

Annual Performance Report for the year 2020



Name of the Institution: Educational Publications Department

Vote Head : 213

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Educational Publications Department

Annual Performance Report – 2020

Chapter 01 - Institutional Profile/Executive Summary

1.1. Introduction

The Educational Publications Department has been established as a super – graded department under the Ministry of Education to accomplish the national task of implementing the national policy of providing school textbooks free of charge to the children of the country to get the benefits of free education and the task of compiling supplements and learning aids connected to the above.

Background Information

The Educational Publications Department was established as a separate body of expenditure unit under the Ministry of Justice, by an extra-special gazette notification dated 27 March 1965. Later, it was assigned to the then Ministry of Education and Cultural Affairs by the extra-special gazette notification of the Government of Sri Lanka, dated 30th September 1966.

The responsibilities mentioned below have been vested in the Educational Publications Department from the aforesaid gazette notification of 1966.

- Translating, publishing, distributing and selling books and buying the copyright of books approved for the use of primary, secondary and higher education
- Production, publication, distribution and sale of the textbooks, dictionaries, glossaries and other books that are necessary for educational activities
- Production, distribution and sale of learning aids, audio-visuals and other equipment
- Encouraging the production of reading materials

The Educational Publications Department, established as a B – Grade department in the year 1965 was high-graded on 14.07.2004 and the designation of the Head of the Department was changed to Commissioner General of Educational Publications as well as it was risen up to a status similar to that of an Additional Secretary of the Ministry of Education.

The Educational Publications Department has been divided into sections as Development, Production and Distribution, Publication, Information Technology, Finance and Administration to facilitate smooth functioning and easy-supervision of basic tasks, and it has been structured to execute duties by attaching Deputy and Assistant Commissioners, Management Assistants and Development Officers, Office Assistants and drivers, etc. to each section.

1.2 Vision, Mission, Objectives of the Institution

Vision

Ensure equitable access to education through the provision of learning materials of distinctive pedagogical standards that keep abreast with international developments in education.

Mission

Enhances the quality and value of education by implementing the Free Textbook Scheme of the Government of Sri Lanka, progressively widening the range of available dictionaries, audio-visual study packs and other materials of high educational standards enabling to produce worthwhile and intelligent citizens with ability to contribute towards the development of country.

Objectives

Create knowledgeable citizens with values for the benefit of the country through the development of quality in education.

- Provision of school textbooks free of charge to students in Grade 1-11 in government schools and Pirivens
- Provision of school curriculum and additional knowledge to students through the production of supplementary reading books
- Preparation of students for public examinations by printing questions and answers books
- Provision of knowledge on syllabi to teachers by printing and distributing teacher's guides
- Provision of guidance required to the efficient learning related to the syllabi

1.3. Key Functions

The functions mentioned below have been vested in the Educational Publications Department by the extra-special gazette notification of the Government of Sri Lanka, dated 30th September 1966 bearing the number 14,715/3.

- Translating, publishing, distributing and selling books and buying the copyright of books approved for the use of primary, secondary and higher education.
- Production, publication, distribution and sale of the textbooks, dictionaries, glossaries and other books that are necessary for educational activities.
- Production, distribution and sale of learning aids, audio-visuals and other equipment.
- Encouraging the production of reading materials.

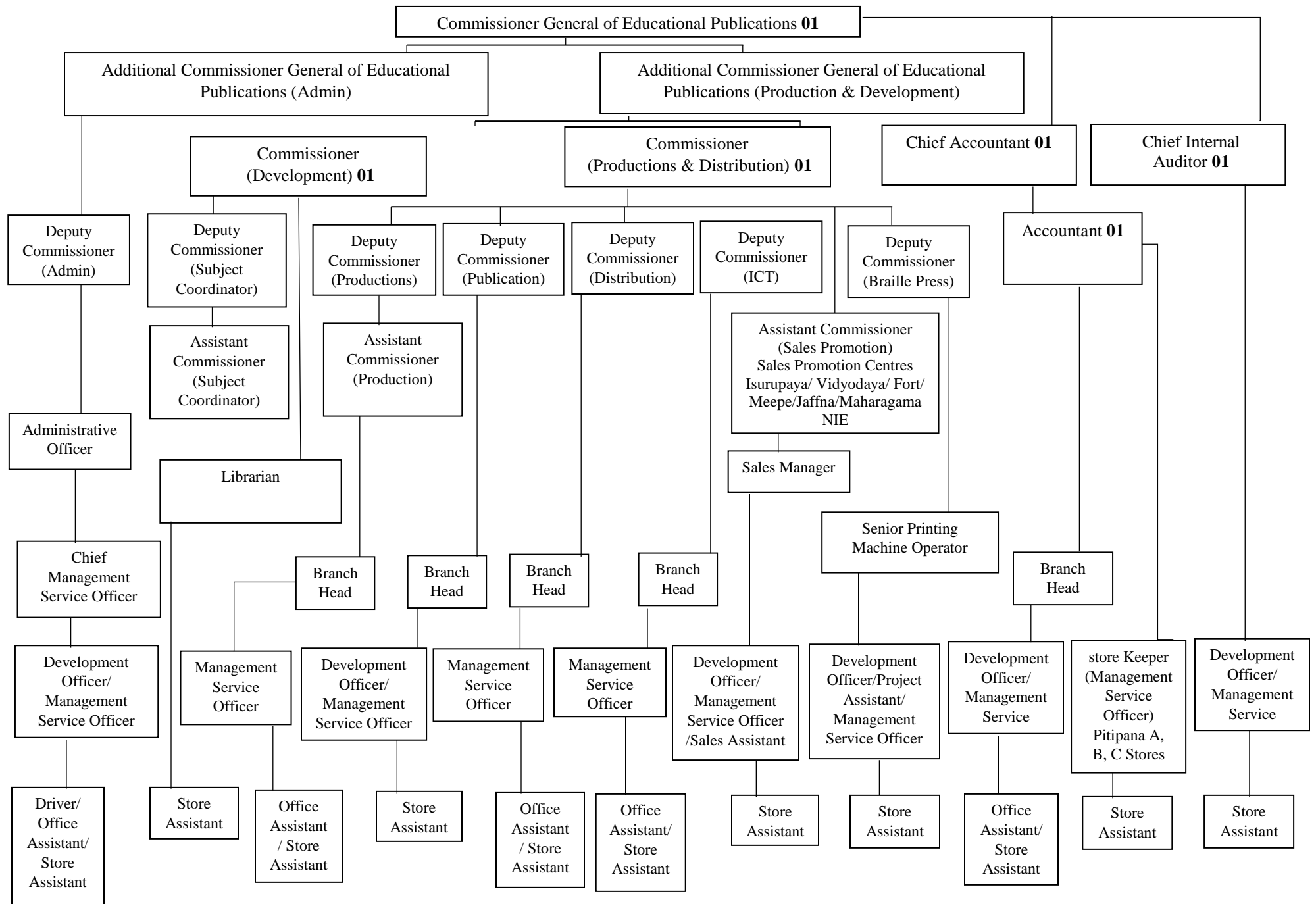
1.4. Organizational Chart & Administration

The Commissioner General of Educational Publications Department who functions as the Chief Executive is bestowed with the assistance and co-operation of two Commissioners who are Grade 1 officers of the Sri Lanka Education Administrative Service and 32 Deputy and Assistant Commissioners. In charge of the Finance Branch is a Grade I officer of Sri Lanka Accountants' Service and a Grade II officer of the Accountants' Service accomplishes the duty of other post of accountant. Also, the in - charge of the Internal Audit Branch is a Grade I officer of the Sri Lanka Accountants' Service.

The Educational Publications Department has been divided into nine branches to facilitate smooth functioning and easy-administration, as Administration Section, Development Section, Productions Section, Publications Section, Distributions Section, Finance Section, Internal Audit Section, Sales Promotion Section and Information Technology Section.

The flow chart that appears in the next page shows the organizational structure of the department.

Organizational Structure of the Educational Publications Department



1.5. Main Divisions of the Department

- Development Section
- Productions Section
- Distributions Section
- Publications Sections
- Sales Promotions Section
- Information & Communication Technology Section
- Administration Section
- Finance Section
- Internal Audit Section

Development Section

Duties & Responsibilities

- Production of textbooks distributed free of charge to grades 1-11
- Production of supplementary books for Advanced Level and other higher examinations
- Production of other supplementary books

E.g.:-

- translations
- dictionaries, glossaries, past questions and answer books
- Production of e-textbooks
- Production of textbooks in Braille media for vision impaired students
- Quality check of textbooks received to stores

The Duties and Responsibilities fulfilled in 2020

1. Preparing textbooks from grades 1-11 for re-printing
2. Production of supplementary reading books

I. New supplementary reading books produced in 2020

- | | |
|---|----------------|
| 1. Market Economics | Tamil Medium |
| 2. A/L Chemistry Questions and Answers 2019 | Tamil Medium |
| 3. A/L Physics Questions and Answers 2019 | Tamil Medium |
| 4. A/L Bio Science Questions and Answers 2019 | Tamil Medium |
| 5. A/L Commerce Questions and Answers 2019 | Sinhala Medium |
| 6. A/L Physics Questions and Answers 2019 | Sinhala Medium |
| 7. A/L Combined Maths Questions and Answers 2019 | Tamil Medium |
| 8. A/L Biology Questions and Answers 2019 | Sinhala Medium |
| 9. A/L Engineering Technology Questions and Answers 2019 | Sinhala Medium |
| 10. A/L Bio Systems Technology Questions and Answers 2019 | Sinhala Medium |
| 11. O/L Questions and Answers 2019 | Sinhala Medium |
| 12. O/L Questions and Answers 2019 | English Medium |
| 13. O/L Questions and Answers 2019 | Tamil Medium |

II. Preparing supplementary reading books that are reprinted on demand for printing

1. Modern Tamil Compositions and Dramatic Literature	Tamil Medium
2. Catholicism Grade 10	English Medium
3. Catholicism Grade 7	English Medium
4. Catholicism Grade 8	English Medium
5. Catholicism Grade 9	English Medium
6. Catholicism Grade 11	English Medium
7. History Grade 6	English Medium
8. World History	Sinhala Medium
9. Coordinates Geometry	Sinhala Medium
10. Glossary	Sinhala / English
11. History Grade 7	English Medium
12. History Grade 8	English Medium
13. History Grade 9	English Medium
14. History Grade 10	English Medium
15. History Grade 11	English Medium
16. A/L Poetry	English Medium
17. Chemical bonding	Tamil Medium
18. Physics V	Sinhala Medium
19. Practical Geography I	Sinhala Medium
20. Practical Geography II	Sinhala Medium
21. Microbiology	Sinhala Medium
22. Practical Chemistry	Sinhala Medium
23. Engineering Technology III	Sinhala Medium
24. Engineering Technology IV	Sinhala Medium
25. Engineering Technology VI	Sinhala Medium
26. Engineering Technology VII	Sinhala Medium
27. Sinhalese Writing Practice	Sinhala Medium
28. Basic Calculus	Sinhala Medium
29. Applied Zoology	Sinhala Medium
30. Environmental Science	Sinhala Medium

3. Digital learning materials were produced for English, Mathematics and Science.

English – Grades 6,7

Science – Grades 6,7,8,9 (Sinhala, Tamil and English media)

Mathematics - Grades 6,7,10,11 (Sinhala, Tamil and English media)

4. The quality checking of the textbooks so far received to the stores, has been completed.

5. Workshops on producing digital materials were conducted to develop the capacity of the officers of the EPD. There were 03 workshops conducted on 10,11,12 February, 17,18,19 February and 24,25,26 February in 2020. One online workshop was conducted from 24-27 November 2020.

Production Section

Introduction

The duties of the Production Section of the Educational Publications Department are performed by a Deputy Commissioner, an Assistant Commissioner, five officers from the Sri Lanka Management Assistants Service, three office assistants and one casual employee under the Commissioner who is in-charge of the productions and distributions. The main duty of this section is to get all the textbooks compiled for the students, printed via the Department of Government Printing, the State Printing Corporation and other printing presses of the private sector. In addition, printing of Teacher's Guides and syllabi compiled by the National Institute of Education is another duty that is performed by this section. Moreover, it is the duty of this section to compile and print supplementary reading books for both students and other readers and to print evaluation reports working in collaboration with the Department of Examinations.

Duties & Responsibilities

1. Gathering information to prepare specifications before giving the school textbook printing tender and getting the stock balance from the IT unit, distribution section and from the stores
2. Based on that stock balance, preparing specifications via a Specification Committee for the printing of school textbooks for the year 2021
3. Getting the Commissioner General's approval for the reports prepared by the Specification Committee and handing over those approved reports to the Finance Branch
4. Giving the press copy and the transferred copy to the relevant subject officers, getting the relevant corrections entered and getting the relevant DVD checked from the IT unit
5. Handing over the press copies and correct DVDs to the companies which have obtained the relevant tenders
6. Preparing specifications to reprint teacher guides as stocks are over.
7. Checking all the steps and all the activities from proof stage to quality checking stage
8. Instigate the printers to obtain correct stocks of textbooks to the stores on time
9. When the corrections have to be entered in the textbooks and when the stocks have to be corrected, making the producers aware and correcting them accordingly
10. Observing printing presses when necessary; obtaining their printing plans and checking them; preparing daily reports on the progress of printing.

11. Taking necessary steps to develop the physical quality of textbooks; printing four-colour-pictures and paintings for both the cover page and the inside pages accordingly; using 220gsm, laminated art board paper for the dust jacket (book cover) and, in that way, taking steps to give students a series of attractive textbooks
12. Obtaining a lab report for each textbook to check whether it tallies with specifications
13. Printing of Teacher's Guides in association with the National Institute of Education
14. Printing of supplementary reading books
15. Printing of Questions and Answers Books of G.C.E (O/L), G.C.E (A/L) and grade 05 scholarship examination, in collaboration with the Department of Examinations

Progress Indicators

Printing of School Textbooks for 2021 in 2020

Serial No	Printing Press	No. of Types of Textbooks	No. of Copies
01	State Printing Corporation	106	13,890,000
02	Private Printing Presses	294	25,541,500
Total of books printed		400	39,431,500

Printing of Teacher's Guides for 2020/21 - 2020

Serial No.	Type of Textbook	No. of Types of Textbooks
01	Grades 1-5 TG	09
02	Grades 6-11 TG	01
03	Grades 12-13 TG	03
04	Grades 1-5 TG Piriven	22
Total of types of books printed		35

Printing of Questions & Answers Books and Supplementary Books - 2020

Serial No.	Type of Book	No. of Types of Books
01	Supplementary books	22
02	Questions and Answers books	12
Total of types of books		34

Distribution Section

Introduction

The textbook distribution section is administered under the supervision of the Commissioner of Productions and Distributions. In addition to a Deputy Commissioner and five officers of the Public Management Assistants' Service, one Development Officer, there are 19 permanent minor staff employees and six other employees who are employed under casual basis, working in this section. Distribution of textbooks before the commencement of each school year, for over four million students from grade one to eleven in both government and government grant-in-aid schools is the duty vested in this section. Amount of books needed for each school and distribution center is decided, based on the statistics collected from schools and distribution centers. The amount of textbooks needed for the following year is decided based on these statistics.

Duties & Responsibilities

- Distribution of textbooks to all the island wide national schools, provincial schools and government approved private schools and pirivens before the beginning of each school year
- Distribution of Teacher's Guides to all the national Schools, provincial schools, government approved private schools, pirivens and zonal education offices in the island
- Making arrangements to pay textbook transport allowances to all the schools which obtain their textbooks from textbook distribution centers/divisional education offices and making arrangements to pay the allowances of in-charge and assistant in – charge officers and labourers of the distribution centers and, the divisional education offices
- Prepare paying-in vouchers for the textbook transport institutions
- Collecting, up-dating, summarizing and storing of data on the needs of textbooks
- Taking measures to complete the needs of textbooks by coordinating provincial education offices, zonal education offices, divisional education offices, textbook distribution centers and all the schools in the island.
- Preparing daily reports on receipts and issuing of textbooks during the distribution period.
- Taking measures to maintain accurate reports on receipts and issuing of stocks through the management of storeroom activities of the stores of the department.

Distribution of Textbooks

In accordance with the programme for the distribution of textbooks for 2020, textbooks are directly distributed to all the national schools in the island and to all the provincial schools whose student population is above 2000. For all the other government school textbooks were distributed via textbook distribution centers. Also, textbooks were provided to all the government approved private schools free of charge. For all the schools in the Colombo Zone and the Nugegoda Division, textbooks were distributed directly from the department. Accordingly, approximately 40 million copies of 448 kinds of textbooks were distributed to 4.2 million student population who were in 10,121 government schools, 103 government approved private schools and special schools and 747 Pirivens.

Activities relevant to Re-use of Textbooks

The textbooks which are supplied to students free of charge should be given back to the school for re-use at the end of the year. (Textbooks printed for primary section, workbooks and books given to the students who sit for the G.C.E (O/L) examination are not taken back.) Programme for the reuse of textbooks has been implemented for those who learn in classes from grade six to nine. The basic objective of this programme is to give the students a proper understanding regarding the value of using textbooks with care and to minimize the expenditure the government has to bear to supply textbooks, free of charge.

Sub-Committees of Textbook Distribution

Several sub-committees had to be appointed for the sections for which the special attention was needed in distributing textbooks.

- a) The method of random sample checking of the stocks of books brought to stores from the printing presses, selecting the samples according to the subject and medium by the officers of the relevant evaluation committee members was regulated this year.
- b) A programme compilation and progress control unit was added to the Distribution Section. Planning the book distribution programme and preparing issue orders for the books which were to be sent to schools, book distribution centers and divisions were the duties of this unit. Preparation of issue orders after obtaining daily reports from the stores regarding the types and

amounts of books received by the stores facilitated to reduce the number of times of transporting books for each district.

- c) Three types of issue orders were printed and distributed among the Divisional Directors of Education and Principals. Because of that, the task could be performed more efficiently and accurately by minimizing the mistakes that could occur when receiving them and when distributing textbooks. Textbooks for Primary Pirivena Classes too are distributed through the Divisional Education Offices. Therefore, steps were taken to obtain the requisitions of Pirivena textbooks, by getting the data entered into the annual textbook issue orders, with the kind help of the chief incumbent of each primary Pirivena.

Preparing Paying-in Vouchers for Textbook Transportation

- a) Checking and forwarding to the Finance Section the vouchers sent to the Department to be reimbursed the expenditure borne by the principals to transport books from the distribution center to their schools
- b) Checking the number of kilometers and preparing the paying-in vouchers for private book transporting institutes and forwarding them for future procedures for transporting textbooks

Publication Section

The Publication Section which functions with the leadership of the commissioner (Productions and Distributions), performs its duties by one officer of the Management Assistants Service as the branch head, three officers of the Management Assistants Service, two Development officers, and two storeroom labourers under the supervision of a Chief Management Assistant. The branch has rendered the following tasks during the period from 01.01.2020 to 31.12.2020.

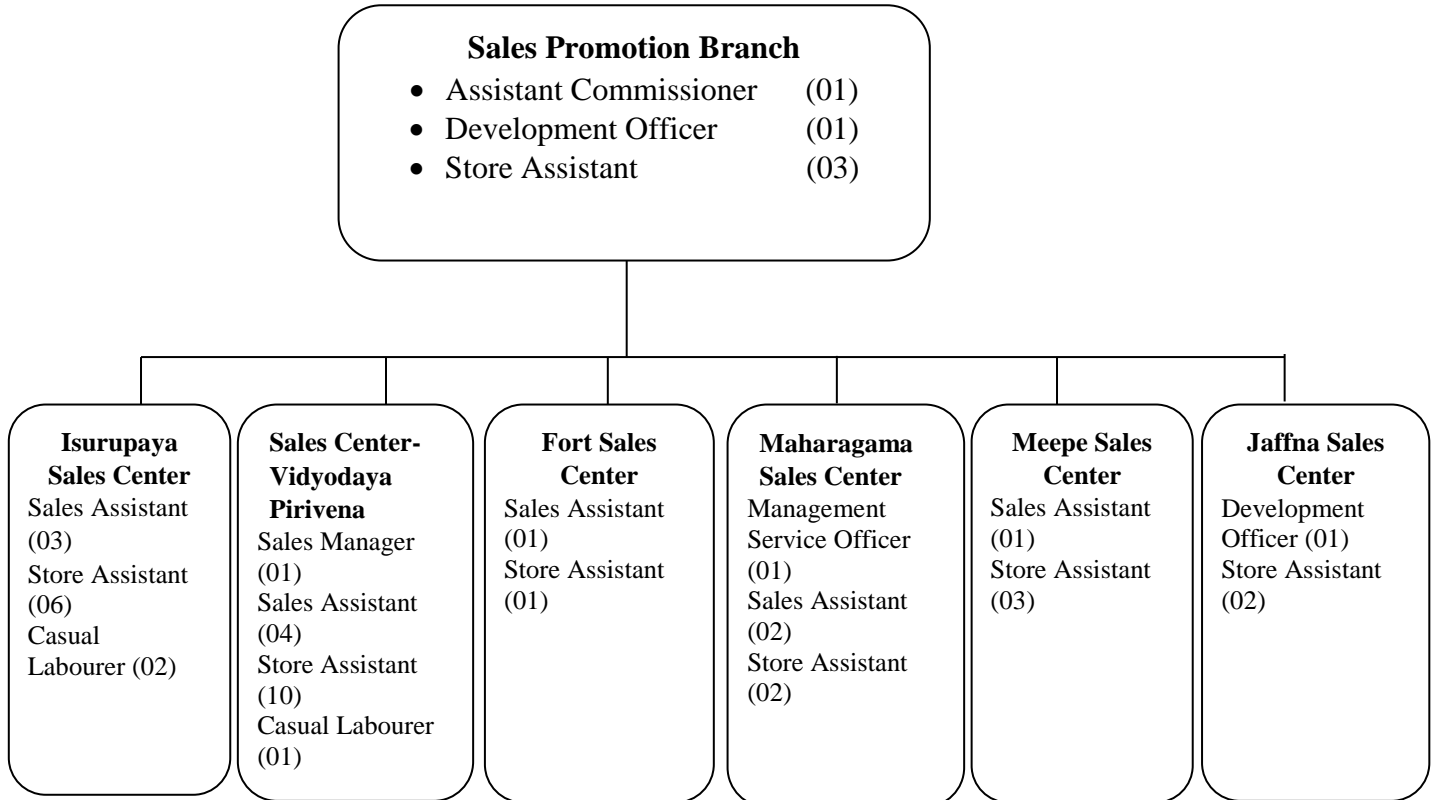
- Giving printing orders to relevant printers to get 400 textbooks, 38 Teacher's Guides, 34 supplementary materials printed and 06 reprinted textbooks printed, open and maintain files in relation to those books.
- Preparing agreements and coming to agreements with the printers to print 472 textbooks, Teacher's Guides and other supplementary reading books
- Appraising the books according to the Cabinet Decision Number 14/0467/530/015 of 03.05.2014 and Treasury Circular No 281
- Obtain advance bonds for all the textbooks which need payments of advance, prepare and forward advance vouchers accordingly
- Obtain all the stock reports, quality reports, printing approval, soft copy reports and invoices relevant to the books given for printing
- Forward the details of textbooks of which the printing is delayed and those with printing errors to the Operational Committee and make decisions regarding them
- Prepare and forward the paying-in vouchers relevant to all the textbooks
- Provide details needed to reply audit queries

Sales Promotion Branch

Opportunities are provided to purchase school textbooks, supplementary reading materials, translations, glossaries, and past questions & answers books from the sales promotion center of the Educational Publications Department.

There are six sales promotion centres of the Department located in Maradana Vidyodaya Pirivena, Colombo Fort railway station, Isurupaya, National Institute of Education, Maharagama, Teacher Training Centre, Meepe and Jaffna Central College. Publications of the department, supplementary reading books and Teacher's Guides are available in all these sales centres and school textbooks are also sold in Maradana, Isurupaya, Meepe and Jaffna.

The Sales Promotion Centre of the Educational Publications Department comprises of a staff of 46 employees. A Class III officer of the Sri Lanka Education Administrative Service, a Development Officer, an officer of the Management Service, a sales manager, 11 sales assistants and 29 permanent and casual store assistants are employed in the Sales Promotion Centre. (The following image depicts the structure of the Sales Promotions Centre.)



Tasks rendered by the Sales Promotion Section in 2020

The Sales Income of Textbooks of Sales Promotion Centres - 2019							
Month	Vidyodaya Sales Centre	Isurupaya Sales Centre	Meepe Sales Centre	Fort Sales Centre	Maharagama Sales Centre	Jaffna Sales Centre	Total
January	12,737,487.25	11,233,855.80	1,022,055.00	344,901.00	743,178.50	846,917.00	26,928,394.55
February	6,197,754.30	5,286,001.65	6,871,689.00	436,765.00	1,073,359.00	489,225.85	20,354,794.80
March	2,347,114.25	2,238,717.00	312,132.00	124,336.00	322,344.00	179,965.25	5,524,608.50
April	The sales promotion centres were closed due to Covid-19 pandemic.						
May	The sales promotion centres were closed due to Covid-19 pandemic.					27,624.00	27,621.00
June	Closed	4,139,424.85	322,590.00	Closed	434,071.00	276,099.00	5,172,184.85
July	3,087,588.20	5,752,534.29	374,511.00	139,576.00	668,217.00	467,424.30	10,489,850.79
August	5,937,786.65	4,530,964.75	476,768.50	163,765.00	605,720.00	859,638.10	12,574,643.00
September	268,246.50	8,729,741.10	482,113.15	225,265.00	909,257.50	882,058.10	11,496,681.35
October	2,723,976.60	3,196,898.13	291,578.55	51,172.00	145,781.00	425,903.00	6,835,309.28
November	Closed	Closed	610,784.00	Closed	Closed	608,892.00	1,219,676.00
December	Closed	13,580,254.20	1,919,658.00	Closed	Closed	1,266,252.25	16,766,164.45
Total	33,299,953.75	58,688,391.77	12,683,879.20	1,485,780.00	4,901,928.00	6,329,998.85	117,389,928.57

External Book Exhibition Income – 2020

Number	Book Exhibitions participated in 2020
01	Athugala Book Exhibition

Development of Sales Promotion Centres

The development of the sales promotion centres should be done in a manner as to provide a satisfactory service to the customers who are interested in the department publications and to increase the income of the department. Accordingly, further steps have been taken by considering the inquiries and suggestions made from time to time by the Internal Audit Section, department administration and customers.

Information Technology Unit

Responsibility of carrying out and updating of all the data of the Department and computerizing the textbooks, extra reading books and other books, and receiving and preparing the soft copies of those books so that they are suitable to print, lies with this unit.

Deputy Commissioner (Information Technology - SLEAS)



Management Assistant (01)



Junior Officers (24)

*With effect from 10.05.2021, 12 junior officers in the Development Section were attached to the ICT Section.

Duties and Responsibilities of the IT section

1. Computerizing textbooks and supplementary books compiled in the Development Unit, preparing soft copies and cover pages
2. Creating computer programmes which are necessary to computerize the data regarding the distribution of textbooks in the stores, and assist to carry out a database in each store
3. Provide reports to the higher management regarding printing textbooks and supplying to stores
4. Prepare labels for the Distribution Branch
5. Providing details about the amount of books distributed and their value to the Finance Branch
6. Carrying out the department website and updating it; uploading the textbooks into the website
7. Preparing and handing to print the issue orders for 2021
8. Preparing invitation cards, banners, posters etc. necessary for the ceremonies of the Educational Publications Department and the Ministry of Education
9. Maintenance of all the computers and electronic devices of the Department and provide technical advice

Braille Press

The Braille press is administered by a Deputy Commissioner and there are three graduate project assistants and two Development Officers to prepare (translate) textbooks in the Braille medium.

A senior printing machine operator and four junior officers are employed to print and distribute textbooks.

An assistant Development Officer is in charge of other administrative activities in the Braille press.

Duties and Responsibilities of the Braille Press

- All the textbooks are produced in Braille medium for vision impaired students.
- These Braille medium textbooks are provided to assisted special schools and government schools.
- Textbooks with enlarged fonts are also produced. (Language and Mathematics textbooks for grade 01)

Administrative Branch

Introduction

A Deputy Commissioner (Administration), an administrative officer, a chief management assistant service officer, nine officers of the Management Assistants' Service, a Development Officer and three office assistants and store assistants are attached to the Administrative Section.

Duties and Responsibilities

- General administrative activities of the department
- Maintaining the personal files of all the staff of the department and relevant activities
- All official duties related to transport
- Providing loans and advances under the Advance "B" account for the staff of the department
- Official duties related to Agrahara claim forms
- Providing training for the staff of the department
- Coordinating the election activities
- Issuing office circulars and regulations
- Registering book sellers in the department
- Recruiting casual staff and related activities
- Preparing annual performance appraisal report
- Maintenance of Pitipana store complex
- Activities related to 1/20 allowances of the staff officers and over time, travelling, wages on holidays of the department staff

Finance Section

Introduction:

A chief accountant, an accountant, 15 employees from the Management Assistants' Service, and two development officers have been attached to the finance section.

Duties and Responsibilities

- Preparing estimates of annual expenditure and limits of advance accounts and activities regarding the revisions of estimations and their limits
- Preparing salaries and issuing remittance cheques for all the staff of the department
- Activities relevant to payments of overtime, transport allowances and other allowances of all the staff of the department
- Payment of loans related to Advance "B" account and reclaiming them
- Maintaining all the books, ledgers and account books necessary for payments
- Preparing monthly account synopsis (summary) deposit account reports, bank reconciliation reports through CIGAS programme
- Preparing final account reports of the annual appropriation account and the Advance Accounts, activities related to receiving and paying in general deposit account and prepare monthly reconciliation reports
- Purchasing, storing, distributing and maintaining records of the consumer goods and capital assets necessary for all the sections of the department
- Clearing bills/receipts for all the utility services relevant to the department
- Paying the officers' charges for distributing of textbooks; paying principals' allowances for transporting textbooks and paying the allowances of the in-charge officers of the textbook delivery centers
- Holding annual verifications and surveys and removal of the damaged items and other activities according to the recommendations of the boards of survey
- Documentation of sales records of the sales promotion centers
- Paying charges for the compilation, translation and editing of the textbooks
- Pricing all the textbooks which are printed

- Calling for prices, co-ordination of technical evaluation committees, reference to the procurement boards and working according to their decisions for all the purchasing goods for the departmental use; paying for the items bought
- Supervising the tasks of all the stores of the department

Internal Audit Section

The Internal Audit Section of the Department has been established for keeping and maintaining a formal administrative environment with well-planned internal working procedure in order to protect the security of assets for the fulfilment of the expected goals and aims of the Educational

Publications
Department and
administered
Chief Internal
Auditor.

<ul style="list-style-type: none">• Chief Internal Auditor (01)• Development Officers (03)• Officers of the Management Assistants' Service (01)• Store Assistant (02)
--

This section mainly accomplishes the task of checking the implementation of internal administrative methods, investigating the productivity and efficiency of the tasks planned for the fulfilment of expected goals of the Educational Publications Department, ascertaining facts on operating control, accountancy defects, performance and deals which are discordant with the laws, rules and regulations and reporting the revealed facts to the Commissioner General of Educational Publications and taking correcting measures by sending audit queries and establishing a good administration by conducting post – inquisitions.

Accordingly, the criteria of the measures taken to rectify the errors and defects in the audit queries related to the department and to make the printing and distribution process efficient by the Internal Audit Section in 2020 are given below.

Serial No.	Description	Measures taken to rectify
01	The annual descriptive audit management report of the Educational Publications Department - 2019	Give instructions to rectify the shortcomings shown in the report
02	Inspection of printing and distribution of textbooks and teacher guides	Inspect the fulfillment of the tasks during the given time and suggest ways to minimize the delays in printing and distributing textbooks and teacher guides
03	Inspection of the duties and responsibilities related to textbook printing in all sections	Identify the barriers to get textbooks printed on time and provide instructions to minimize them
04	Inspection of sales promotion centres and store complex of the department	Quarterly inspection of the stocks in sales promotion centres and store complex and random inspections where necessary
05	Inspection of administrative activities (inspection of leave book, paying increments and personal files)	Show the shortcomings in the personal files of the officers in the department and provide instructions to rectify them
06	Inspection of the production of textbooks according to changed syllabi	Identify issues and shortcomings in producing textbooks according to the changed syllabi and provide instructions to rectify them
07	Identify the annual textbook requirement accurately	Propose new strategies in deciding the annual textbook requirement accurately

Chapter 02 - Progress and the Future Outlook

Special Achievements, Challenges and Future Goals

Achievements

- ❖ Ability to print on time and distribute 39,431,500 copies from 400 types of textbooks for 2021 to government schools without delays

Challenges

- ❖ Preventing errors in the textbooks to obtain an error-free textbook
Eg: Preventing errors in the softcopy
- ❖ Preventing errors when inserting revisions to the soft copy
- ❖ Prevent delays in printing textbooks in printing presses
- ❖ Managing situations when a large stock of textbook is received to the store
- ❖ Managing the issue of providing a sufficient number of lorries to distribute textbooks
- ❖ Having a limited number of sales promotion centres to sell textbooks, supplementary reading books and teacher guides
- ❖ Issues related to facilities and lack of employees in sales promotion centres

Future Plans of the Educational Publications Department

- ❖ Introduction of an online system for requisition, storing, distribution and sales of textbooks
- ❖ Introduction of a series of supplementary books made in a creative manner on contemporary topics for school students
- ❖ Conduct research to increase the quality of textbooks
- ❖ Establish sales promotion centers in main cities of the island
- ❖ Introduction of an online system to order supplementary books by any person in the country

Chapter 03 - Overall Financial Performance for the Year

3.1 Statement of Financial Performance

ACA -F

Statement of Financial Performance for the period ended 31st December 2020

Rs

Budget 2020		Note	Actual	
			2020	2019
	<u>Revenue Receipts</u>			
-	Income Tax	1	-	-
-	Taxes on Domestic Goods & Services	2	-	-
-	Taxes on International Trade	3	-	-
-	Non Tax Revenue & Others	4	-	-
	Total Revenue Receipts (A)		-	-
	<u>Non-Revenue Receipts</u>			
0	Treasury Imprests		4,412,750,000	4,423,306,000
0	Deposits		61,182,068	37,074,323
4,655,200,000	Advance Accounts		4,725,787,337	4,782,548,286
	Other Receipts		75,891,566	110,407,061
4,655,200,000	Total Non-Revenue Receipts (B)		9,275,610,971	9,353,335,670
4,655,200,000	Total Revenue Receipts & Non Revenue Receipts C = (A)+(B)		9,275,610,971	9,353,335,670
	<u>Less: Expenditure</u>			
	<u>Recurrent Expenditure</u>			
46,100,000.00	Wages, Salaries & Other	5	45,808,746	40,434,485
16,820,000.00	Employment Benefits			
	Other Goods & Services	6	15,559,940	15,812,641
1,850,000.00	Subsidies, Grants and	7	1,811,658	1,662,861
	Transfers			
0	Interest Payments	8	0	0
0	Other Recurrent Expenditure	9	0	-

ACA-1

ACA-3

ACA-4

ACA-5/5(a)

ACA
2(ii)

64,770,000.00	Total Recurrent Expenditure (D)		63,180,344	57,909,987	
1,800,000.00	<u>Capital Expenditure</u> Rehabilitation & Improvement of Capital Assets	10	1,799,738	818,515	ACA 2(ii)
2,500,000.00	Acquisition of Capital Assets	11	1,185,218	4,969,733	
0	Capital Transfers	12	0	0	
0	Acquisition of Financial Assets	13	0	0	
150,000.00	Capacity Building	14	143,832	544,404	
20,000,000.00	Other Capital Expenditure	15	6,604,635	13,869,855	
24,450,000.00	Total Capital Expenditure (E)		9,735,425	20,202,507	
	Main Ledger Expenditure (F)		4,646,110,482	4,644,643,842	ACA-4 ACA-5/5(a)
	Deposit Payments		80,993,341	24,578,214	
	Advance Payments		4,565,119,141	4,620,065,628	
	Total Expenditure G = (D+E+F)		4,719,024,249	4,722,756,336	
	Imprest Balance as at 31st December 2019 H = (C-G)		4,556,586,722	4,630,579,334	

3.2 Statement of Financial Position

ACA - P

Statement of Financial Position as at 31st December 2020

	Note	Actual	
		2020 Rs.	2019 Rs.
<u>Non-financial Assets</u>			
Property, Plant & Equipment	ACA-6	336,987,329.00	347,517,819.00
<u>Financial Assets</u>			
Advance Accounts	ACA-5/5(a)	6,754,834,074.00	6,915,502,270.00
Cash & Cash Equivalents	ACA-3	0	0
Total Assets		7,091,821,403.00	7,263,020,089.00
<u>Net Assets / Equity</u>			
Net Worth to Treasury		6,751,353,019.00	6,891,566,162.00
Property, Plant & Equipment Reserve		336,987,329.00	347,517,819.00
Rent and Work Advance Reserve	ACA-5/5(b)	0.00	0.00
<u>Current Liabilities</u>			
Deposits Accounts	ACA-4	3,481,055.00	23,290,328.00
Imprest Balance	ACA-3	0.00	645780.00
Total Liabilities		7,091,821,403.00	7,263,020,089.00

Detail Accounting Statements in above ACA format Nos. 1 to 6 presented in pages from 6 to 38 and Notes to accounts presented in pages from 39 to 46 form and integral parts of these Financial Statements. The Financial Statements have been prepared in complying with the Generally Accepted Accounting Principles whereas most appropriate Accounting Policies are used as disclosed in the Notes to the Financial Statements and hereby certify that figures in these Financial Statements, Notes to accounts and other relevant accounts were reconciled with the Treasury Books of Accounts and found to in agreement.

Chief Accounting Officer
Name :
Designation :
Date :

Accounting Officer
Name :
Designation :
Date :

Chief Accountant
Name:
Designation :
Date :

3.3 Statement of Cash Flows

ACA-C

Statement of Cash Flows for the Period ended 31st December 2020

	Actual	
	2020 Rs.	2019 Rs.
<u>Cash Flows from Operating Activities</u>		
Total Tax Receipts	0	0
Fees, Fines, Penalties and Licenses	0	0
Profit	0	0
Non-Revenue Receipts	75,245,786	110,407,061
Revenue collected by other departments/ministries	0	0
Imprest revenue	4,412,750,000	4,423,306,000
Total Cash generated from Operations (a)	4,487,995,786	4,533,713,061
<u>Less - Cash disbursed for:</u>		
Personal Emoluments & Operating Payments	67,835,236	71,381,055
Subsidies & Transfer Payments	1,878,218	2,163,426
Finance Costs incurred for other votes	4,552,121,063	4,598,815,617
Imprest Settlement to Treasury	6,406,320	30,645,780
Total Cash disbursed for Operations (b)	4,628,240,837	4,703,005,878
Net Cash Flow from Operating Activities (C)=(A)-(B)	(140,245,051)	(169,292,817)
<u>Cash Flows from Investing Activities</u>		
Interest	0	0
Dividends	0	0
Divestiture Proceeds & Sale of Physical Assets	0	0
Recoveries from On Lending	0	0
Recoveries from advances	4,726,358,683	4,782,765,917
Total Cash generated from Investing Activities (d)	4,726,358,683	4,782,765,917
<u>Less - Cash disbursed for:</u>		
Purchase or Construction of Physical Assets & Acquisition of Other Investments	1,185,218	4,969,733
Payment of advance	4,565,119,141	4,620,999,476
Total Cash disbursed for Investing Activities (e)	4,566,304,359	4,625,969,209
Net Cash Flow from Investing Activities (F)=(D)-(E)	160,054,324	156,796,708
Net Cash Flows from Operating & Investment Activities (G)=(C) + (F)	19,809,273	(12,496,109)
<u>Cash Flows from Financing Activities</u>		
Local Borrowings	0	0

Foreign Borrowings	0	0
Grants Received	0	0
Deposit Received	61,182,068	37,074,323
Total Cash generated from Financing Activities (h)	61,182,068	37,074,323
<u>Less - Cash disbursed for:</u>		
Repayment of Local Borrowings	0	0
Repayment of Foreign Borrowings	0	0
Change in Deposit Accounts and Other Liabilities	80,991,341	24,578,214
Total Cash disbursed for Financing Activities (i)	80,991,341	24,578,214
Net Cash Flow from Financing Activities (J)=(H)-(I)	19,809,273	12,496,109
Net Movement in Cash (k) = (g) -(j)	0	0
Opening Cash Balance as at 01" January	0	0
Closing Cash Balance as at 31st December	0	0

3.4 Notes to the Financial Statements

3.5 Performance of the Revenue Collection

Rs. ,000

Revenue Code	Description of the Revenue Code	Revenue Estimate		Collected Revenue	
		Original	Final	Amount (Rs.)	as a % of Final Revenue Estimate
-	-	-	-	-	-

3.6 Performance of the Utilization of Allocation

Rs. ,000

Type of Allocation	Allocation		Actual Expenditure	Allocation Utilization as a % of Final Allocation
	Original	Final		
Recurrent	64,770,000.00	1,589,656.00	68,180,344	97%
Capital	24,450,000.00	14,716,577.00	9,733,423	40%

3.7 In terms of F.R.208 grant of allocations for expenditure to this Department/District Secretariat/Provincial Council as an agent of the other Ministries/ Departments

Rs. ,000

Serial No.	Allocation Received from Which Ministry /Department	Purpose of the Allocation	Allocation		Actual Expenditure	Allocation Utilization as a % of Final Allocation
			Original	Final		
01	Ministry of Education Services (State)	for the expenses of textbook printing	4,550,000,000	1162.60	4,549,998,837.40	100%

3.8 Performance of the Reporting of Non-Financial Assets

Rs. ,000

Assets Code	Code Description	Balance as per Board of Survey Report as at 31.12.2019	Balance as per financial Position Report as at 31.12.2020	Yet to be Accounted	Reporting Progress as a %
9151	Building and Structures	198,716,863	187,950,285	-	-
9152	Machinery and Equipment	56,655,540	50,891,628	-	-

9153	Land	92,145,416	92,145,416	-	-
9154	Intangible Assets	-	-	-	-
9155	Biological Assets	-	-	-	-
9160	Work in Progress	-	-	-	-
9180	Lease Assets		-	-	-

3.9 Auditor General's Report**

** The final audit report issued by the Auditor General to be scanned and placed here while submitting to the Parliament.

Chapter 04 — Performance indicators

4.1 Performance indicators of the Institute (Based on the Action Plan)

Special Indicators	Actual output as a percentage (%) of the expected output		
	100%- 90%	75%-89%	50%- 74%
• The percentage of textbooks printed from the approved requirement	√		
• The percentage distributed from the school requirement	√		
• Number of Teacher Guides printed on time	√		
• Number of supplementary reading books and questions and answer books printed on time	√		
• Number of supplementary reading books and questions and answer books sold on time	√		
• Number of officers who followed the professional development programmes on time	√		

Chapter 05- Performance of the achieving Sustainable Development Goals (SDG)

5.1 Achievement of the identified respective Sustainable Developments Goals

Goal / Objective	Targets	Indicators of the achievements	Progress of achievement		
			0%-49%	50%-74%	75%-100%
<ul style="list-style-type: none"> Ensure a quality education provided free of charge to all the students in the primary and secondary levels in a manner as to distribute the learning outcomes related to the above levels equally and productively in 2030 	<ul style="list-style-type: none"> Identify low income groups and ensure the right of obtaining free education by their children 	<ul style="list-style-type: none"> Print and distribute textbooks free of charge to students from grade 1-12 			√
	<ul style="list-style-type: none"> For the quality development of the education system, develop the curriculum 	<ul style="list-style-type: none"> Print and distribute Teacher's Guides 			√
<ul style="list-style-type: none"> Ensure the access and participation of all the students and young community in a quality education system by 2025 	<ul style="list-style-type: none"> Format the annexes required in relation to the sustainable development for the proposed national policy on general education in Sri Lanka 	<ul style="list-style-type: none"> Take action to include facts related to sustainable development in textbooks 			√
	<ul style="list-style-type: none"> Improve the education quality development in rural schools by providing modern technology 	<ul style="list-style-type: none"> Provide the opportunity to download the Teacher's Guides and textbooks in electronic media (free of charge) 			√

	and infrastructure facilities	<ul style="list-style-type: none"> • Print and distribute new ICT workbooks for grades 6,7,8 and 9 			√
<ul style="list-style-type: none"> • Create a considerable increase of the people with the following skills for respected jobs and a learned entrepreneurship among the people of the young and old population by 2025 Management, technological and professional development, active learning, analytical thinking, creativity, new inventions, leadership, ability to make a social influence, coordinating ability, time management skills 	<ul style="list-style-type: none"> • Create educational streams into which the students of higher grades can enter suitably by utilizing the skills gained from their generation and establish a path for them to find employment in the future 	<ul style="list-style-type: none"> • Print and sell supplementary book series related to technology enabling the students selecting the Technology stream to obtain knowledge on technology 			√
	<ul style="list-style-type: none"> • Establish a national counseling system that can operate during the entirety of a person's life in relation to secondary, post-secondary, higher education and professional issues For this, inspect the suitable models of other countries and work in collaboration with all the ministries and other professional institutions 	<ul style="list-style-type: none"> • Include information related to counseling in the textbooks 			√

	<ul style="list-style-type: none"> • Develop a results based curriculum that includes social feelings and psychological aspects with the aim of creating successful competitors, responsible citizens and confident elders. 	<ul style="list-style-type: none"> • Include facts related to developing positive social emotions and attitudes in textbooks 			√
<ul style="list-style-type: none"> • Ensure the provision of equal opportunities to access all levels of education and professional training for students, of poor, indigenous and lower levels, on whom special attention should be provided by 2030 	<ul style="list-style-type: none"> • Provide opportunities to develop education of children who need special attention 	<ul style="list-style-type: none"> • Print Braille textbooks 			√
<ul style="list-style-type: none"> • Ensure the provision of knowledge on sustainable life styles, global citizen, socioemotional skills, morals and values, and life skills needed for sustainable development to all learners by 2030 	<ul style="list-style-type: none"> • Introduce morals, values, soft skills, curriculum and socio-emotional skills, horizontal skills and life skills to curriculum 	<ul style="list-style-type: none"> • Include information that develops morals, values, soft skills, curriculum and socio-emotional skills, horizontal skills and life skills to curriculum 			√

5.2 Challenges

- ❖ Limited allocations to print textbooks, Teacher's Guides, supplementary books and questions & answers books
- ❖ Issues related to accessing internet to use textbooks and Teacher's Guides in electronic media
- ❖ More cost to use the above books by accessing the internet
- ❖ A majority of students do not have the equipment required to access the internet and use books
- ❖ It is required to obtain the expertise of the institutions who provide the technological support to produce e-books (smart textbooks). The procurement procedure used to produce an e-book by those services is not simple.
- ❖ There is no sufficient guidance for students who select the Technological stream
- ❖ The lack of experts in different technological streams
- ❖ The necessity to spend a large cost for the equipment required to provide computer literacy

Chapter 06 - Human Resource Profile

6.1 Cadre Management

	Approved Cadre	Existing Cadre	Vacancies / (Excess)**
Senior	47	39	08
Tertiary	04	02	02
Secondary	120	84	36
Primary	172	160	12

6.2. Influence of the shortage or excess in human resources on the performance of the institute

- **There are 08 vacancies for senior staff officers.**

These officers are officers in charge of different subject textbooks. The subjects of officers with vacancies are covered by the other existing subject officers.

- **There are 02 vacant posts in the tertiary level.**

These vacancies are for translator posts. When different documents of the department are to be translated to Sinhalese, Tamil and English, the translations are done by the officers in charge of Sinhalese, Tamil and English subjects or the translators of the Ministry of Education.

However, as they have busy schedules, there are delays in getting translations done. There are various issues when an urgent translation is to be done.

- **There are 38 vacancies for secondary level.**

As there are vacancies in the posts of artist, the illustrations are done by external resource persons and there are issues in submitting files and operational activities in the branches as there are a number of vacancies in the posts of development officer and management service officer in the secondary level.

- **There are 12 vacancies in the primary level.**

There are difficulties arising in the daily activities of the department due to this shortage of office assistants.

6.3 Human Resource Development

Human Resource Development – as at 31.12.2020

Serial No.	Name of the Program	No. of staff trained	Duration of the program	Total Investment (Rs'000)		Nature of the Program (Abroad/Local)	Output/Knowledge Gained*
				Local	Foreign		
1	Three day orientation training programme	1	03 days	Rs. 15,000/=		Local	
2	Replying audit queries	2	03 days	Rs. 10,000/=		Local	
3	Maintaining a personal file in a productive manner	2	01 day	Rs. 8,000/=		Local	
4	Preparing salary of the public officers	1	01 day	Rs. 4,000/=		Local	
5	Training programme on filing	all officers	01 day	Rs. 9,000/=		Local	
6	Attitude Development Programme for public officers	90	02 days	Rs. 84,672/=		Local	

Contribution of Training Programmes to the Performance of the Institution

The following benefits have been obtained by the department by participating in the training programmes.

- Officers obtain the opportunity to develop knowledge of duties
- Opportunity to develop the skills and efficiency of the officers
- Assist to prevent weaknesses when performing duties
- Assist to increase the quality of the service
- Develop the employee happiness and encouragement
- Establish a cooperative work environment

Chapter 07— Compliance Report

No.	Applicable Requirement	Compliance Status (Complied/Not Complied)	Brief explanation for Non Compliance	Corrective actions proposed to avoid non-compliance in future
1	The following financial statements/accounts have been submitted on due date			
1.1	Annual financial statements			
1.2	Advance to public officers account			
1.3	Trading and Manufacturing Advance Accounts (Commercial Advance Accounts)			
1.4	Stores Advance Accounts			
1.5	Special Advance Accounts			
1.6	Others			
2	Maintenance of books and registers (FR445)/			
2.1	Fixed assets register has been maintained and updated in terms of Public Administration Circular 267/2018			
2.2	Personal emoluments register/ Personal emoluments cards has been maintained and updated			
2.3	Register of Audit queries has been maintained and update	complied		
2.4	Register of Internal Audit reports has been maintained and update	complied		
2.5	All the monthly account summaries (CIGAS) are prepared and submitted to the Treasury on due date			
2.6	Register for cheques and money orders have been maintained and update			
2.7	Inventory register has been maintained and update			
2.8	Stocks Register has been maintained and update			

2.9	Register of Losses has been maintained and update			
2.10	Commitment Register has been maintained and update			
2.11	Register of Counterfoil Books (GA — N20) has been maintained and update			
3	Delegation of functions for financial control (FR 135)			
3.1	The financial authority has been delegated within the institute			
3.2	The delegation of financial authority has been communicated within the institute			
3.3	The authority has been delegated in such manner so as to pass each transaction through two or more officers			
3.4	The controls has been adhered to by the Accountants in terms of State Account Circular 171/2004 dated 11.05.2014 in using the Government Payroll Software Package			
4	Preparation of Annual Plans			
4.1	The annual action plan has been prepared			
4.2	The annual procurement plan has been prepared	complied		
4.3	The annual Internal Audit plan has been prepared	complied		
4.4	The annual estimate has been prepared and submitted to the NBD on due date			
4.5	The annual cash flow has been submitted to the Treasury Operations Department on time	complied		
5	Audit queries			
5.1	All the audit queries has been replied within the specified time by the Auditor General	complied		
6	Internal Audit			
6.1	The internal audit plan has been prepared at the beginning of the year after consulting the Auditor General in terms of Financial Regulation 134(2)) DMA/1-2019	complied		
6.2	All the internal audit reports has been	complied	It was not possible to reply	

	replied within one month		within a month due to restrictions imposed for the attendance of the office staff due to Covid-19 pandemic.	
6.3	Copies of all the internal audit reports has been submitted to the Management Audit Department in terms of Sub-section 40(4) of the National Audit Act No. 19 of 2018	complied		
6.4	All the copies of internal audit reports has been submitted to the Auditor General in terms of Financial Regulation 134(3)	complied		
7	Audit and Management Committee			
7.1	Minimum 04 meetings of the Audit and Management Committee has been held during the year as per the DMA Circular 1-2019	not complied	Only 3 committees were held due to limitations imposed at workplace because of Covid-19	
8	Asset Management			
8.1	The information about purchases of assets and disposals was submitted to the Comptroller General's Office in terms of Paragraph 07 of the Asset Management Circular No. 01/2017	complied		
8.2	A suitable liaison officer was appointed to coordinate the implementation of the provisions of the circular and the details of the nominated officer was sent to the Comptroller General's Office in terms of Paragraph 13 of the aforesaid circular	complied		
8.3	The boards of survey was conducted and the relevant reports submitted to the Auditor General on due date in terms of Public Finance Circular No. 05/2016			
8.4	The excesses and deficits that were disclosed through the board of survey and other relating recommendations, actions were carried out during the period specified in the circular			
8.5	The disposal of condemn articles had			

	been carried out in terms of FR 772			
9	Vehicle Management			
9.1	The daily running charts and monthly summaries of the pool vehicles had been prepared and submitted to the Auditor General on due date			
9.2	The condemned vehicles had been disposed of within a period of less than 6 months after condemning			
9.3	The vehicle logbooks had been maintained and updated			
9.4	The action has been taken in terms of F.R. 103, 104, 109 and 110 with regard to every vehicle accident			
9.5	The fuel consumption of vehicles has been re-tested in terms of the provisions of Paragraph 3.1 of the Public Administration Circular No. 30/2016 of 29.12.2016			
9.6	The absolute ownership of the leased vehicle log books has been transferred after the lease term			
10	Management of Bank Accounts			
10.1	The bank reconciliation statements had been prepared, got certified and made ready for audit by the due date			
10.2	The dormant accounts that had existed in the year under review or since previous years settled			
10.3	The action had been taken in terms of Financial Regulations regarding balances that had been disclosed through bank reconciliation statements and for which adjustments had to be made, and had those balances been settled within one month			
11	Utilization of Provisions			
11.1	The provisions allocated had been spent without exceeding the limit			
11.2	The liabilities not exceeding the provisions that remained at the end of the year as per the FR 94(1)			
12	Advances to Public Officers Account			

12.1	The limits had been complied with	complied		
12.2	A time analysis had been carried out on the loans in arrears	complied		
12.3	The loan balances in arrears for over one year had been settled	complied		
13	General Deposit Account			
13.1	The action had been taken as per F.R.571 in relation to disposal of lapsed deposits	complied		
13.2	The control register for general deposits had been updated and maintained			
14	Imprest Account			
14.1	The balance in the cash book at the end of the year under review remitted to TOD	complied		
14.2	The ad-hoc sub imprests issued as per F.R. 371 settled within one month from the completion of the task	complied		
14.3	The ad-hoc sub imprests had been issued exceeding the limit approved as per F.R. 371	complied		
14.4	The balance of the imprest account had been reconciled with the Treasury books monthly	complied		
15	Revenue Account			
15.1	The refunds from the revenue had been made in terms of the regulations	complied		
15.2	The revenue collection had been directly credited to the revenue account without credited to the deposit account	complied	No Income Account	
15.3	Returns of arrears of revenue forward to the Auditor General in terms of FR 176	complied		
16	Human Resource Management			
16.1	The staff had been paid within the approved cadre	complied		
16.2	All members of the staff have been issued a duty list in writing	complied		
16.3	All reports have been submitted to MSD in terms of their circular no.04/2017 dated 20.09.2017			
17	Provision of information to the public			
17.1	An information officer has been appointed and a proper register of information is maintained and updated in terms of Right To Information Act and			

	Regulation			
17.2	Information about the institution to the public have been provided by Website or alternative measures and has it been facilitated to appreciate / allegation to public against the public authority by this website or alternative measures			
17.3	Bi- Annual and Annual reports have been submitted as per section 08 and 10 of the RTI Act			
18	Implementing citizens charter			
18.1	A citizen's charter/ Citizens client's charter has been formulated and implemented by the Institution in terms of the circular number 05/2008 and 05/2018(1) of Ministry of Public Administration and Management			
18.2	A methodology has been devised by the Institution in order to monitor and assess the formulation and the implementation of Citizens Charter / Citizens client's charter as per paragraph 2.3 of the circular			
19	Preparation of the Human Resource Plan			
19.1	A human resource plan has been prepared in terms of the format in Annexure 02 of Public Administration Circular No.02/2018 dated 24.01.2018.			
19.2	A minimum training opportunity of not less than 12 hours per year for each member of the staff has been ensured in the aforesaid Human Resource Plan			
19.3	Annual performance agreements have been signed for the entire staff based on the format in Annexure 01 of the aforesaid Circular			
19.4	A senior officer was appointed and assigned the responsibility of preparing the human resource development plan, organizing capacity building programs and conducting skill development programs as per paragraph No.6.5 of the aforesaid Circular			
20	Responses Audit Paras			

20.1	The shortcomings pointed out in the audit paragraphs issued by the Auditor General for the previous years have been rectified	complied		
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The End