

Editorial

Sri Lanka Journal of Development Administration, the official journal of the Sri Lanka Institute of Development Administration serves as a bridge between public management scholarship on the one hand and public policy studies on the other. Its multi-disciplinary intention is to advance the organisational and policy focus as they apply to governance including traditional areas as management studies, programme and performance evaluation and budgeting and financial management.

This issue incorporates eight articles and a book review. We have invited a range of experts to write on concerns that are relevant to Sri Lanka's public management. Harinda Vidanage opens the issue with his article, *Governance in Times of the Big Data Revolution: Sri Lanka's Options* on how the data revolution is becoming a deep seated aspect of governance that affects society in general and generates social change. This article presents the idea of governance and the close relationship of governance in the 21st century with information processes, technology and the data revolution offering mini cases of how governance and the data revolution have become integral aspects of State policy formulation.

Following this article, Dr. Tikiri Nimal Herath reviews the trends of financial management and the size of the public sector in Sri Lanka in his article, *Recent Trends of Public Sector and Financial Management in Sri Lanka*. It highlights the fact that in Sri Lanka, in spite of massive privatisation, the size of government in terms of both expenditure and the number of employees has increased.

Turn to page 25 to discover how best change management can be implemented when using personal and organisational strategies. Jinasiri Dadallage in *Experiencing Organisational and Personal Change Management for Continuous Organisational Effectiveness* contends that managing organisational change will be more successful when applying simple principles such as thoughtful planning and sensitive implementation, and above all, consultation with, the people affected by the changes. The paper describes how those personal and organisational change aspects become useful when realistically implementing change management.

Harin Gunawardena in *Government Sector Re-alignment in Sri Lanka and the Role of Visionary Leadership & Process Re-engineering* discusses the necessity for realigning the mission and operations of government agencies to meet the changing demands of the environment, highlighting the need for organisational transformation (OT). The paper goes on to

discuss e-government as a key enabler to facilitate government sector re-alignment (GSR), and discusses the concepts of change content and change implementation within the context of OT.

Determinants of Effectiveness of Staff Training Programmes- evidence from Sri Lanka Institute of Development Administration is the title of an article by Arjuna Wickramasinghe who attempts to examine the determinants of effectiveness of staff training programmes conducted by SLIDA by analysing the feedback received from course participants. An interesting revelation is the scant attention paid by participants of the managerial programmes to the attributes of the resource persons in terms of enhancing level of learning. In contrast, non - managerial officers emphasize the importance of the subject knowledge of the resource person.

It may have escaped your notice that the year 2013 marked the Golden Jubilee of the Sri Lanka Administrative Service (SLAS). A new era began in the Sri Lankan public service on the First of May 1963 with the establishment of the Ceylon Administrative Service (CAS) as a successor to the Ceylon Civil Service. *Sri Lanka Administrative Service (1963-2013): A Fifty Year Legacy* by V.K.Nanayakkara reflects on its genesis, its role, its achievements and its disappointments.

Local governments are closer to the people especially in the context of democratic governance than other units of governments. S.R. Sepalika Nayanie Sudasinghe's study on the *Policy Implications on Local Government Expenditure in Sri Lanka* intends to develop and test a comprehensive model on the allocation of government expenditures in urban councils in Sri Lanka to identify the key determinants of local government expenditure decisions.

The Impact of Economic Development upon the Lives of Women in Developing Countries and Possible Alternatives with Special Reference to Sri Lanka by S.Medagama offers a guide to the impact on the lives of women of two major development programmes namely, the Mahaweli Development Programme, and the Free Trade Zones. It deliberates how development programmes have integrated women into a development thrust. In a provocative observation, he opines that the assumptions of men as breadwinners and women as dependent housewives, consumers of services and secondary earners have negatively affected women in economic development. The "choice" of scientific agriculture for men and home economics for women promotes the 'housewifisation.' Despite these negative implications in relation to women's lives, several positive factors have emerged, such as the entry of a large number of women into

the formal labour market, greater economic freedom, improved capacity for decision making and social mobility, improved sisterhood among women, improved social status and increased bargaining power

V.K. Nanayakkara reviews the book, *DRO: Man for All Seasons*, authored by L.M. Samarasinghe, Dhammike Amerasinghe, and Jayatissa Bandaragoda. This concise, stimulating, insightful and eminently readable volume is a lasting contribution to the literature on political science and public administration in Sri Lanka.

It traces the backdrop to the evolution of the Divisional Revenue Officers' service arising from the recommendations of the Second Headmen's Commission of 1934. The Executive Committee of Home Affairs of the State Council recommended the creation of a probationary service on an improved method of recruitment by examination to replace the Chief Headmen's Service. The book, comprising reminiscences of 11 ex-DROs, offers a range of illuminating socio-cultural and historical accounts and anecdotes of matters that faced the DROs through their careers. A common thread that a reader discerns through these varied experiences is the demonstrated concern of the DRO for the people he was serving.

In closing we wish to encourage readers to engage in the new phase of the SLJDA while enjoying the insights offered in these pages. Meanwhile, you can always send us your thoughts and comments about anything you read in the journal or about any public management topic at all. We look forward to your feedback and article suggestions and hope to use that input to make the journal's content more informative and engaging.

V.K. Nanayakkara
Editor-in Cheif