

## MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS

### Overview

The Ministry is responsible for the formulation and implementation of policies, programmes and reform initiatives for a modern and efficient people-centric public service, driven by capable and competent human resources, while ensuring a safe and healthy workplace.

Key Challenges	Strategies
Constant need to enhance efficiency and modernise the public service	Implement a comprehensive Public Sector Reform Strategy to drive long-term transformation and modernisation
	Foster a culture of continuous improvement and innovation in the public service to enhance efficiency, responsiveness, and service delivery
	Strengthen capacity building and capability development of public officers
Slow adoption of innovative technologies across the public service	Accelerate digitalisation of the public service and capacity building in new technologies
Inadequate succession planning	Foster human resource planning

### Programme Outcomes

Programmes	Outcomes	Indicators	2025/26 Target	2025/26 Provisional	2026/27 Target	2028/29 Target	2029/30 Target
2401: Policy and Strategy for Public Service	A modern and efficient Public Service oriented towards excellence	Stakeholder Satisfaction Rate	-	-	50%	70%	90%
2402: Administrative Reforms and Innovation	Improved efficiency in public service delivery	Implementation of reform initiatives under the Public Service Reform Scheme (Percentage)	50%	40%	50%	75%	100%
2403: Strategic Human Resource Management and Development	Enhanced performance management system	A modern E-Performance Management System (Percentage)	40%	10%	50%	80%	100%
2404: Occupational Safety and Health for Public Officers	A safer and healthier working environment	Improved rate of compliance with the provisions of Safety and Health Legislation	75%	75%	75%	80%	85%

## Financial Resources

### Summary by Programmes

Rs 000

Programmes	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
2401: Policy and Strategy for Public Service	115,900	120,600	121,300	121,700
2402: Administrative Reforms and Innovation	26,500	29,000	29,600	29,900
2403: Strategic Human Resource Management and Development	168,300	176,100	177,500	173,600
2404: Occupational Safety and Health for Public Officers	34,300	24,300	26,600	26,800
<b>TOTAL</b>	<b>345,000</b>	<b>350,000</b>	<b>355,000</b>	<b>352,000</b>

### Summary by Economic Categories

Rs 000

Code	Economic Categories	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>Recurrent Expenditure</b>		<b>331,000</b>	<b>343,600</b>	<b>350,000</b>	<b>348,000</b>
20	National Assembly Allowances	2,400	2,400	2,400	2,400
21	Compensation of Employees	206,200	210,400	221,800	224,800
22	Goods and Services	105,600	113,000	113,000	113,000
26	Grants	6,800	7,800	7,800	7,800
28	Other Expense	10,000	10,000	5,000	-
<b>Capital Expenditure</b>		<b>14,000</b>	<b>6,400</b>	<b>5,000</b>	<b>4,000</b>
31	Acquisition of Non-Financial Assets	14,000	6,400	5,000	4,000
<b>TOTAL EXPENDITURE</b>		<b>345,000</b>	<b>350,000</b>	<b>355,000</b>	<b>352,000</b>

**Ministry of Public Service and Administrative Reforms - *continued***

**Programme 2401: Policy and Strategy for Public Service**

Rs 000

Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>TOTAL EXPENDITURE [Appropriation]</b>	115,900	<b>120,600</b>	121,300	121,700
Recurrent Expenditure	110,400	117,600	119,300	120,700
Capital Expenditure	5,500	3,000	2,000	1,000

**Accounting Officer: Secretary for Public Service**

**Outcome: A modern and efficient Public Service oriented towards excellence**

Main Service/ Delivery Unit	Key Performance Indicator	2025/26 Target	2025/26 Provisional	2026/27 Target	2027/28 Target	2028/29 Target
<b>Develop policies and strategies for the Public Service</b> <i>Office of the Secretary for Public Service</i>	Public Sector Reforms Bill finalised	Dec-25	-	Mar-27		

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>Recurrent Expenditure</b>		<b>110,400</b>	<b>117,600</b>	<b>119,300</b>	<b>120,700</b>
<b>20</b>	<b>National Assembly Allowances</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
20100	Annual Allowance				
(i)	Minister	2,400	2,400	2,400	2,400
<b>21</b>	<b>Compensation of Employees</b>	<b>52,900</b>	<b>55,600</b>	<b>57,300</b>	<b>58,700</b>
21110	Personal Emoluments	47,600	49,980	51,680	53,080
	<i>of which</i>				
.001	Basic Salary	33,100	40,100	41,700	43,000
.004	Allowances	2,200	2,630	2,630	2,630
.005	Extra Assistance	1,800	2,250	2,250	2,250
.006	Cash in lieu of Leave	1,400	1,550	1,550	1,550
.009	End-of-year Bonus	3,100	3,400	3,500	3,600
21111	Other Staff Costs	4,650	4,870	4,870	4,870
.001	Wages	240	240	240	240
.002	Travelling and Transport	3,600	3,700	3,700	3,700
.100	Overtime	800	920	920	920
.200	Staff Welfare	10	10	10	10
21210	Social Contributions	650	750	750	750
.001	Contribution to the National Savings Fund	650	750	750	750
<b>22</b>	<b>Goods and Services</b>	<b>48,600</b>	<b>52,100</b>	<b>52,100</b>	<b>52,100</b>
22010	Cost of Utilities	7,710	8,510	8,510	8,510
22020	Fuel and Oil	500	550	550	550
22030	Rent	34,210	34,550	34,550	34,550
22040	Office Equipment and Furniture	455	460	460	460
22050	Office Expenses	750	750	750	750
22060	Maintenance	785	885	885	885
22070	Cleaning Services	1,250	1,300	1,300	1,300

**Ministry of Public Service and Administrative Reforms - continued**

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
22090	Security	550	650	650	650
22100	Publications and Stationery	840	890	890	890
22120	Fees	-	-	-	-
22170	Travelling within the Republic	200	200	200	200
22900	Other Goods and Services	1,350	3,355	3,355	3,355
	<i>of which</i>				
.035	Public Service Day	1,000	1,000	1,000	1,000
.837	Expenses i.c.w.the National Initiative to Combat Drugs	-	2,000	2,000	2,000
.955	Gender Mainstreaming	200	200	200	200
<b>26</b>	<b>Grants</b>	<b>6,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
26313	Extra-Budgetary Units				
.075	Public Officers Welfare Council	6,500	7,500	7,500	7,500
<b>Capital Expenditure</b>		<b>5,500</b>	<b>3,000</b>	<b>2,000</b>	<b>1,000</b>
<b>31</b>	<b>Acquisition of Non-Financial Assets</b>	<b>5,500</b>	<b>3,000</b>	<b>2,000</b>	<b>1,000</b>
		Project Value Rs 000			
31112	Non Residential Building				
.058	Construction of Civil Service College	483,300	1,000	-	-
31122	Other Machinery and Equipment				
.799	Upgrading of Other Machinery and Equipment	1,500	-	-	-
.802	Acquisition of IT Equipment	3,000	3,000	2,000	1,000
<b>TOTAL</b>		<b>115,900</b>	<b>120,600</b>	<b>121,300</b>	<b>121,700</b>

**Human Resources**

SN	Position Titles	Funded	
		2025/26	2026/27
1	Minister	1	1
2	Secretary for Public Service	1	1
3	Permanent Secretary	1	1
4	Assistant Secretary, <i>formerly Assistant Permanent Secretary</i>	2	2
5	Manager, Financial Operations	1	1
6	Principal Financial Operations Officer	1	1
7	Financial Operations Officer/Senior Financial Operations Officer	1	1
8	Assistant Financial Operations Officer	1	1
9	Manager (Procurement and Supply)	1	1
10	Assistant Manager (Procurement and Supply)	1	1
11	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
12	Office Management Executive	1	1
13	Office Management Assistant	12	12
14	Office Supervisor	1	1
15	Management Support Officer	53	53
16	Confidential Secretary	1	1
17	Word Processing Operator	1	1
18	Office Auxiliary/Senior Office Auxiliary	10	10
19	Receptionist/Telephone Operator	2	2
20	Stores Attendant	1	1
21	Driver	4	5
<b>TOTAL</b>		<b>98</b>	<b>99</b>

**Ministry of Public Service and Administrative Reforms - continued**

**Programme 2402: Administrative Reforms and Innovation**

Rs 000

Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>TOTAL EXPENDITURE [Appropriation]</b>	26,500	<b>29,000</b>	29,600	29,900
Recurrent Expenditure	24,000	29,000	29,600	29,900
Capital Expenditure	2,500	-	-	-

**Accounting Officer: Secretary for Public Service**

**Outcome: Improved efficiency in public service delivery**

Main Service/ Delivery Unit	Key Performance Indicator	2025/26 Target	2025/26 Provisional	2026/27 Target	2027/28 Target	2028/29 Target
<b>Implement reforms in the Public Service</b> <i>Public Sector Business Transformation Bureau</i>	Public Sector Reform Strategy Framework finalised	Dec-25	Jan-26	-		
	Implementation of Public Sector Reform Strategy Framework across the public service (Percentage)	-	-	30%	40%	45%

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>Recurrent Expenditure</b>		<b>24,000</b>	<b>29,000</b>	<b>29,600</b>	<b>29,900</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>13,200</b>	<b>16,100</b>	<b>16,700</b>	<b>17,000</b>
21110	Personal Emoluments <i>of which</i>	12,175	15,030	15,630	15,930
.001	Basic Salary	8,800	12,600	13,100	13,300
.004	Allowances	800	900	900	900
.006	Cash in lieu of Leave	325	430	430	430
.009	End-of-year Bonus	850	1,100	1,200	1,300
21111	Other Staff Costs	840	860	860	860
.002	Travelling and Transport	810	825	825	825
.100	Overtime	25	30	30	30
.200	Staff Welfare	5	5	5	5
21210	Social Contributions	185	210	210	210
.001	Contribution to the National Savings Fund	185	210	210	210

**Ministry of Public Service and Administrative Reforms - continued**

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>22</b>	<b>Goods and Services</b>	<b>10,500</b>	<b>12,600</b>	<b>12,600</b>	<b>12,600</b>
22030	Rent	50	50	50	50
22040	Office Equipment and Furniture	100	100	100	100
22050	Office Expenses	60	60	60	60
22060	Maintenance	140	140	140	140
22100	Publications and Stationery	285	285	285	285
22120	Fees	1,500	900	900	900
22130	Studies and Surveys	100	-	-	-
22900	Other Goods and Services	8,265	11,065	11,065	11,065
	<i>of which</i>				
.828	Expenses i.c.w. Public Service Reforms	5,000	10,000	10,000	10,000
.922	Conference/Seminars/Workshops	250	250	250	250
.950	Improvement of Counter Services	800	800	800	800
<b>26</b>	<b>Grants</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
26210	Contribution to International Organisations				
.189	African Association of Public Administration and Management	300	300	300	300
<b>Capital Expenditure</b>		<b>2,500</b>	-	-	-
<b>31</b>	<b>Acquisition of Non-Financial Assets</b>	<b>2,500</b>	-	-	-
31132	Intangible Fixed Assets	2,500	-	-	-
.111	E-Document Management System - <i>Business Continuity Model</i>	2,500	-	-	-
<b>TOTAL</b>		<b>26,500</b>	<b>29,000</b>	<b>29,600</b>	<b>29,900</b>

## Human Resources

SN	Position Titles	Funded	
		2025/26	2026/27
1	Director, Public Sector Business Transformation Bureau	1	1
2	Deputy Permanent Secretary	1	1
3	Assistant Director, Public Sector Business Transformation Bureau	-	-
4	Management Analyst/Senior Management Analyst	4	4
5	Office Management Assistant	7	7
6	Management Support Officer	10	10
7	Word Processing Operator	1	1
8	Handy Worker	2	2
<b>TOTAL</b>		<b>26</b>	<b>26</b>

**Ministry of Public Service and Administrative Reforms - continued**

**Programme 2403: Strategic Human Resource Management and Development**

Rs 000

Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>TOTAL EXPENDITURE [Appropriation]</b>	168,300	<b>176,100</b>	177,500	173,600
Recurrent Expenditure	162,300	172,700	174,500	170,600
Capital Expenditure	6,000	3,400	3,000	3,000
<b>Sub-Programmes:</b>				
240301: Human Resource Management	123,600	126,600	132,700	133,700
240302: Capacity Building	44,700	49,500	44,800	39,900
<b>TOTAL</b>	<b>168,300</b>	<b>176,100</b>	<b>177,500</b>	<b>173,600</b>

**Sub-Programme 240301: Human Resource Management**

Accounting Officer: Secretary for Public Service						
Outcome: Enhanced performance management system						
Main Service/ Delivery Unit	Key Performance Indicator	2025/26 Target	2025/26 Provisional	2026/27 Target	2027/28 Target	2028/29 Target
Prescribe schemes of service for all grades <i>Human Resource Management Division</i>	Percentage of schemes of service prescribed within 6 months	35%	35%	45%	60%	75%

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>Recurrent Expenditure</b>		<b>117,600</b>	<b>123,200</b>	<b>129,700</b>	<b>130,700</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>100,100</b>	<b>107,700</b>	<b>114,200</b>	<b>115,200</b>
21110	Personal Emoluments	91,800	98,400	104,900	105,900
	<i>of which</i>				
.001	Basic Salary	70,100	86,400	92,600	93,500
.004	Allowances	1,000	1,200	1,200	1,200
.006	Cash in lieu of Leave	2,900	3,200	3,200	3,200
.009	End-of-year Bonus	6,200	7,600	7,900	8,000
21111	Other Staff Costs	6,950	7,730	7,730	7,730
.002	Travelling and Transport	6,320	6,900	6,900	6,900
.100	Overtime	600	800	800	800
.200	Staff Welfare	30	30	30	30
21210	Social Contributions	1,350	1,570	1,570	1,570
.001	Contribution to the National Savings Fund	1,350	1,570	1,570	1,570

**Ministry of Public Service and Administrative Reforms - *continued***

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>22</b>	<b>Goods and Services</b>	<b>17,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>
22040	Office Equipment and Furniture	200	200	200	200
22050	Office Expenses	500	500	500	500
22060	Maintenance	14,090	12,290	12,290	12,290
	<i>of which</i>				
.005	IT Equipment	14,000	12,200	12,200	12,200
22100	Publications and Stationery	1,585	1,685	1,685	1,685
22120	Fees	700	400	400	400
22170	Travelling within the Republic	200	200	200	200
22900	Other Goods and Services	225	225	225	225
<b>Capital Expenditure</b>		<b>6,000</b>	<b>3,400</b>	<b>3,000</b>	<b>3,000</b>
<b>31</b>	<b>Acquisition of Non-Financial Assets</b>	<b>6,000</b>	<b>3,400</b>	<b>3,000</b>	<b>3,000</b>
31122	Other Machinery and Equipment				
.802	Acquisition of IT Equipment for Electronic Attendance System	3,000	3,000	3,000	3,000
31132	Intangible Fixed Assets				
.130	E-Scheme of Service	3,000	400		
<b>TOTAL</b>		<b>123,600</b>	<b>126,600</b>	<b>132,700</b>	<b>133,700</b>

### Human Resources

SN	Position Titles	Funded	
		2025/26	2026/27
1	Director, Human Resource Management	1	1
2	Deputy Director, Human Resource Management	2	2
3	Manager, Human Resources	8	8
4	Assistant Manager, Human Resources	14	13
5	Senior Human Resource Executive	8	8
6	Human Resource Executive	24	24
7	Office Management Executive	3	3
8	Office Management Assistant	13	13
9	Management Support Officer	80	81
10	Confidential Secretary	7	7
11	Word Processing Operator	10	10
12	Head Office Auxiliary	5	5
13	Office Auxiliary/Senior Office Auxiliary	13	13
<b>TOTAL</b>		<b>188</b>	<b>188</b>

**Ministry of Public Service and Administrative Reforms - continued**

**Sub-Programme 240302: Capacity Building**

<b>Accounting Officer: Secretary for Public Service</b>						
<b>Outcome: Enhanced performance management system</b>						
<b>Main Service/ Delivery Unit</b>	<b>Key Performance Indicator</b>	<b>2025/26 Target</b>	<b>2025/26 Provisional</b>	<b>2026/27 Target</b>	<b>2027/28 Target</b>	<b>2028/29 Target</b>
<b>Capacity building of public officers</b> <i>Human Resource Development Division and other Training Institutes</i>	Number of public officers trained	20,000	15,000	20,000	25,000	30,000

**Rs 000**

<b>Item No.</b>	<b>Details</b>	<b>2025/26 Estimates</b>	<b>2026/27 Estimates</b>	<b>2027/28 Planned</b>	<b>2028/29 Planned</b>
<b>Recurrent Expenditure</b>		<b>44,700</b>	<b>49,500</b>	<b>44,800</b>	<b>39,900</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>11,100</b>	<b>11,800</b>	<b>12,100</b>	<b>12,200</b>
21110	Personal Emoluments <i>of which</i>	9,800	10,400	10,700	10,800
.001	Basic Salary	7,300	9,000	9,300	9,400
.004	Allowances	100	200	200	200
.006	Cash in lieu of Leave	300	400	400	400
.009	End-of-year Bonus	700	800	800	800
21111	Other Staff Costs	1,110	1,210	1,210	1,210
.002	Travelling and Transport	800	800	800	800
.100	Overtime	300	400	400	400
.200	Staff Welfare	10	10	10	10
21210	Social Contributions	190	190	190	190
.001	Contribution to the National Savings Fund	190	190	190	190
<b>22</b>	<b>Goods and Services</b>	<b>23,600</b>	<b>27,700</b>	<b>27,700</b>	<b>27,700</b>
22040	Office Equipment and Furniture	100	100	100	100
22050	Office Expenses	50	50	50	50
22060	Maintenance	120	120	120	120
22100	Publications and Stationery	550	630	630	630
22120	Fees	22,500	26,500	26,500	26,500
.007	Training	2,500	2,500	2,500	2,500
.039	Continuous Professional Development for Civil Servants	20,000	24,000	24,000	24,000
22900	Other Goods and Services	280	300	300	300
<b>28</b>	<b>Other Expense</b>	<b>10,000</b>	<b>10,000</b>	<b>5,000</b>	<b>-</b>
28213	Transfers to Non-Financial Public Corporations				
.008	Atal Bihari Vajpayee Institute of Public Service and Innovation (ex Civil Service College)	10,000	10,000	5,000	-
<b>TOTAL</b>		<b>44,700</b>	<b>49,500</b>	<b>44,800</b>	<b>39,900</b>

**Human Resources**

SN	Position Titles	Funded	
		2025/26	2026/27
1	Office Management Executive	1	1
2	Office Management Assistant	1	1
3	Management Support Officer	7	7
4	Confidential Secretary	1	1
5	Word Processing Operator	1	1
6	Senior Library and Documentation Officer	1	1
7	Library and Documentation Officer	1	1
8	Library Clerk/Senior Library Clerk	2	-
9	Office Auxiliary/Senior Office Auxiliary	8	8
<b>TOTAL</b>		<b>23</b>	<b>21</b>

**Programme 2404: Occupational Safety and Health for Public Officers**

Rs 000

Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>TOTAL EXPENDITURE [Appropriation]</b>	34,300	<b>24,300</b>	26,600	26,800
Recurrent Expenditure	34,300	24,300	26,600	26,800
Capital Expenditure	-	-	-	-

**Accounting Officer: Secretary for Public Service**

**Outcome: A safer and healthier working environment**

Main Service/ Delivery Unit	Key Performance Indicator	2025/26 Target	2025/26 Provisional	2026/27 Target	2027/28 Target	2028/29 Target
<b>Ensure compliance with safety and health standards</b> <i>Occupational Safety and Health Division</i>	Number of safety and health inspections conducted	9,000	8,500	9,000	9,500	9,500

**Ministry of Public Service and Administrative Reforms - continued**

Rs 000

Item No.	Details	2025/26 Estimates	2026/27 Estimates	2027/28 Planned	2028/29 Planned
<b>Recurrent Expenditure</b>		<b>34,300</b>	<b>24,300</b>	<b>26,600</b>	<b>26,800</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>28,900</b>	<b>19,200</b>	<b>21,500</b>	<b>21,700</b>
21110	Personal Emoluments	26,270	17,300	19,600	19,800
	<i>of which</i>				
.001	Basic Salary	19,670	14,600	16,800	17,000
.004	Allowances	850	950	950	950
.006	Cash in lieu of Leave	650	450	450	450
.009	End-of-year Bonus	1,900	1,300	1,400	1,400
21111	Other Staff Costs	2,260	1,650	1,650	1,650
.002	Travelling and Transport	2,200	1,540	1,540	1,540
.100	Overtime	50	100	100	100
.200	Staff Welfare	10	10	10	10
21210	Social Contributions	370	250	250	250
.001	Contribution to the National Savings Fund	370	250	250	250
<b>22</b>	<b>Goods and Services</b>	<b>5,400</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>
22040	Office Equipment and Furniture	80	80	80	80
22050	Office Expenses	40	40	40	40
22060	Maintenance	85	85	85	85
22100	Publications and Stationery	160	160	160	160
22120	Fees	1,250	1,250	1,250	1,250
22900	Other Goods and Services	3,785	3,485	3,485	3,485
	<i>of which</i>				
.934	Enhancement of Work Environment in the Civil Service	3,000	3,000	3,000	3,000
<b>TOTAL</b>		<b>34,300</b>	<b>24,300</b>	<b>26,600</b>	<b>26,800</b>

*f(1): As from FY 2026-2027, provision for salaries of the Safety and Health Officer/Senior Safety and Health Officer has been made in the programmes of Ministries/Departments.*

## Human Resources

SN	Position Titles	Funded	
		2025/26	2026/27
1	Director, Safety and Health, <i>formerly Director, Safety and Health Unit</i>	1	1
2	Assistant Director, Safety and Health, <i>formerly Assistant Director, Safety and Health Unit</i>	1	1
3	Principal Safety and Health Officer	6	6
4	Safety and Health Officer/Senior Safety and Health Officer	36	20
5	Office Management Assistant	1	1
6	Management Support Officer	3	3
<b>TOTAL</b>		<b>48</b>	<b>32</b>