects for resettlement of persons physically and mentally affected by the conflicts

Community Empowerment and Estate Infrastructure Development

Level of Misalignment: Partially Misaligned

- Creation of new villages and townships aimed at developing housing and infrastructure

Does not align with:

- Co-ordination of matters relating to the provision of essential services for displaced persons
- Implementation and operation of programmes and projects for the resettlement of common persons due to conflicts

Level of Fragmentation: Highly Fragmented

- Implementation and operation of programmes and projects for the resettlement of common persons due to conflicts
- Implementing programmes and projects for resettlement of persons physically and mentally affected by the conflicts

Overlaps with Ministry of Urban Development, Water Supply and Housing Facilities:

- Adopting necessary measures for the rehabilitation of properties and persons affected by the conflicts

Foreign Relations

Level of Misalignment: Aligned

- Maintaining diplomatic relations with foreign countries
- Provision of diplomatic immunities and privileges
- Providing necessary assistance to the relevant ministries and institutions for the promotion of external trade

Level of Fragmentation: Unfragmented**Skills Development, Employment and Labour Relations****Level of Misalignment: Aligned**

- Modernising technical and technological education in order to create a labour force to cater to the needs of the employment market
- Industrial Relations and arbitration of industrial disputes
- Matters relating to formulation of laws and regulations relevant to labour relations and their regulation

Level of Fragmentation: Partially Fragmented

- Formulation of policies and provision of facilities in order to enhance opportunities available for vocational education for those students who do not qualify for University Education once they leave schools
- Overlaps with Ministry of Higher Education, Technology and Innovation:**
- Affiliation and promotion of cooperation with international academic institutions and other organisations with the objective of improving the quality of higher education in Sri Lanka

Fisheries & Aquatic Resources**Level of Misalignment: Aligned**

- Development and management of marine, brackish (lagoon) water and freshwater fisheries industry
- Establishment, maintenance and management of fishery harbours and anchorages
- Sale and distribution of fish and fish-based products

Level of Fragmentation: Partially Fragmented

- Development and supervision of aquaculture, including marine fish farming
 - Sale and distribution of fish and fish-based products
- Overlaps with Ministry of Mahaweli, Agriculture, Irrigation and Rural Development:**
- Food production in such a way as to ensure food security
 - Introducing strategies to promote value addition of agricultural and animal products

Women & Child Affairs and Social Security**Level of Misalignment: Aligned**

- Implementation and strengthening of laws and policies for the prevention of women and child abuse

Level of Fragmentation: Partially Fragmented

- Adopting necessary strategies in coordination with the relevant institutions for the provision of vocational training and creation of employment for disabled persons

- Implementation of social insurance schemes for the disabled
- Implementation of Samurdhi programme

Overlaps with Ministry of Skills Development, Employment and Labour Relations:

- Implementing programmes on guidance in promoting vocational and job skills training

Healthcare and Indigenous Medical Services

Level of Misalignment: Aligned

- Management of all hospitals and staff employed
- Administration and personnel management of Sri Lanka Medical Service
- Providing facilities for the manufacture and distribution of drugs
- Regulation of Ayurvedic drug manufacturers

Level of Fragmentation: Unfragmented

Information and Communication Technology

Level of Misalignment: Aligned

- Developing telecommunication service facilities and assisting in resolving issues in the said sector
- Publicity work, including commercial television, radio broadcasting and overseas transmissions

Level of Fragmentation: Highly Fragmented

- Developing telecommunication service facilities and assisting in resolving issues in the said sector
 - Adopting necessary measures in coordination with the relevant institutions for promoting information technology and communication
- Overlaps with Ministry of Defence:**
- Promote sustained development in the telecommunication industry
 - Implementation of programmes for promotion of information and communication technology literacy

Higher Education, Technology and Innovation

Level of Misalignment: Partially Misaligned

- Management and development of State Universities
 - Provision of facilities for higher education for youth community
- Does not align with:**
- Launching National innovation programmes to assist a creative economy, funding, providing facilities for higher technological enterprises and regulating and evaluation investment policies relating to innovative enterprises and productivity of strategies adopted

Level of Fragmentation: Partially Fragmented

- Management and development of State Universities
 - Provision of facilities for higher education for youth community
- Overlaps with Ministry of Education:**
- Creation of a national system of education
 - Promotion and development of modern facilities
 - Administration of School Development Boards

Public Administration, Home Affairs, Provincial Councils & Local Government

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Delivery and Direction of public services functions in conformity with the provision of the Establishments Code • Matters relating to all government pension schemes • Training of members, officers and employees of provincial councils • Government functions related to Local Authorities

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> • Public service training • Formulating and implementing policies and programmes for the delivery of services by the government employees <p>Overlaps with Ministry of Finance, Economy and Policy Development:</p> <ul style="list-style-type: none"> • Management of Public Service cadres

Mahaweli, Agriculture, Irrigation and Rural Development

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Food production in such a way as to ensure food security • Taking necessary measures to enhance agricultural production based on crops diversification • Providing a systematic water supply for agriculture by construction of irrigation and drainage systems

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> • Provide welfare of farmer community, and social security matters <p>Overlaps with Ministry of Community Empowerment and Estate Infrastructure Development:</p> <ul style="list-style-type: none"> • Development of basic infrastructure in rural estate sector • Launch of programmes for uplifting the living standards of the rural community • Food production in such a way as to ensure food security <p>Overlaps with Ministry of Fisheries & Aquatic Resources:</p> <ul style="list-style-type: none"> • Development and supervision of aquaculture, including marine fish farming

Internal Trade, Food Security and Consumer Welfare

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Take measures for the supply of quality consumer goods at reasonable price in the local market • Formulation and implementation of national pricing policies with regard to consumer goods • Taking measures to protect consumers

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> • Supplying consumer goods in the local market without a shortage <p>Overlaps with Ministry of Mahaweli, Agriculture, Irrigation and Rural Development:</p> <ul style="list-style-type: none"> • Food production in such a way as to ensure food security

Education

Level of Misalignment: Aligned
<ul style="list-style-type: none"> • Creation of a national system of education

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> • Creation of a national system of education

- Taking policy measures required for the maintenance of quality of education
- Promotion and Development of school libraries

- Promotion and development of modern facilities
 - Administration of School Development Boards
- Overlaps with Ministry of Higher Education, Technology and Innovation:**
- Management and development of State Universities
 - Provision of facilities for higher education for youth community

Sports & Youth Affairs

Level of Misalignment: Aligned

- Promotion of sports education, training and research
- Programmes with a view to launch a national programme of meeting the aspirations of the youth
- Implementation of unemployed youth-centric skills development programmes

Level of Fragmentation: Partially Fragmented

- Formulating special programmes targeting youth community in such a way as to accord social recognition of the youth competencies, skills and creativity thus enabling them to achieve their objectives
- Overlaps with Ministry of Education:**
- Producing children required to ensure effective learning and teaching process and training of teachers and their skills development

Roads and Highways

Level of Misalignment: Aligned

- Improving the national highway system to a high standard
- Preparation of programmes and projects, based on national policy, for roads belonging to provincial and local authorities

Level of Fragmentation: Partially Fragmented

- Improving the national highway system to a high standard
 - Preparation of programmes and projects, based on national policy, for roads belonging to provincial and local authorities
- Overlaps with Ministry of Transport Services Management:**
- Constructing new railway lines, maintenance and widening existing railway lines, acquisition of lands in relation thereto and infrastructure development

Ports & Shipping

Level of Misalignment: Aligned

- Development and Management of Commercial Harbours
- Development and administration of port oil installations, light houses and beacons

Level of Fragmentation: Partially Fragmented

- Coastwise passenger traffic
- Overlaps with Ministry of Transport Services Management:**
- Providing passenger ferry services

- Assist in establishing consultative coordination between shipping service providers and users

- Providing a safe and reliable passenger transport service

Small & Medium Business and Enterprise Development

Level of Misalignment: Aligned

- Development of strategies for an entrepreneurship oriented national economic stream
- Development and popularisation of designs for production in the handicraft industry in Sri Lanka

Level of Fragmentation: Highly Fragmented

- Development of strategies for an entrepreneurship oriented national economic stream
- Development and popularisation of designs for production in the handicraft industry in Sri Lanka

Overlaps with Ministry of Industrial Export and Investment Promotion:

- Adoption of necessary measures for strengthening international trade relations and expansion of international market opportunities for local products
- Encouragement of export diversification, export development and advisory services

Industries and Supply Chain Management

Level of Misalignment: Aligned

- Promotion and development of industries
- Promotion and Regulation of the Gem and Jewellery industry and trade

Level of Fragmentation: Highly Fragmented

- Promotion and development of industries

Overlaps with Ministry of Industrial Export and Investment Promotion:

- Adoption of necessary measures for strengthening international trade relations and expansion of international market opportunities for local products
- Encouragement of export diversification, export development and advisory services

Transport Services Management

Level of Misalignment: Aligned

- Providing a safe and reliable passenger transport service
- Regulating private transport services
- Registration and licensing of motor vehicles

Level of Fragmentation: Partially Fragmented

- Constructing new railway lines, maintenance and widening existing railway lines, acquisition of lands in relation thereto and infrastructure development

Overlaps with Ministry of Roads and Highways:

- Improving the national highway system to a high standard

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<ul style="list-style-type: none"> Preparation of programmes and projects, based on national policy, for roads belonging to provincial and local authorities

Power & Energy

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Investigating, planning, monitoring and developing the activities relating to the generation of electricity Rural electrification Formulation of an appropriate energy policy for the control and regulation and utilisation of energy resources

Level of Fragmentation: Unfragmented

Environment and Wildlife Resources

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Formulation of policies and plans for environmental conservation and management Protection and conservation of forests, fauna and flora Conservation of wildlife resources

Level of Fragmentation: Unfragmented

Lands & Land Development

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Administration and management of state lands and land use planning Land surveying and mapping, provision of land information and related services

Level of Fragmentation: Unfragmented

Plantation Industries and Export Agriculture

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Enhance international competitiveness for productivity in the plantation industry Adoption of necessary measures to promote value addition industries based on plantation crops Matters relating to the development, promotion and research activities of tea, rubber and coconut industries

Level of Fragmentation: Partially Fragmented
<ul style="list-style-type: none"> Adoption of necessary measures to promote value addition industries based on plantation crops <p>Overlaps with Ministry of Mahaweli, Agriculture, Irrigation and Rural Development:</p> <ul style="list-style-type: none"> Introducing strategies to promote value addition of agricultural and animal products

Industrial Export and Investment Promotion

Level of Misalignment: Aligned
<ul style="list-style-type: none"> Adoption of necessary measures for strengthening international trade relations

Level of Fragmentation: Highly Fragmented
<ul style="list-style-type: none"> Adoption of necessary measures for strengthening international trade relations

- Promotion, regulation and monitoring of economic development zones
- Encouragement of export diversification, export development and advisory services

- and expansion of international market opportunities for local products
- Encouragement of export diversification, export development and advisory services

Overlaps with Ministry of Small & Medium Business and Enterprise Development:

- Development of strategies for an entrepreneurship oriented national economic stream
- Development and popularisation of designs for production in the handicraft industry in Sri Lanka

Tourism and Civil Aviation

Level of Misalignment: Partially Misaligned

- Develop tourism industry and high standards in line with the national policy of promoting Sri Lanka's image
- Registration and regulation of tourist agencies

Does not align with:

- Developing and regulating International & Domestic Airports
- Regulating progress, levy of charges and quality of delivery of services by airports

Level of Fragmentation: Partially Fragmented

- Developing and regulating International & Domestic Airports
- Regulating progress, levy of charges and quality of delivery of services by airports

Overlaps with Ministry of Transport Services Management:

- Providing a safe and reliable passenger transport service
- Regulating private transport services