SUBNATIONAL
DATA ECOSYSTEMS REPORT

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UNDP

STRIDE | CDLG Capacity Development of Local Governments

Supported by The Asia Foundation

This report is part of an initiative supported under the Capacity Development of Local Governments (CDLG) project implemented by the United Nations Development Programme (UNDP) in Sri Lanka with the financial assistance of the European Union (EU).

CDLG is a four-year project (2020-2023) targeting the Eastern, Northern, North-Central and Uva Provinces of Sri Lanka. It is part of the European Union's STRIDE (Strengthening Transformation, Reconciliation and Inclusive Democratic Engagement) programme focused on strengthening the capacities of local government authorities to be inclusive, responsive and accountable, and improve service delivery.

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Abbreviations and Acronyms

ACLG	Assistant Commissioner of Local Government
CBSL	Central Bank of Sri Lanka
CDLG	Capacity Development of Local Governments
CLG	Commissioner of Local Government
CM	Chief Minister
CS	Chief Secretary
DOCS	Department of Census and Statistics
DOP	Department of Planning
DS	Divisional Secretary
EU	Europe Union
FC	Finance Commission
GA	Government Agent
GOSL	Government of Sri Lanka
GS/GN	GramaSevaka / GramaNiladari
LA	Local Authority
LDSP	Local Development Support Project
MC	Municipal Council
MIS	Management Information System
MOD	Ministry of Defense
MOF	Ministry of Finance
MOLG	Ministry of Local Government
PS	Pradeshiya Sabha
STRIDE	Strengthening Transformation, Reconciliation, & Inclusive Democratic Engagement
TAF	The Asia Foundation
UC	Urban Council
UNDP	United Nations Development Programme
WB	World Bank

1. Introduction

1.1 Background

The Government of Sri Lanka, with support from the European Union (EU) and the World Bank (WB) is implementing the Local Development Support Project (LDSP) in four provinces – North, North Central, Eastern, and Uva – to strengthen local service delivery and local economic infrastructure, and enhance bottom-up approaches to support public engagement in local decision-making processes, including through participatory planning and feedback mechanisms for service delivery. The LDSP is funded through a loan agreement with the World Bank and contribution of EUR 22 million from the European Union under the latter's broader EUR 40 million 'Strengthening Transformation, Reconciliation and Inclusive Democratic Engagement (STRIDE)' Programme. The STRIDE Programme also includes the Capacity Development of Local Governments (CDLG) to be implemented by UNDP.

The overall objective of the CDLG project is to strengthen the capacities of Local Authorities (LA) to be inclusive, responsive, and accountable and be able to plan, enhance resilience, and deliver better services. The capacity development support, coupled with the fiscal support (through Basic Transfers and Performance Transfers provided through LDSP project) for inclusive service delivery and economic investment, is aimed at strengthening the role of elected representatives at the local level. It is about improving local governance systems and making local governments "fit for future", as well as increase downward accountability of elected officials and local governments. The project also aims to strengthening mechanisms for public engagement in local decision-making processes.

The Asia Foundation (TAF), on behalf of the United Nations Development Programme (UNDP), was tasked with mapping the data ecosystem at the provincial level both top-down (from provincial administration to sub national units) and bottom-up (from sub national units to provincial administration) in-order to:

- Better understand the practices of data collection and transfer for making decisions related development agenda of the National Government;
- Document roles and responsibilities of critical institutions engaged in the above-mentioned data collection and transfer process at the National-level.
- Determine mechanisms and the nodal points at the sub-national level institutions - Local Authorities, Divisional Secretaries and District Secretaries and Provincial Councils – used for gathering data for decision making on development agenda at the National government;
- Map the data collection and transfer process (data/information flow) across National and sub national level; and
- Assess the efficiency and effectiveness of the data collection and transfer process adopted for decision making on development agenda considering the outcomes of previous tasks

1.2 Methodology

Given time and resource limitations and contextual changes brought on by the spread of the COVID-19 pandemic within the country, an assessment methodology was selected that weighted heavily around virtual consultations with subject matter experts. TAF in collaboration with the UNDP engaged in an online consultation with key government officials from both the devolved and the decentralized structures to validate the study objectives and to outline the data and information ecology surrounding the provincial administrative layer of Sri Lanka.

Subsequent to the virtual collaborative consultation, desk research was carried out to identify and understand the de jure information pathways mandated through the 13th amendment to the constitution of Sri Lanka, the provincial council act of 1987, Pradeshiya Sabha Act of 1987, Municipal Ordinance of 1947 and Urban Council Ordinance of 1939as well as other relevant acts, laws, ordinances and statutes along with applicable edits and amendments to the same. Once the de jure data pathways were mapped, in-depth, key informant interviews were conducted with expert informants to identify critical nodes in the data ecology, the critical path of data flow and probe deeper into de facto practices and contextual adaptations. The expert informants included:

1. Mr. U. Chandrakumar –Additional Director General, Department of Public Finance.
2. Mr. V. Mahendrarajah – Director (Policy & Research), Finance Commission of Sri Lanka.
3. Mr. M. M. Wijenayake – Commissioner of Local Government, Uva Province.
4. Mr. N. Manivannan - Commissioner of Local Government, Eastern Province.
5. Mr. G. G. C. Premakumara – Deputy Chief Secretary (Finance), North Western Province.
6. Mr. K. A. Nandasiri - Deputy Chief Secretary (Planning), North Western Province
7. Mr. K. Kunanathan – Divisional Secretary, Veruhal.
8. Ms. S. B. Nanayakkara – Director (Planning - Health), Southern Province.
9. Mr. G. Samarasinghe – District Secretary (GA) – Moneragala, Uva Province
10. Mr. R. M. R Rathnayake - District Secretary (GA) – Kurunegala, North Western Province
11. Mr. S. A. P. Wickramasinghe – Administrative GramaSevaka – Uva Province
12. Mr. P. A. Gunasekara – Administrative GramaSevaka – North Western Province

Based on the desk research and key expert interviews, the data and information flow were documented and checked for consistency and accuracy using focus group discussions with an expert panel of government officers. The documented data flow map was then cross validated at the provincial level to tease out geographic variances and de facto practices through targeted field visits.

2. Sub-national Administrative Structure

2.1 Provincial Layer Overview

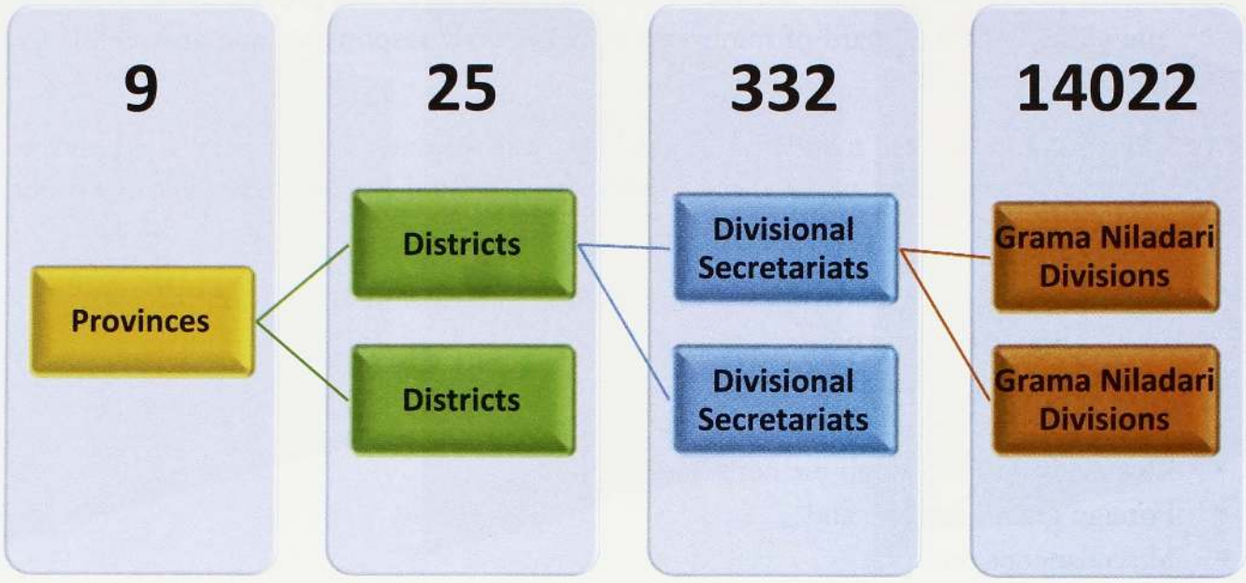

Figure 1: Sub-national structure of Sri Lanka[1]

The Sri Lankan sub-national governance structure is a multi-tiered multi-nodal structure with the largest administrative unit being a province and the smallest administrative unit being a Grama Niladhari Division (GND). The 13th Amendment to the national constitution was passed in parliament in 1987, ushering in a new paradigm in devolution of administrative power in Sri Lanka by introducing the provincial council system among others, which was expected to expedite regional development through citizen participation in policy planning and implementation at the regional layer. Provincial councils were elective bodies with a 5 year tenure and the powers and function of the councils were set out in the List I (provincial list) and List III (concurrent list) of the 9th schedule of the 13th Amendment, whereas the all the subjects under the List I was completely devolved and came under the purview of the provincial councils, the subjects listed under List III were to be exercised concurrently by the central government and Provincial councils with the central government retaining supremacy in case of a conflict[2]. The executive branch of the provincial council consists of[3]:

[1] http://www.moha.gov.lk/web/index.php?option=com_content&view=article&id=43&Itemid=175&lang=en

[2] *De Zoysa, M. O. A., & Director, H. K. A. R. T. I. (2004). Devolution in Sri Lanka. In Food and Agriculture Organization (FAO) Country Experiences in Decentralization in South Asia: Report of the Subregional Workshop (Bangkok: Regional Office for Asia and the Pacific, FAO) (pp. 63-6).*

[3] *Gunawardena, A. S. 1991. Provincial Councils - structure and organization. The CRDS Monograph Series, No.14, Colombo, Centre for Regional Development Studies.*

- The Governor (the chief executive officer of the provincial council, appointed by the incumbent president of Sri Lanka and links the central government to the provincial council. Governor's sanction is required for the provincial council to engage in subject areas included in the concurrence list);
- The board of ministers lead by the chief minister and supported by the chief secretary for the province (the chief minister is the political lead of the provincial executive board and along with the board of ministers are collectively responsible and answerable to the provincial council)

The provincial councils were mandated to establish and maintain a provincial fund and make appropriations from the fund as necessary. The provincial fund is expected to receive proceeds from:

- Central government grants through the finance commission in the form of;
    - Recurrent expenditure grants
    - Capital Expenditure grants
- Taxes and fees collected by the provincial council;
- Loans advanced through the consolidated fund;
- Foreign grants and aid; and
- Miscellaneous receipts.

2.2 Local Authority Layer

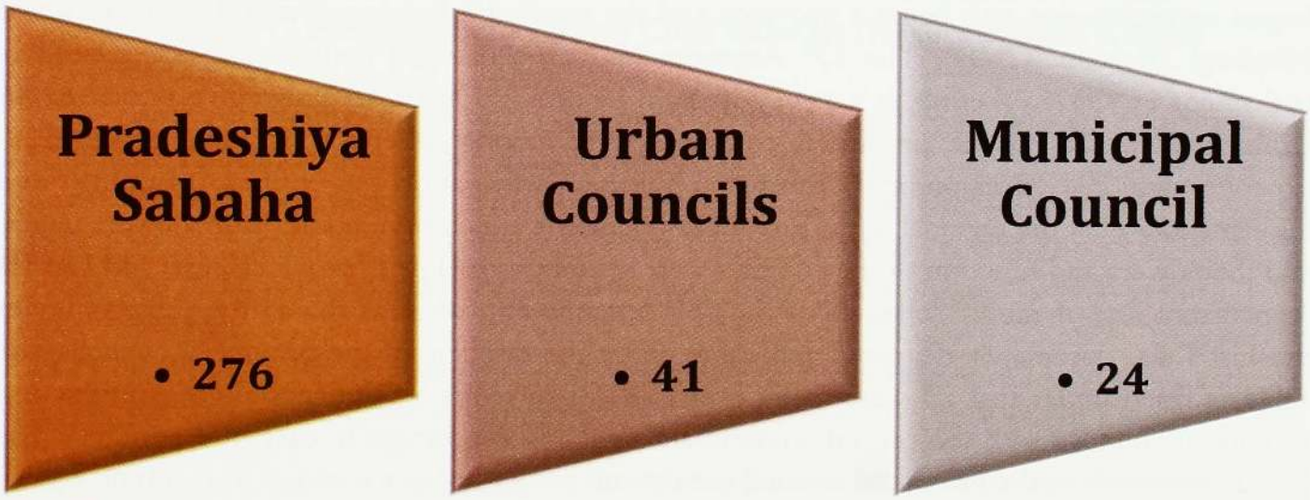

Figure 2: Local Authorities recognized by the constitution of Sri Lanka

As depicted in Figure 2 and also created as part of the devolved administrative structure, placed under the oversight of the provincial layer are three types of local authorities recognized under the constitution of Sri Lanka: Municipal councils, Urban Councils and Pradeshiya Sabahas. These local authorities also contain both an elected arm as well as an administrative arm and are discretionally able to expend funds generated through mandated income sources at the local level to cover both recurrent as well as capital expenditure in engaging public service provision.

2.3 Decentralized Layer Overview

Figure 3: Constitutionally recognized regional decentralized authorities in Sri Lanka

In addition to the aforementioned devolved administrative layer, the central government also maintains its constitutional administrative authority through a delegated/decentralized regional level administrative bodies in the form of the district secretariats, divisional secretariats and the Grama Niladari Divisions. These entities are responsible for all non-devolved administrative subjects and directly engage with cabinet ministries to support implementation of activities in-line with the central government agenda.

3. Sub-national Data Ecology

3.1 Categories of Data Exchanged[4]

Sector	Subsector
Demography	(i) Population (ii) Employment (iii) Educational level (iv) Living status
Economic	(i) Agriculture (ii) Aquaculture (iii) Livestock (iv) Energy (v) Food security (vi) Rural development (vii) Tourism (viii) Traffic (ix) Trade/Business (x) Water (xi) GDP (xii) Income
Social Welfare	(i) Poverty (ii) Elderly population (iii) Disability (iv) Gender
Health	(i) Curative health (ii) Preventive health (iii) Nutrition (iv) Communicable diseases
Environment / Ecology	(i) Climate/Weather (ii) Climate change (iii) Natural resources (iv) Pollution (v) Renewable energy (vi) disaster management
Policy & planning	(i) Development needs (ii) Development programs/activities (iii) Performance management (iv) information openness v) SDGs

Table 1: Categories of Data Exchanged

3.2 Level of Influence in Requesting Data

	Local Authority	Divisional Secretariat	Provincial Council	District Secretariat	National Bodies
Local Authority		3	5	3	3
Divisional Secretariat	2		3	5	5
Provincial Council	3	1		4	2
District Secretariat	1	3	3		5
National Bodies	1	1	2	2	

Table 2: Levels of Influence in requesting data

Level of Influence is used to measure the ability to a particular layer to influence other layers on sharing of data using a scale of 1 to 5, 1 being the lowest and 5, the highest

	Data Requester
	Data Owner

[4] The data categories and data pathways covered under this document are not exhaustive. The mapping is focused on priority data categories and critical data pathways that emerged through virtual key informant interviews conducted with subject matter experts.

3.3 Data ecology critical transmission network – Devolved Structure

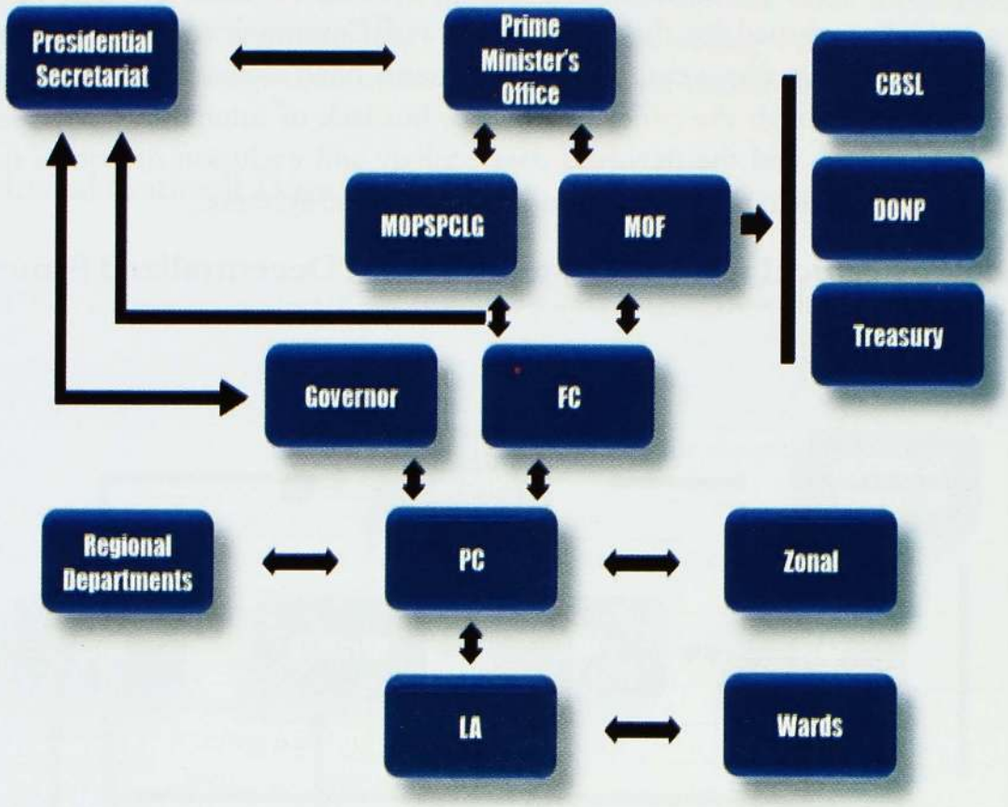

Figure 4: Devolved layer critical transmission network

While a clear mandated data pathway exists, the devolved layer data ecology is more informal in nature and the data flow with the exception of financial data is largely unstructured. Finance commission has played a pivotal role in standardizing the bi-directional financial reporting and expenditure planning (including capital expenditure planning tied to SDGs) data flow by introducing standard reporting templates and standard data reporting frequencies. However, data exchange both upstream and downstream remain heavily dependent on manual data capture and data categories other than financial data used for budgeting and expenditure management are largely obtained from either national level bodies through annual publications (District Statistics Report, CBSL Annual Report, Annual DCS Reports…etc.) or through official data requests from District Secretariats. The governor is a critical node within the devolved data ecology and often acts as a pivotal point of coordination between the devolved layer data ecology and the decentralized layer data ecology at the sub-national domain. However, the data exchange coordinated through the governors' office doesn't follow standardized protocols and vary significantly based on personal dynamics.

Certain provincial councils have on their own volition developed management information systems (MIS) either through own funding or through the support of non-governmental entities, but these systems are often not standardized and do not follow data security, validation and authentication guidelines issued by the Information and Communication Technology Agency (ICTA) of Sri Lanka. Where they exist, these MIS systems have seemingly improved the quality of the data exchanged through the official pathways, but lack of interconnectivity between the decentralized data ecology and the devolved data ecology and exclusion of critical nodes from the system has severely limited the potential and utility of these systems.

3.4 Data ecology critical transmission network – Decentralized Structure

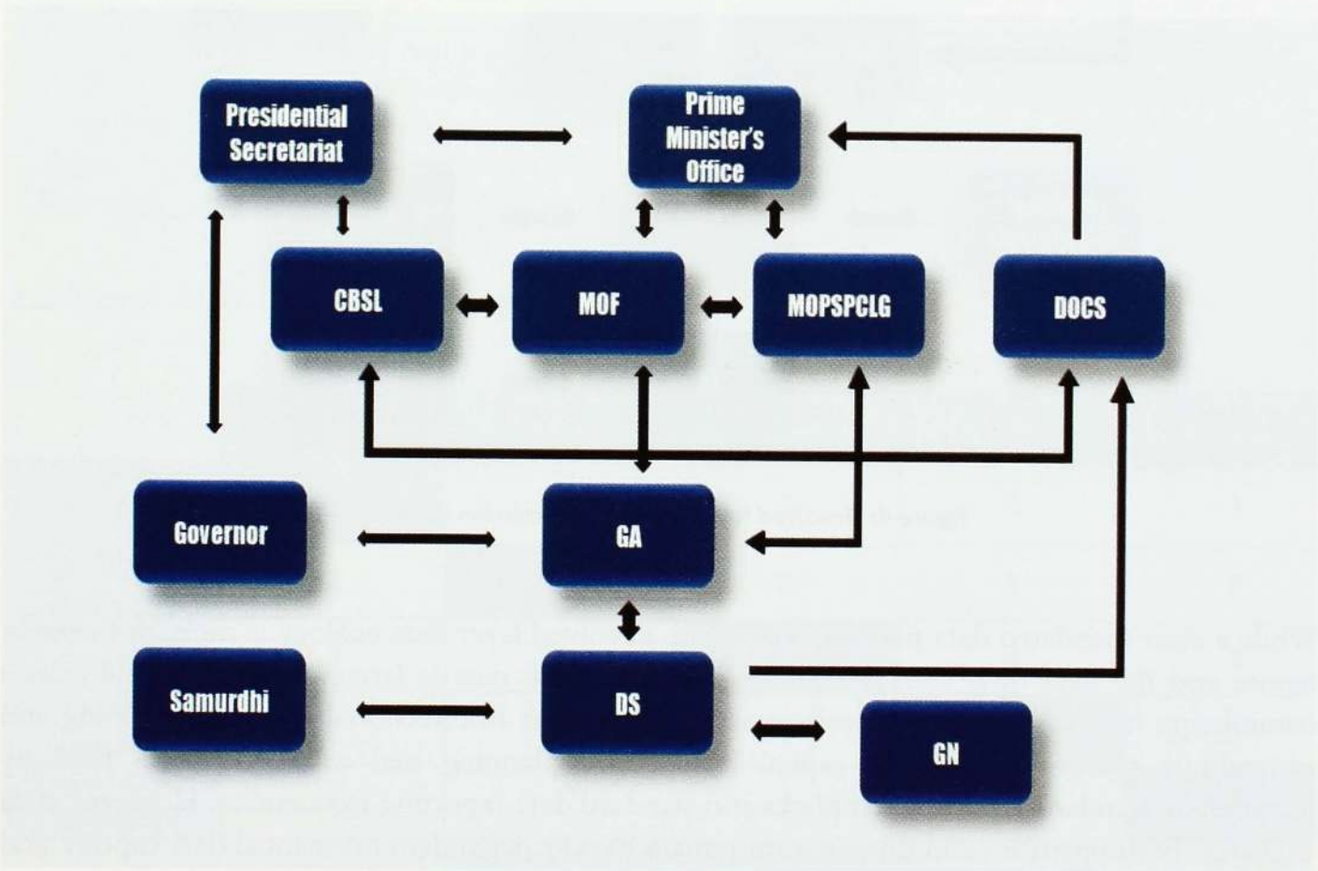

Figure 5: Decentralized layer critical transmission network

The decentralized data ecology is a more formal data exchange and a bulk of the data categories in the sub-national layer (both devolved and decentralized) are harvested from critical nodes within this data eco-system. Data exchange among nodes within the decentralized layer are largely standardized, better coordinated and is on a set frequency when compared to the devolved structure. GNs play a pivotal role as net suppliers of data at the grassroots level, while most national bodies within the structure are net consumers of data. Data exchange is heavily manual template driven and follow central government protocols that have remained unchanged for decades and as a result experience significant challenges in being flexible and contextually relevant. The node network is more hierarchical than the devolved structure at first glance but as all the roles of the nodes within the network are clearly defined and the power dynamic explicitly stated, the higher tier nodes can often bypass middle layer nodes and reach directly to the bottom layer nodes as necessitated. The response time of the network for on demand requests for data is often flexible and often varies based on the power parity between the nodes. Higher

positive power parity (data requesting node is hierarchically close to the top and response node is hierarchically lower) acts as an accelerator for response time while negative power parity (data requesting node is hierarchically close to the bottom and response node is hierarchically higher) acts as a decelerator for response time within this data ecology. The governor and the GA (district secretary) both are pivotal nodes that enable data exchange between the decentralized and the devolved layer.

3.5 Provincial Council Data Ecology

Units/Tiers Receiving Information from Provincial Council	Types of Information Shared by Provincial Council	Frequency
Local Authority	Finance Commission budget templates for expenditure planning and reporting	Annually
	Treasury approved fund allocation	Annually
	Cabinet decisions, parliament approved bills, acts, and other legislative documents	Ad-hoc
	Provincial funded development initiatives with the subject Ministry and other line Ministries	Ad-hoc
District Secretariat	District Coordination meeting	Ad-hoc
	Briefing Meetings with the Governor	Monthly
	District Coordination Meeting	Monthly
	Briefing Meetings with the Governor	Ad-hoc
National Institutions	Responding to Requests from various cabinet ministries & Line Ministries	Ad-hoc
	Provincial development project updates	Quarterly
	Provincial level recurring expenditure plan to FC (Disaggregated by LA)	Annual
	Provincial Level actual recurring expenditure to FC (Disaggregated by LA)	Quarterly
	Provincial level capital expenditure plan to FC	Annual
	Provincial level actual capital expenditure incurred to FC	Quarterly
	SDG Commission Meetings	Ad-hoc
Divisional Secretariat	Devolved subject coordinators positioned within DS	Ad-hoc

Table 3: Provincial Council data ecology

Notes

- Provincial councils rely heavily on divisional/district secretaries to obtain pertinent data for decision making.
- Some provincial ministries such as education and health have community level presence through zonal structure (education) and regional department structure (health)and often engage in subject specific data gathering using these structures. However, the data collected is not cross validated with Divisional/District layer data.
- Provincial councils mainly obtain information from published datasets and published reports such as district statistics book and Central Bank Reports without directly requesting data from the relevant layers.
- While there are no explicit data sharing mechanism between the Provincial councils and the district secretaries except for the District Coordination Meeting, Provincial council treats requests from district and divisional secretaries for data with high level of importance that is often not reciprocated.
- Briefing meetings with the governor often serve as a viable and credible forum for information exchange between the district/divisional layer and the provincial/local authority layer.
- Annual capital expenditure plans requested from local authorities and reported to Finance Commission to request grants are aligned with SDGs by indicating the number of the SDG goal against the capital expenditure budget line item.
- SDG Commission holds periodic meetings with the PC to conduct trainings and to allow for information share.

3.6 District Secretariat Data Ecology

Units/Tiers Receiving Information from District Secretariat	Types of Information Shared by District Secretariat	Frequency
Local Authority	No official exchange of data	N/A
Divisional Secretariat	Official requests for data from PC for planning purposes through the Provincial Planning Secretariat	Ad-hoc
	Briefing Meetings with the Governor	Monthly
	District Coordination Meeting	Monthly
	Requests for data from National bodies	Ad-hoc
National Institutions	Reporting to Ministry of Public Administration	Monthly
	District Statistics Handbook	Annually
	Report to Department of National Planning	Annually
	District information to relevant line ministries	Annually
Provincial Council	District Statistics Handbook	Annually
	District coordination meeting	Monthly
	Briefing meetings with the governor	Ad-hoc

Table 4: District Secretariat data ecology

Notes

- District secretariat nodes hold the most amount of power and influence within the sub-national data ecology.
- The annual district statistics book is used by most sub-national layers as well as national bodies to make decisions and recommendations.
- Financial commission uses the annual statistics book published by each district under a province to design its report on the province to the president as mandated.
- Department of Census and Statistics by-passes the district secretariats and directly collects data from the statistical officers within the divisional secretariats.

3.7 Divisional Secretariat Data Ecology

Units/Tiers Receiving Information from Divisional Secretariat	Types of Information Shared by Divisional Secretariat	Frequency
Local Authority	Divisional Coordination Meeting	Monthly
	Water Resource Committee	Quarterly
	Agriculture Committee	Quarterly
	Disaster Management and Response Committee	Quarterly
	Briefing Meetings with the Governor/Politicians	Ad-hoc
Provincial Council	Devolved subject coordinators positioned within DS (Social Service, Cultural, Sports, Rural Development, etc)	Ad-hoc
	District Coordination Meeting	Monthly
	Performance reporting on projects implemented through DS	Ad-hoc
	Fees and taxes pertaining to devolved subjects collected by DS	Monthly
District Secretariat	Routine information update	Monthly
	Statistics for the District Statistics Handbook	Annual
	Annual implementation update	Monthly
	District Coordination Meeting	Monthly
	Briefing Meetings with the Governor	Ad-hoc
National Institutions	Requests from various cabinet ministries & Line Ministries	Ad-hoc
	Requests from institutions such as RDA, UDA, WB, CEB, BOI & Presidential Secretariat	Ad-hoc
	SDG Commission Meetings	Ad-hoc
	Department of Census and Statistics	Monthly

Table 5: Divisional Secretariat data ecology

Notes

- Divisional secretaries provide a bulk of the demographic data utilized for national layer decision making including SDGs.
- Divisional Secretaries coordinate closely with Grama Niladari's and Economic Development Officers at the community level to obtain data from the community level.
- Data collected by divisional secretariats often lack standardized templates and are not validated.
- Surveys or scientific means are often not followed in the collection of data and updating process is based on assumed percentage increases.
- Certain data categories such as demographic data, social welfare are regularly collected and updated at least annually for the production of the statistics handbook at the district level.

3.8 Local Authority Data Ecology

Units/Tiers Receiving Information from LAs	Types of Information Shared by Local Authority	Frequency
Provincial Council	Upcoming year revenue and expenditure budget –Capital and Recurrent	Annual
	Local authority council meeting minutes	Monthly
	Development project progress reports	Ad-hoc
	Actual revenue and recurrent expenditure update	Monthly
	Actual capital expenditure update	Quarterly
	Responses to Audit Queries	Ad-hoc
	Respond to data requests from Ministry of Local government, Chief Minister, Governor, Chief Secretary	Ad-hoc
	Respond to data requests from Provincial Ministries	Ad-hoc
	SDG Committee Meeting	Ad-hoc
	Development plan	5 years
	Annual Performance Report	Annual
	Urban Planning, Water resource, tourism, agriculture, Disaster Management committee meetings	Quarterly
Divisional Secretariat	Divisional Coordination Meeting	Monthly
	Water resource, tourism, agriculture, Disaster Management committee meetings	Quarterly
	District Coordination Meetings	
	Briefing Meetings with the Governor	Ad-hoc
	Official information requests	Ad-hoc
District Secretariat	Official information requests	Ad-hoc
	Briefing Meetings with the Governor / Politicians (DCCs)	Ad-hoc
National Bodies	Requests from various cabinet ministries & Line Ministries	Ad-hoc
	Requests from national agencies such as RDA, CEA, & UDA	Ad-hoc
	Requests from national boards such as BOI, WB, CEB	Ad-hoc
	De facto information flow from political parties to their representatives at the local government layer	Ad-hoc

Table 6: Local authority data ecology

Notes

- With the exception of provincial councils, there are little to non de jure information pathways between local authorities and other layers such as the divisional/district secretariats and national institutions.
- Governor, Chief Secretary and the Commissioner of local government plays a critical role in connecting the local government to other administrative layers.
- Vast majority of information communicated to and from the local government layer is communicated using de facto information pathways dependent on individual or political relationships.
- SDGs are considered when planning capital expenditure for upcoming years with each capital expenditure project being tagged with the applicable SDG code. However, there is a vast discrepancy between capital expenditure requested and capital grants approved and disbursed from the treasury and as a result there are significant variations between SDG plans at the local government layer and actual results achieved.
- COVID-19 has not significantly altered the operational mechanics of the local government and as a result has not altered or impacted neither the modality nor the type of information sent and received to and from the local authority layer to other administrative layers.

3.9 Community Level Data Ecology

Units/Tiers Receiving Information from Grama Niladari	Types of Information Shared by Grama Niladari	Frequency
Local Authority	No official exchange of data	N/A
Divisional Secretariat	Unauthorized settlement report	Bi-weekly
	Check-in session	Bi-weekly
	Public Day meeting	Weekly
	Community demographic data, economic data and social welfare data	On-demand
District Secretariat	No official exchange of data	N/A
Provincial Council	No official exchange of data	N/A
Units/Tiers Receiving Information from Samurdi Niladari	**Information Sharing Instances by Samurdi Niladari**	**Frequency**
Local Authority	No official exchange of data	N/A
Divisional Secretariat	Check-in session	Bi-weekly
	Economic data	Ad-hoc
	Social welfare data at community level	Bi-weekly
District Secretariat	No official exchange of data	N/A
Provincial Council	No official exchange of data	N/A
Units/Tiers Receiving Information from Ward Representatives	**Information Sharing Instances by Ward Representative**	**Frequency**
Divisional Secretariat	No official exchange of data	N/A
Local Authority	Ward level Expenditure Planning Data	Annually
	Ward level development needs	Monthly
District Secretariat	No official exchange of data	N/A
Provincial Council	Community demographic data, economic data and social welfare data	On-demand
Units/Tiers Receiving Information	**Information Sharing Instances by Zonal Director / Regional Director**	**Frequency**
Divisional Secretariat	No official exchange of data	N/A
Provincial Council	Zonal educational Status by Zonal Director	Annually
	Zonal educational budget by Zonal Director	Annually
	Zonal educational expenditure by Zonal Director	Quarterly
	Regional health Status by Regional Director	Annually
	Regional health budget by Regional Director	Annually
	Regional health expenditure by Regional Director	Quarterly
District Secretariat	No official exchange of data	N/A
Local Authority	Official data requests	Ad-hoc

Table 7: Community level data ecology

Notes

- Most demographic, economic and social welfare data regarding communities originate from Grama Niladiri/Gramasevakas. However, the method of collection, validation and dissemination vary on a broad spectrum and is heavily dependent on the capacity, capability and the interest of the individual.
- There are no formal set frequency data transfers from the GN/GS layer to the divisional layer other than the unauthorized settlement report and most other data and statistics are continually collected and transmitted on demand to divisional secretariats.
- Samudrhi officers and Grama Niladaris often are housed in the same building in the community or have offices in close proximity to one another but have no formal data exchange. Both officers report to the divisional secretariat under different channels and forums and yet the data is not cross validated at that layer and continues to be reported upstream as segregated data streams.
- Provincial councils, local authorities, national bodies use both aggregated and disaggregated community data in development planning, service delivery enhancement and decision making but have no channels to access updated data directly from the GS or SOs. Most of these stakeholders wait for the data to flow upstream to the district secretariats and for the GA to publish the district statistics book, which is subsequently used for decision making, resulting in certain data streams being used for decision making at key nodes being several years old and often not validated.
- For health and education, the provincial councils have access to regional and zonal level data, but these data streams are only used for expenditure planning purposes and are not shared with other nodes in the data ecology.
- Local authorities have access to ward level data through council representatives from the ward and at times use this data for decision making at the local authority level. However, data collected at ward level by local authorities do not carry the same credibility as data collected through GN/GS structures and are not shared with other nodes within the data ecology.

3.10 Regional Differences (CDLG Project Areas) in the Data Ecology

- Uva uses an advanced online based MIS system developed in-collaboration with ICTA at the provincial layer, that interlinks the Governor, Chief Minister, Chief Secretary, CLG, ACLG, local authorities as well as the District Secretary to ensure free flow of data and information between critical nodes. Each node has specific access rights as well as limited edit rights and the system is maintained by the Deputy Chief Secretary of Planning at the Uva PC.
- Eastern province uses a limited MIS system to prepare the annual recurrent expenditure budget and is able to gain access to necessary information from local authorities and other provincial ministries to allow electronic preparation of the annual recurrent expenditure budget. The system is maintained by the deputy chief secretary of planning at the Eastern PC.
- North-western PC uses an electronic version of the FC provided templates shared with lower layers as well as other PC ministries to collect annual data.

Northern Province has introduced a Provincial Management Information System called ProMIS to gather and analyze the financial related information from all the institutions including 34 Local Authorities under the Northern Province to derive useful analytics for decision making process. Also, Northern Province piloted the Integrated Provincial Management Information System (iProMIS) to plan, procure, implement and monitoring the capital development works funded under the Project Specific Development Grants (PSDG) using a web-based system with real time monitoring feature using mobile technology.

4. Recommendations

4.1 Short-run recommendations

- Introduce formal reporting templates and fixed frequency data transmissions for key data streams for inter layer data and information exchange.
- Immediately move to digital only data transmission protocols for inter and intra layer data transmission.
- Introduce intra-layer ICT based communication forums to encourage transparent information and idea exchange. (This was practices especially by the decentralized layer in creating inter and intra layer WhatsApp groups to facilitate information sharing and streamline ground level relief coordination during COVID pandemic).
- Common nodes within the decentralized and devolved data ecology collate and cross validate comparable data streams from the devolved and decentralized layers and only transmit cross validated data upstream for national level development planning and decision making.

4.2 Long-run recommendations

- Introduce/implement e-governance and open data sharing protocols using existing middleware platforms and exploiting block chain technology.
- Link national layer nodes such as the treasury, line ministries, Department of Census and Statistics, Central Bank of Sri Lanka and Department of National Planning to a common data platform and a decision management system.
- Link all relevant devolved and decentralized nodes to one electronic data ecology, clearly identifying data input nodes as well as data consumption nodes and developing protocols and policies that standardize the quality, access and transmission frequency of the data.
- Integrate the national layer common data platform and decision management system to the validated sub-national database and decision management system.

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