

ANNUAL REPORT - 2017

Contents

PART I

About Us	5
1.1 Sri Lanka Institute of Development Administration (SLIDA) -	5
1.2 Message of the Director General	6
1.3 Strategic Focus of SLIDA.....	7
1.4 Governing Council.....	8
1.5 Senior Management and Faculty	10
1.6 Functional and Organizational Structure & Carder Positions.....	11
1.6.1 Functional Structure of SLIDA.....	11
1.6.2 Organizational Structure of SLIDA.....	12
1.6.3 Staff Cadre Positions -	13

PART II

Work Accomplished During 2017.....	14
2. Learning and Development Programmes.....	14
2.1 Induction Training Programmes.....	15
2.2 Mandatory Learning and Development Programmes for All Island Services.....	17
2.3 Diploma Programmes	21
2.4 Short Term Learning and Development Programmes.....	22
2.5 Customized Learning and Development Programmes.....	24
2.6 Public Conferences.....	24
2.7 Learning and Development Programmes Conducted in Partnership with Foreign Training Institutions	29
2.8 Training programmes coordinated for the officers in Foreign Training Institutions.....	31
2.9 Training Programmes Conducted for Foreign Nationals	33
3. School of Postgraduate Studies.....	34
4. Management Consultancies	36
5. Exams conducted during 2017	37
6. General Administration	37
6.1 Human Resources Management.....	37
6.2 Logistic Management	38
The following areas of the institution have been refurbished during the year under review.	38
6.3 Internal Process Improvement.....	38
6.4 Improvement of IT infrastructure	38
6.5 Audit Queries -	38

7. Special Projects Conducted by SLIDA.....	39
7.1 JICA funded Frontline Officers in Community Development in Conflict Affected Areas (FORWARD Project).....	39
7.2 United Nations Development Programme Assistance	40
8. Special Events.....	41
8.1 Celebration of 35 years of Noble Service	41
8.2 Winning National Green Energy Championship for its GREEN Project (Government's Renewable Energy and Energy Efficiency Networking Project).....	42
8.3 Opening of SLIDA Faculty Block	43
8.4 Thirasara Lanka Exhibition	43
8.5 Visit of Heads of Management Training Institutions of South Asia to SLIDA.....	44
8.6 Visit of Huazhong University of Technology (HUST), China -.....	44
Further, the HUST has confirmed offering a full scholarship for PhD studies to the best performer of SLIDA's Masters of Public Management Programme (MPM) from 2018. This was announced by the HUST at a meeting held with the Director General of SLIDA, on the sidelines of a study tour organized by SLIDA's School of Postgraduate Studies for the participants of MPM programme to gain a first- hand knowledge on Public Policy, Management & Administration and Best Practices in Public Administration in China.	44
8.7 Visit of Jinan University, China	45
8.8. Flood Relief	45
8.9 Tree Planting	46
8.10 Outbound training program for SLIDA Staff	46
8.11 Physical Fitness Day	47
8.12 Vesak Celebrations.....	47

PART III

New Initiatives - 2017.....	48
9.1 Strategic Plan 2017-2021	48
9.2 Introduction of New Diploma Programmes/ Training Programmes.....	48
9.2.1 Higher National Diploma in Public Procurement and Contract Administration.....	48
9.2.2 National Security and Global Governance	49
9.2.3 Nation- Building and Social Integration	49
9.2.4 Sustainable Development Goals, Open Government Partnership and Gender Sensitive Public Officers.....	49
9.2.5 Training on Preparation of Pension Files	49
9.2.6 Toast Masters Clubs for Senior Managers.....	49
9.2.7 Game-based Foresight Training	50
9.2.8 Mobile Training Programmes.....	51
9.2.9 Training on Preparation of Pension Files	51

9.3	Research initiatives	51
9.3.1	Establishment of “Sandharani Research Center”	51
9.3.2	Research Publications	51
9.3.3	Australia Award Fellowship (AAF) to Sri Lankan Researchers	52
9.4	Initiating a Mentoring/ Counselling Service for the Public Sector Officials.....	52
9.5	Initiatives to Achieve ‘ISO Quality Standards’	53
9.6	SLIDA Initiated the Digital Government Human Resource Capacity Building Project	53

PART IV

Current Challenges and Future Plan	54
10.1 Current Challenges.....	54
10.2 Future Plan.....	54

PART V

11. Financial Review.....	58
----------------------------------	-----------

PART VI

Auditor General’s Report and Responses	60
REPORT OF THE AUDIT COMMITTEE	60

PART I

Message of the Chairman of the Governing Council

I am delighted to send this message on the review of the annual performance of the Sri Lanka Institute of Development Administration for 2017. As we all know SLIDA is the Training ground for the public officers in the broad functional areas of capacity building, purpose driven research studies, improvement of the effectiveness of public sector institutions & state owned enterprises through Organizational Development Services etc.

The review of work accomplished during the year 2017 reveals that 774 officers participated in nine Induction Training Programmes conducted for All Island Services by SLIDA, with the provision of Special Guest Lectures by eminent Public Officers. In addition, special seminars on current themes have been conducted while learning and Development Programmes were conducted in collaboration with Foreign Training Institution. All these training and learning will quicken the transformation proceed of our Public Sector to be more citizen centric rather than organization centric.

SLIDA also has conducted several seminars & workshops for foreign training institutions and foreign exposure tours as Capacity Development Programmes for Senior Public Servants.

The School of Postgraduate Studies annually produces around 75 Master of Public Management (MPM) graduates who belong to the Public and Private Sectors.

Amidst their busy academic exercises for the development of Public Service Officers SLIDA has not forgotten the importance of the Sustainable Green Environment Protection. As the Chairman of the Governing Council of SLIDA I am proud to be associated with the Green Energy Champion Award which SLIDA won in 2017.

J.J Rathnasisri ,

Chairman of the Governing Council,

Secretary to the Ministry of Public Administration.

Message of the Director General

I am pleased to send this review on the performance of the Sri Lanka Institute of Development Administration (SLIDA) for the year 2017. We have been able to achieve a noticeably high level of performance during the year under review adhering to our central theme “Vidya Dadathi Vinayan” and “To be the Centre of Excellence in Public Sector Learning and Development in Asia” as the Vision of SLIDA.

During the year 2017, the institute has conducted 09 Induction Training Programmes for All Island services in which 774 officers participated where special guest lectures were delivered by key officials.

Foreign exposure tour to Malaysia was included as a part of the Capacity Building Programmes for the Senior Public Servants and 275 of them participated, Diploma Programmes conducted during the year were 08 where the participation was 540 including 321 participants in the Diploma in English programme. There were 35 short term Training Programmes where a total of 767 officers were trained. IT related mid – career capacity building programmes were conducted for 117 participants in 07 Training Programmes.

During the year under review several workshops and seminars were held in addition to the normal training programmes which were coordinated by SLIDA, for officers in foreign training institutions and foreign nationals.

The School of Post Graduate Studies (SPS) at the beginning of the year 2017 was running three (03) batches of MPM post graduate students numbering 224. SPS also has organized a second country study visit to HUST University, China. Annual Research Symposium organized by SPS was held in year 2017 on the theme “A forum on Translating Research into Practice – Evidence Based Policy Making Programme”.

Management Consultancies on review of staff cadre, processes, preparation of manuals and guidelines etc were conducted by SLIDA during the year 2017. The Examination Division of SLIDA has conducted 98 examinations for external organizations and 33 for internal programmes.

In May 2017, SLIDA celebrated 35 years of noble service to the nation in assisting the provision of skilled, efficient and dedicated public service aiming at empowering the public sector executives for a better Sri Lanka tomorrow.

Wasantha Perera
Director General

PART I

About Us

1.1 Sri Lanka Institute of Development Administration (SLIDA)

The Sri Lanka Institute of Development Administration (SLIDA), a body incorporated under the Ministry in-charge of the subject of Public Administration was established in May 1982, by Act No. 9 of 1982. It is the premier national institute vested with the responsibility for competency enhancement and professional development of executives in the public sector.

In its core value of public interest, SLIDA's key functional areas are providing training for Public Sector Officials, Management Consultancy for Public Sector Organizations and encourage research among public sector officials.

SLIDA is also conferred with Master's Level degree awarding status by the University Grants Commission of Sri Lanka. SLIDA's School of Postgraduate Studies offers Masters in Public Management and Postgraduate Diploma in Public Management. This has been introduced to cater to the requirements of today's fast changing and challenging public management environment where Secretaries of Ministries, Chief Executive Officers, and other stakeholders alike are increasingly demanding a value added contribution from their managers.

Subject to the overall direction of the Minister in charge of the subject of Public Administration, the Governing Council of SLIDA is responsible for deciding on the policies of the Institute.

SLIDA has networked with several foreign universities and training institutions, such as London Civil Service College, Singapore Civil Service College, Beijing Foreign Studies University of China, Lal Bahadur Shastri National Academy of Administration in India, Monash University of Australia, Civil Service Training Institute of Maldives, Huazhong University of Science & Technology of China, that facilitates collaboration in training and research. During 2017, SLIDA entered into Memorandum of Understanding with the KDI School of Public Policy & Management of South Korea to enhance bilateral training and research cooperation.

Over the past 35 years, SLIDA has grown to become a strong institution, providing a comprehensive portfolio of services including knowledge enhancement, skill enhancement, organizational development and conducting research.

1.1 Sri Lanka Institute of Development Administration (SLIDA)

The Sri Lanka Institute of Development Administration (SLIDA), a body incorporated under the Ministry in-charge of the subject of Public Administration was established in May 1982, by Act No. 9 of 1982. It is the premier national institute vested with the responsibility for competency enhancement and professional development of executives in the public sector.

In its core value of public interest, SLIDA's key functional areas are providing training for public sector officials, management consultancy for public sector organizations and encourage research among public sector officials.

SLIDA is also conferred with Master's Level degree awarding status by the University Grants Commission of Sri Lanka. SLIDA's School of Postgraduate Studies offers Masters in Public Management and Postgraduate Diploma in Public Management. This has been introduced to cater to the requirements of drop of today's fast changing and challenging public management environment where Secretaries of Ministries, Chief Executive Officers, and other stakeholders alike are increasingly demanding a value added contribution from their managers.

Subject to the overall direction of the Minister in charge of the subject of Public Administration, the Governing Council of SLIDA is responsible for deciding on the policies of the Institute.

SLIDA has networked with several foreign universities and training institutions, such as London Civil Service College, Singapore Civil Service College, Beijing Foreign Studies University of China, LalBahadurShasthri National Academy of Administration in India, Monash University of Australia, Civil Service Training Institute of Maldives, Huazhong University of Science & Technology of China, that facilitates collaboration in training and research. During 2017, SLIDA entered into Memorandum of Understanding with the KDI School of Public Policy & Management of South Korea to enhance bilateral training and research cooperation.

Over the past 35 years, SLIDA has grown to become a strong institution, providing a comprehensive portfolio of services including knowledge enhancement, skill enhancement, organizational development and research.

1.3 Strategic Focus of SLIDA

Vision

SLIDA has its Vision “To be the Centre of Excellence for Public Sector Learning and Development in Asia.”

Facilitate continuous improvement for an innovative, futuristic and a citizen-centric public service through learning and development, advisory services and research

Mission

STRATEGIC GOALS –

- To contribute to the national development goal of creating a more vibrant and effective public service
- To play a leading role in contributing to national level policy development
- To create a positive image for SLIDA in the minds of its stakeholders, which in turn will generate a greater demand for its learning & development programmes
- To transform SLIDA to be a collaborative centre for public administration and management development in South and South East Asia.

KEY FUNCTIONS –

- Build capacity of public sector managerial staff through portfolio of learning & developing programmes
- Develop knowledge of the public sector officials through postgraduate degree programmes
- Develop a repository of purpose driven research studies related to public policy and management
- Conduct organizational development services to improve the effectiveness & efficiencies of public sector institutions and state-owned enterprises
- Conduct Efficiency Bar and language examinations for the public sector

OUR VALUES –

- Excellence, Commitment, Diversity, Accountability, Sustainability

STRATEGIC INTENT –

- “To Empower the Public Sector for Better Sri Lanka Tomorrow”

1.4 Governing Council

In terms of Section 6 (1) of the Sri Lanka Institute of Development Administration Act No.09 of 1982, the Hon. Minister of Public Administration appointed the following persons as members of the Governing Council for year 2017.



Mr. J.J. Rathnasiri
Chairman
Secretary
Ministry of Public
Administration and
Management
Independence Square,
Colombo - 07



Mr. Saman Ekanayake
Member
Secretary to the Prime
Minister
Prime Minister Office
No. 58,
Earnet De Silva Mawatha,
Colombo - 07



Mr. Neil De Alwis
Member
Secretary
Ministry Of Home Affairs
Independence Square,
Colombo – 07



Mr. D.C. Dissanayake
Member
Secretary
Ministry Of Higher
Education and Highways
No. 216, Maganeguma
Mahamedura
Densil Kobbekaduwa
Mawatha
Battaramulla, Koswatta



Mr. H.T. Kamal Pathmasiri
Member
Secretary
Ministry Of Provincial
councils & Local
Government
No. 330,
Dr. Colvin R. de Silva
Mawatha (Union Place),
Colombo 02



Mr. P B S C Nonis
Member
Comptroller General
Ministry of Finance and
Mass Media
The secretariat,
Colombo 01



Mr. Charan Amarathunga
Member
Management Consultant
No. 10 B,
Gower Street,
Colombo 05



Mr. D.A. Vijith
Mahendra Rathnasekara
Member
1/31 A,
Kandewatta Terrace,
Off Poorwarama Rd,
Nugegoda



Mr. K.D.D.K. De Abrew
Member
699/6,
Joneck Watta Road
Dalugama,
Kelaniya



Mr. S. Suresh C Fernando
No. 3 B,
Haludagoda Road,
Off Templars Road,
Mount Lavinia.



Ms. Wasantha Perera
Member
Director General, SLIDA
Member of the Governing
Council

1.5 Senior Management and Faculty

Ms. Wasantha Perera

Director General
SLAS – Special Grade
MSc in Project Management, University of Technology, Sydney, Australia
PGD in Economic Development, University of Colombo, Sri Lanka
PGD in Management, Postgraduate Institute of Management, University of Sri Jayawardenapura,
Sri Lanka
Bachelor of Science, University of Peradeniya, Sri Lanka.

Ms. K.M.S.D. Jayasekara

Additional Director General (Learning & Development)
SLAS – Special Grade
Masters in Public Administration, Postgraduate Institute of Management, University of Sri Jayawardenapura, Sri Lanka
Masters in Strategic Human Resource Management, Victoria University, Australia
Postgraduate Diploma in Management, PIM, Sri Lanka
BSc (Biology), University of Sri Jayawardenapura, Sri Lanka.

Mr. W.M.M.G.D. Wijekoon

Senior Consultant
MSc (Urban Environmental Management), AIT – Thailand
BA (Hons), Geography, University of Colombo

Mr. A. Lokugamage

Senior Consultant
SLAcS (Class – I)
MA (Finance Econ) University of Colombo, PGD(Economic Development),
PGD (Corporate and Strategic Finance)
HNDA, DPFM, DIPPCA, Dip in IT, MAAT

Dr. S.R.S.N. Sudhasinghe

Additional Director General (PGDS) Cover up Duties
Senior Consultant, Academic Coordinator – School of Postgraduate Studies
PhD in Development Administration (Specialized in Public Policy Management),
MA (Economics) University of Colombo,
Postgraduate Diploma in Economic Development (University of Colombo),
BA (Hons.) University of Sri Jayawardenapura.

Our Internal Faculty Profile

Ms. N.J. Jayasundara

Senior Consultant
MSc (Environment Economics) PGIA Peradeniya
BSc (Hons) Agriculture, University of Peradeniya
Professional Certificate in Environment Management (CDG. Germany)

Mr. A.B.M. Ashraff

Senior Consultant
SLAS (Class – I)
MBA in Human Resources Management, University of Colombo
BA (Hons.) University of Peradeniya.

Ms. R. Dissanayake – Attorney-at-Law

Senior Consultant
 SLAS (Class – I)
 Commissioner of Oaths
 MPM (Project Management)
 PGD in International Relations
 LLB, Open University of Sri Lanka
 BSc (Hons) University of Kelaniya DIPPCA.

Mr. N.I. Liyanage

Senior Consultant
 SLAS (Class –I)
 MPPM (Melbourne), Australia
 PGD in Development Planning, University of
 Ruhuna
 BSc Eng (Hons).

Mr. J.S.P. Piyasena

Senior Consultant
 SLAS (Class – I)
 Master of Sociology, University of Kelaniya.
 BSc in Applied Science University of Sri
 Jayawardanapura,

Mr. N.M.S.A. Bandara

Consultant
 MSc. in Information Technology ,University
 of Moratuwa
 BSc (USJ), M.Sc. In Forestry, (USJ).

Ms. T. Abeywardana

Senior Consultant
 SLAS (Class – I)
 Master of International Relations, ICU,
 Tokyo, Japan
 Master of Business Administration,
 University of Peradeniya
 Master of Environmental Science, University
 of Peradeniya
 PGD in e-governance, PIM, University of Sri
 Jayawardenapura
 BSc (Special) in Zoology, University of
 Peradeniya
 Diploma in Public Administration, SLIDA

Ms. M.R. Wakkumbura

Consultant
 M.Phil .in Peace and Conflict Studies,
 University of Oslo, Norway
 BA (Hons.) in International Relations,
 University of Colombo
 Diploma in Human Rights, Institute of
 Human Rights, Sri Lanka
 Graduate Programme in Peace Research,
 PRIO & University of Oslo, Norway.

Mr.K.R.Gangadara

Senior Consultant
 SLAS (Class –I)
 Master of International and Development
 Economics (ANU, Australia)
 GradDip in International and Development
 Economics (ANU, Australia)
 BSc Sp. in Geology ,University of Peradeniya
 Diploma in Public Administration (SLIDA)

Mr. M. Perera

Associate Consultant
 MSc in Artificial Intelligence (AI), University
 of Moratuwa,
 Bachelor of IT in University of Colombo.

Service Facilitators Profile

Mr. K. Prasanna Chandith

Director (Administration)
SLAS (Class – I)
MBA (Uni. of Rajarata), BSc Science ,
University of Peradeniya
Dip. in Education for Sustainable
Development (Uppasala Uni Sweden)
Dip in Public Management (Sweden)

Ms. R.A.S.P. Ranaweera

Registrar
PGD (Ind. Mathematics)
B.Sc (Hons)

Ms. T.S. Karasnagoda

Assistant Director (Examinations)
SLAS
Post Graduate Diploma in Service
Management
BSc (Science)
Diploma in Public Administration

Ms. T.D. Narangoda

Internal Auditor
MA (Economics) University of Kelaniya
PGD in Business and Financial Administration
of ICAS
BBMtg. Human Resource (Special).

Ms. B.A.P. Balasooriya

Librarian
Master in (Library & Information Science)
BA – University of Kelaniya
Dip in Management, The Open University of
Sri Lanka.

Ms. S.L.I. Samarawickrama

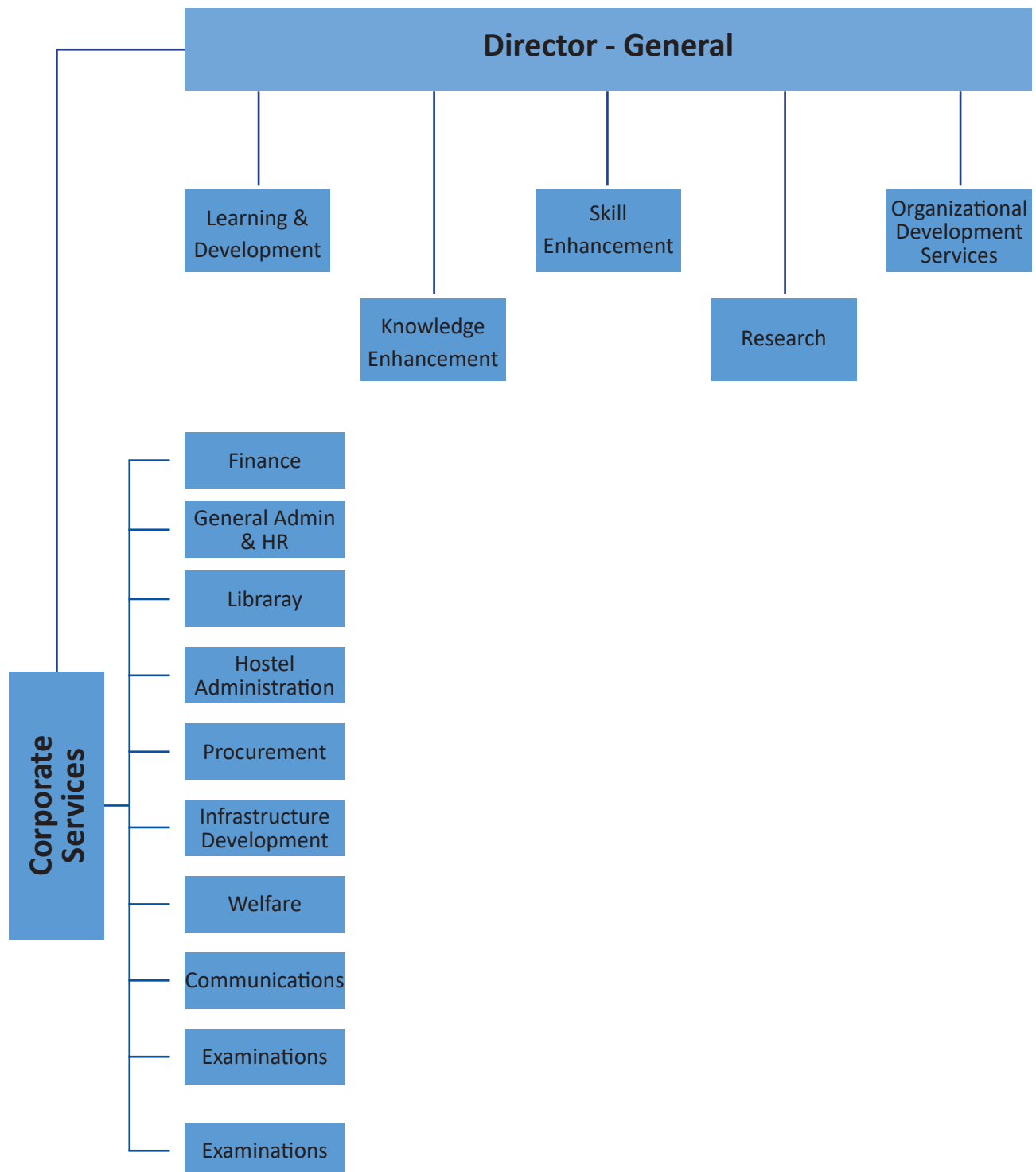
Assistant Registrar
MA (Economics), University of Kelaniya
BSc Human Resource Management (Special),
University of SJP.

Mr. S.A. Manamperi

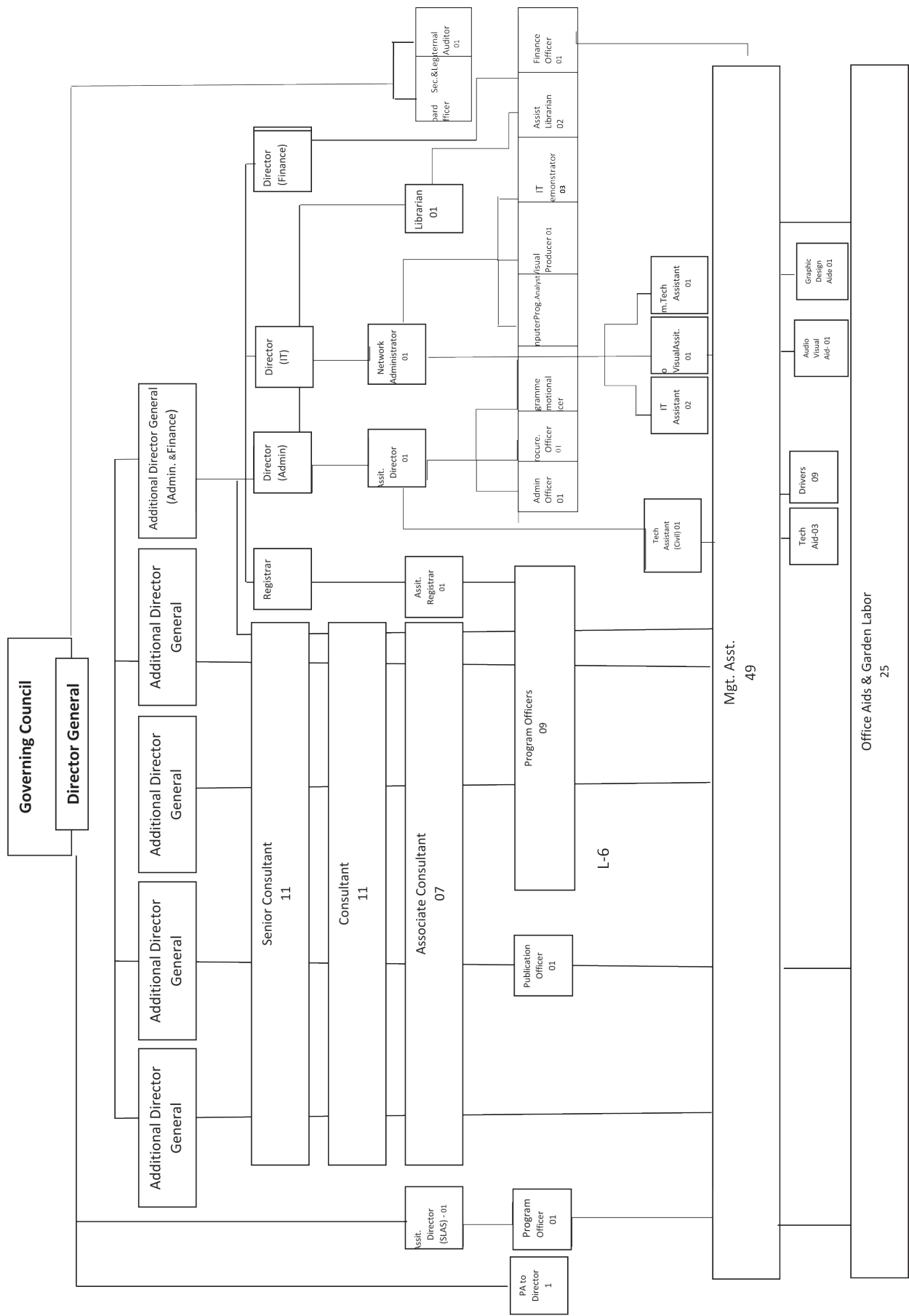
SLAS
Bilingual Documentation, Editing and
Translation Officer
M.Sc. (HRD), University of Manchester, UK
PGD in Public Management (Spl. Personnel
Mngt.) University of Connecticut, USA
PGD in Business Management, NIBM, Sri
Lanka

1.5 Functional and Organizational Structure & Carder Positions

1.5.1 Functional Structure of SLIDA



1.5.2 Organizational Structure of SLIDA



1.5.3 Cadre Positions -

The approved cadre positions and the status as at 31 December 2017 is given in the Table i.

Table I**Approved Cadre and the vacancies During the Period**

Staff category	Approved Cadre	Vacancies as at 31.12.2017
Senior Management	32	15
Middle Management	14	08
Junior Management	24	13
Management Assistants	54	09
Primary - skilled	14	05
Primary - unskilled	27	04
Total	165	54

PART II

2. Work Accomplished During the year 2017

Details of the work accomplished during the period from 1st January to 31st - December 2017 are given below .

2.1 Learning and Development Programmes

The Learning and Development Division is the focal entity dealing with all the learning and development activities of SLIDA. It provides learning and development services customized to meet the capacity development needs of the officers of the public sector. For this purpose, the division has a structure that enables to keep pace with the changing competency enhancement needs of the public sector.

SLIDA conducts the following activities for the competency building of public sector organizations and their managerial cadres.

- 2.1 Induction Training for the newly recruited officers of the following All Island Services (non fee-levying programmes)
 - Sri Lanka Administrative Service (SLAS),
 - Sri Lanka Accountancy Service (SLAcS),
 - Sri Lanka Planning Service (SLPS),
 - Sri Lanka Scientific Service (SLSS)
 - Sri Lanka Architectural Services (SLArS)
 - Sri Lanka Engineering Service (SLES)
 - Sri Lanka Information and Communication Technology Service (SLICTS)
- 2.2 Mandatory Capacity Building Programmes for officers of All Island Services during their Class I and Class III levels (non fee-levying Programmes)
- 2.3 Diploma Programmes (fee-levying)
- 2.4 Short Term Training Programmes (non fee-levying Programmes)
- 2.5 Customized Training Programmes – based on the requests made by the public sector institutions and public enterprises (fee-levying Programmes)
- 2.6 Seminars (non fee-levying & fee-levying Programmes)

2.1.1 Induction Training Programmes

The induction training of newly recruited officers to the All Island Services are held to offer a wide range of subject matter and to equip them with the necessary knowledge, skills and attitudes to perform as front liners in their respective services. In addition to the modules on key subject matters, the programmes have been included special Modules for personal and personality development in way of outbound training with the participation of Kotelawala Defence University. Further, the Language Center of SLIDA has held English language training at their Induction Training. Some programmes were collaborated with the British Council.

During the year under review SLIDA has conducted 9 Induction Training programmes for 774 officers from the all island services, the details of which are given below.

Table II

Induction training programmes conducted during the period

	All Island Service	No. of Participants
1	Sri Lanka Administrative Service (Open) – 2017 Batch	101
2	Sri Lanka Administrative Service (Limited) – 2017 Batch	28
3	Sri Lanka Administrative Service (Open) – 2015 Batch	209
4	Sri Lanka Accountancy Service – 2015 Batch	179
5	Sri Lanka Accountancy Service – 2016 Batch	84
6	Sri Lanka Information Communication Technology Service (Class I Officers - Grade III)	31
7	Sri Lanka Information Communication Technology Service (Class II Officers - Grade II) Group 1	42
8	Sri Lanka Information Communication Technology Service (Class II Officers - Grade II) Group II	50
9	Sri Lanka Information Communication Technology Service (Class III Officers - Grade III)	50
	Total	774

The above Induction Training Programmes also included special guest lectures delivered by the following key officials:

- Mr Austin Fernando, Secretary to the President (then Governor, Eastern Province) on 'Role of Public Officers and Different Layers of Administration'
- Mr Saman Ekanayake, Secretary to the Prime Minister on 'Empowered Sri Lanka and Leading beyond 2017'

- Mr Sumith Abeysinghe, Secretary to the Cabinet of Ministers on 'Sri Lanka's Public Sector Administrative Role'
- Dr. R.H.S. Samaratunge, Secretary to the Ministry of Finance on 'Socio-Economic Transformation of Sri Lanka'
- Mr J.J. Ratnasiri, Secretary, Ministry of Public Administration on 'Responsibilities of SLAS Officers'
- Mr P.B. Abeykoon, Former Secretary to the President on 'Being a Servant Leader'
- Mr Neil de Alwis, Secretary, Ministry of Home Affairs on 'Ethics of Public Servants', and
- Mrs Dhara Wijayatilake, former Secretary and CEO of Ceylon Chambers of Commerce on "State services maintain high standards of integrity and conduct and are led well and are trusted"
- Professor Sirimal Abeyratne on 'Sri Lankan Economy- Current Trends'



In 2017, two batches (2015 batch and 2017-Limited batch) comprising 230 new recruits of Sri Lanka Administrative Service (SLAS) have passed out with Diploma of Public Administration qualification, after completing their Induction Training conducted by SLIDA. In addition, 101 new recruits of 2017-Open batch have completed their training modules conducted by SLIDA and attached to the Elections Department under their field training.

263 new recruits to the Sri Lanka Accountancy Service and 173 officers of Sri Lanka Information Technology Service have completed their Induction Training Programme at SLIDA during 2017.

Table III

Programmes conducted for All Island Services in 2017

	All Island Service	No. of Completed Participants
1	Sri Lanka Administrative Service (Limited) – 2017 Batch	27
2	Sri Lanka Administrative Service (Open) – 2015 Batch	203
3	Sri Lanka Accountants' Service – 2015 Batch	169
4	Sri Lanka Accountants' Service – 2016 Batch	80
5	Sri Lanka Information Communication Technology Service(Class I - Grade III)	31
6	Sri Lanka Information Communication Technology Service (Class II- Grade II) Gr1	42
7	Sri Lanka Information Communication Technology Service(Class II - Grade II) Gr2	50
8	Sri Lanka Information Communication Technology Service (Class III - Grade III)	50
	Total	652

2.1.2 Mandatory Capacity Building Programmes for All Island Services

The SLIDA has recognized that continuous enrichment and development of the required knowledge, skills and attitudes that are necessary for the career development of officers of the all island services as one of its core responsibilities.

Therefore, nurturing a continuous learning culture among these officers is of paramount importance to ensure an efficient and effective public service. Accordingly, these programmes which are conducted solely for officers of the all island services based on the following concepts:

- enriching specifically identified behavioral and technical competencies that would be required from time to time
- continuous updating and upgrading the knowledge and skills necessary to cope with the ever increasing challenges in an environment changing rapidly.

Accordingly, in the year 2017 the institute conducted mid-career Capacity Building programmes for 567 officers of the Sri Lanka Administrative Service and Sri Lanka Accountants Service, the details of which are given below.

Table IV

Capacity Building Programmes Conducted during the period

Service	Programmes	No. of Participants
Sri Lanka Administrative Service (Class I)	6	177
Sri Lanka Administrative Service (Class III)	8	273
Sri Lanka Accountants' Service (Class I)	3	84
Sri Lanka Accountants' Service (Class III)	1	33
Total	18	567

A foreign exposure tour to Malaysia was included in the Capacity Building programme of class I officers. The purpose of this programme is to expose participants to Malaysian experience to learn and obtain practical experiences in their learnings. The training curriculum and methodology was mainly based on strategies to empower the target group, aiming at sharing of information and learn international best practices.

As such, a total of 126 Sri Lanka Administrative Service officers, 14 Sri Lanka Accountants' Service officers and 13 Sri Lanka Planning Service officers who have completed the Mid-career Capacity Building programme at SLIDA were given foreign exposure tours to Malaysia in 2017.





**DEVELOPMENT ADMINISTRATION MODERNIZATION AND TRANSFORMATION PROGRAMME
(THE MALAYSIAN EXPERIENCE)**

11 - 17 June 2017, Kuala Lumpur, Malaysia





**Development Administration Modernization and Transformation Programme
(The Malaysian Experience)
21-27 October 2017, Berjaya Times Square Hotel
Kuala Lumpur, Malaysia.**



SEATED: A.D. HIRANTHI KAWSHALYE RANASINGHE, JANAKI DAMAYANTHI AMARATHUNGA, THILANKA RUWINDANIE WETTHASINGHE HORAWALA WITHANAGE, HETTIARACHCHIGE MARIAN SUJEEWA PUSHPA KUMARI THISSERA, S.L.D.K. WIJAYASINGHE, CHAMPIKA THUSHARI ROSHANIE DISSANAYAKE, DR. SHAHRIZIN, HANIZA (UNIMARA), ANUSHA NILANTHI BATAWALA GAMAGE, N.M.J. FERNANDO, W.M.S.N. CHANDANI, NIRMALA SUBHASHINEI ATHUKORALA, DANEEHA CHUSHINI JAYADEWA.

STANDING: EDDY, W.G.W. WANASINGHE, M.G. LALITH ANANDA, RAJALINGAM RUSHANDAN, B.J.R.A.W.C. RANASINGHE, R.K.R.R. RANAWEERA, T.R. WARUNA SRI DHANAPALA, D.D. UPUL SHANTHA DE ALWIS, A.M.R.S.A.B. ADIKARI, S.M.D.C. SAMARASEKARA, NORISZIAN.

TOP ROW: N.K.R. POTHIRANA, K.U. CHANDRALAL, G.G.S.C. ROSHAN, E.A. RATHNASIBELA, RANIL WICKRAMASEKARA, H.A.N.P. HAPANGAMA, S.K.W. SISIRA KUMARA, L.W.M. GAMAGE, NALAKA KALLUWEWE.

2.1.3 Diploma Programmes

Nine Diploma programmes on number of fields have been conducted during 2017.

Table V

Diploma Programmes conducted during the period

SN	Programme Title	Programme Duration (days)	No. of Programmes	No. of Participants
01	Diploma in Information Technology	6 Months	1	16
02	Diploma in Public Procurement and Contract Administration	1 Year	1	40
03	Diploma in Public Procurement and Contract Administration	1 Year	1	57
04	Higher National Diploma in Public Procurement and Contract Administration	14 Months	1	40
05	Diploma in Stores Management	1 Year	1	36
06	Diploma in Supply and Material Management	1 Year	1	30
07	Diploma in English	1 years	3	184+67+70
08	Certificate of English for Employment Purpose	9 months (3 levels)		165+89+200

During 2017 43 officers completed the Diploma in Procurement and Contract Administration and 29 officers had a foreign training exposure in India.



2.4 SLIDA Language Centre

The SLIDA Language Center is popular among the public sector officials for the following two programmes.

- Diploma in English
- Certificate of English for Employment Purpose (CEEP)

The Diploma in English programme conducted by the Center is very popular among the public sector officials. Three intakes with a total of 184 officers enrolled in 2017 for this Diploma programme, while 67 officers continued from 2016 and completed in 2017. At the same time 70 officers from previous batches, completed the Diploma in 2017.

In 2017, there were 165 officers enrolled for the Certificate of English for Employment Purpose (CEEP) course, which 89 officers continued from 2016. From the previous batches, 200 officers completed the Diploma in 2017. From the above two programmes, the Language Center earned a total income of Rs 9,073,600.00 during the year 2017.

The Center has initiated an English/ Sinhala Speech Competition among officers of the All Island Services. Also it conducted a training for internal staff on Telephone Etiquettes and Communication Skills. Several training programmes have been conducted by the Center during 2017 on Public Speaking, Negotiation Skills, Public Diplomacy and Protocols for public sector officials.

2.5 SLIDA Centre for Information Technology

The Center for Information Technology of SLIDA was established to support public sector organizations to develop their ICT capabilities through training and consultancy services. The Diploma in Information Technology is one of the special programmes that the Center conducts to improve essential IT skills. SLIDA also conducts Computer Driving Licenses programme, which is popular among the public sector officials at SLIDA and also at the Regional Distance Learning centers.

In addition to the It related training provided at the Induction Training , Mid Career Capacity Building Programmes and in the Post Graduate Programmes , the following Training programmes have been conducted by the It Centre of SLIDA.

Table vi

IT related Programmes Conducted in 2017

SN	Programme Title	Programme Duration (Days)	No. of Programmes	No. of Participants
01	Certificate in SLIDA Computer Driving License	10	3	66
02	Diploma in Information Technology	28	1	14
03	Computer Application for Office Administration	7	1	10

04	Special Computer Training on Course Management System for SLIDA Staff	2	1	16
05	E- Government & Security	2	1	11

2.1.4 Short Term Learning and Development Programmes

34 short term training programmes have been conducted by SLIDA during the period under review in which a total of 782 officers trained.

Table VII

Short term Training programmes conducted in 2017

SN	Programme Title	Programme Duration (Days)	No. of Programmes	No. of Participants
01	Essence of Public Procurement	3	4	70
02	Workshop on Bid Evaluation	3	5	104
03	Workshop on Public Financial Management for Non-Financial Managers	3	1	19
04	Workshop on Public Finance Management	1	2	54
05	Workshop on Research Proposal Writing	1	2	23
06	Public Speaking Skills for Senior Managers	2	2	38
07	Workshop on Disciplinary Procedure	3	2	105
08	Workshop on Disciplinary Procedure	5	1	26
09	Certificate Course Disciplinary Procedure	10	1	25
10	Law for Administrators (Part I)	5	1	19
11	Law for Administrators (Part II)	5	1	14
12	Disaster Risk Management	5	1	18
13	Workshop on Solid Waste Management	3	1	22
14	Workshop on Soft Skills for Decision Makers	3	2	30
15	Workshop on Writing Policy Papers	4	1	11
16	Workshop on Training of Trainers	5	1	22
17	Certificate in SLIDA Computer Driving License	10	3	66
18	E-Government and Security	2	1	12
19	Computer Application for Administrative Officers	7	1	9
20	Workshop on Preparing Cabinet Paper Memoranda	3 Hours	1	95
	Total		34	782

2.1.5 Customized Learning and Development Programmes

During 2017, SLIDA has conducted 42 training programme and trained 1129 officers on the request of public sector instructions. These programmes have been specially designed to suit with the requests made by the client organizations. In total, about 32% of the cadres of All Island Services have been benefitted by SLIDA training programmes during the period under review. The details are shown in Attachment 2.

2.1.6 Public Conferences

During 2017, the following special seminars on current themes were conducted to build awareness of public officers:

- **Workshop and a virtual seminar on Right to Information**

A workshop and a virtual seminar on Right to Information was organized by SLIDA in June, 2017 with the objective of sharing Indian experiences on RTI issues. Mr. Venkatesh Nayak, an Indian coordinator of the access to information programme and a key public training resource on RTI across South Asia, Africa and the Caribbean conducted the seminar. The officers from Ministry of Public Administration, Ministry of Mass media, ICTA and local RTI experts participated at the event.

- **Seminar on “Global Positioning System and Drone Technology as a Decision Support Tool”.**

As a think tank, the Alumni Association of Graduates of SLIDA’s Master of Public Management (AAGSLIDA) has organized a seminar on “Global Positioning System and Drone Technology as a Decision Support Tool”. Mr. S.D.P.J. Dampegama, Additional Survey General, Department of Survey conducted this lecture. As a think tank, the Alumni Association of Graduates of SLIDA’s Master of Public Management (AAGSLIDA) has proposed to organize a series of public lectures to enhance the Managerial Capacity of the Executives of Sri Lankan Public Sector, SOEE, Private Sector, and the Armed Forces.



- **Workshop on “Sustainable Development Goals, Open Government Partnership and Gender Sensitive Public Officers”**

With the support of USAID a special workshop was organized on “Sustainable Development Goals, Open Government Partnership and Gender Sensitive Public Officers” by many experts in the field



- **Preparation of quality Cabinet Memoranda and Notes to the Cabinet**

Having identified the need to develop skills in the preparation of quality Cabinet Memoranda and Notes to the Cabinet, SLIDA in collaboration with the Office of the Cabinet of Ministers organized a brainstorming session with Secretaries and senior officials of Ministries on submitting Cabinet Memoranda and Notes to the Cabinet. The event chaired by Mr. Sumith Abeysinghe, Secretary to the Cabinet of Ministers.



The Center for Information Technology of SLIDA has conducted the following seminars where many executives from public and private sector participated.

- **What is Ransomware? By Mr. Periasamy Mani**

The seminar on e-Government on Ransomware was organized by SLIDA with the collaboration of the Ministry of Telecommunication and Digital Infrastructure (MTDI) and ICTA. Mr. Periyasami Mani, Regional Manager from End User Security Group, SOPHOS delivered the keynote address. He underlined broad security threats in cyberspace due to RANSOMWARE attacks. CERT|CC also participated in this session and highlighted the importance of cyberspace security.

During the discussion, Mr. Wasantha Deshapriya, Secretary to the MTDI emphasized the need of National Security Policy to defend any cyber-attacks against public data. CIO's from the public sector also participated in this session.



- **Seminar on Digital Government by Mr. Jonathan De La Motte**



- **Seminar on Mobile Network Evaluation by Mr. Stephan Coffey**



- **Capacity Building for Service Excellence'**



A Public Service Conference was organized by SLIDA on the 'Capacity Building for Service Excellence' organized by SLIDA in coordination with the Prime Minister's Office. This was delivered by the senior officials of Singapore National University, Temasek Foundation International and Singapore Civil Service College where Hon Harsha de Silva, Minister of Policy Planning and Economic Development participated as the Guest of Honour.



- **Advancement of 5 G services**

A workshop was held in August 2017 at SLIDA in collaboration with the Ministry of Telecommunication and Digital Infrastructure to create awareness on future innovations in mobile technology using 5G and the benefits including the advancement of 5G services to mobile users. The inputs of the forum also included a presentation on Internet of Things (IOT).

Public sector officers, representatives from mobile companies and technical experts from private sector organizations participated in this forum

- **Workshop on “How Great Leader gets Organizations to Archive Extraordinary”**

The School of Postgraduate Studies of SLIDA has conducted a special workshop “How great leader gets organizations to archive extraordinary” was held for MPM 2016-2018 batch on 25 March 2017 by Prof. Dr. Ali Hatibi, Management & Science University Malaysia.



- **Public lecture on “the Human Recourse Management Policy in Sri Lanka”**

A Public lecture on “the Human Recourse Management Policy in Sri Lanka” was delivered by Mr. Dinesh Weerakkodi, Chairman, of the Human Recourse Development Council Sri Lanka in the month of April 2017. The MPM Alumni Association of Graduates of SLIDA (AAGSLIDA) had a special meeting with Director General to discuss the future activities of the association.

2.1.7 Learning and Development Programmes Conducted in Partnership with Foreign Training Institutions

- **‘Capacity Building for Service Excellence’ conducted in partnership with Singapore Civil Service College**

SLIDA, in collaboration with the Civil Service College, Singapore (CSC) and Temasek Foundation implemented a programme named ‘Capacity Building for Service Excellence’ for selected 70 officials from All Island Services. These officers have completed their training at CSC and under went the several modules at SLIDA on ‘Implementing Change through Project Management’ and ‘Leading from the Middle – Leading Self & Others’.



- **Australia Award Fellowship (AAF) to Sri Lankan Researchers**

The Australia Awards Fellowships Programme is a series of capacity building programmes of Sri Lanka’s public sector under the collaborative venture between the Monash University and the Sri Lanka Institute of Development Administration (SLIDA) and funded by the Department of Foreign Affairs & Trade (DFAT) of the Australian Government. 15 researchers benefitted under AAF-2016 programme and engaged in research on ‘Developing Women Entrepreneurship in Sri Lanka’. In early 2017 a programme was organized by SLIDA with 15 alumni fellows benefitted by this fellowship programme to disseminate research findings.

AAF 17 programme was on “Private Sector Engagement for Sustainable Development in Sri Lanka: Evidence based Policy and Practice”, and focused on facilitating the pathway leading to “Enterprise Sri Lanka in 2018”, as the baseline for actioning to achieve the government’s Vision 2025 A Country Enriched, as well as Vision 2030 Sustainable Era. This Fellowship Programme provided the theoretical and practical background for the AAF fellows to contribute successfully back home for evidence based policy formulation with a view to enriching a better future for Sri Lanka.



2.1.8 Training programmes coordinated for the officers in Foreign Training Institutions

During 2017, following training programmes have been coordinated for 193 officers in reputed foreign training institutions.

Table VIII

Programmes Coordinated for Foreign Training Institutions

Training Programme	Location	Dates	Number of officers attended
Training in Public Administration and Development	Institute of Management in Government, India	12-16 June 2017	30
Capacity Building programme for GramaNiladhari Officers and Development Officers	Institute of Management in Government, India		30
	Institute of Management in Government, India	10-14 July 2017	30
Leadership and Management Training programme at	Civil Service Academy, UK	10-14 July 2017	13
Training programme for Executives	AIT, Thailand	August 2017	30
Training programme for Executives	Sripatum University in Bangkok, Thailand		30
Public Policy & Management	at KDI School Korea	17-23 Sept. 15-21 Oct 2017	30



2.1.9 Training Programmes Conducted for Foreign Nationals

- **For Indonesian Officials**

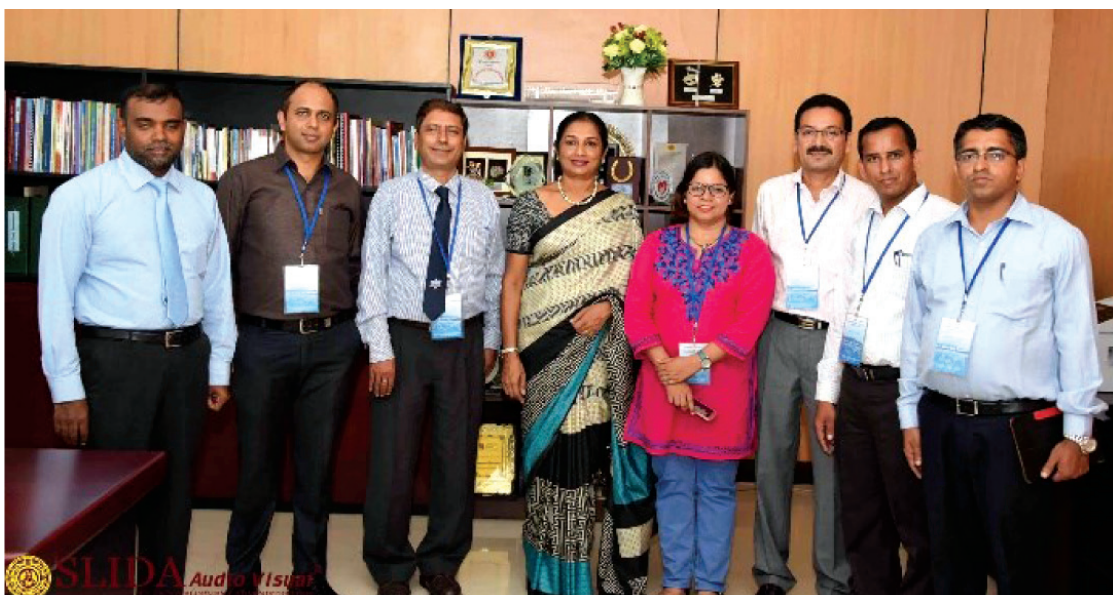
Under Sri Lanka and Indonesia South-Cooperation Programme, SLIDA conducted a training programme on Performance-Based Budgeting. Seven senior officials from BAPPENAS, the Ministry of National Development Planning, Republic of Indonesia and two Project staff members from JICA participated in this five day programme which was designed to share experiences of the two countries on Performance-Based Budgeting (FBB) in Sri Lanka.

This programme focused more on providing practical experience enabling them to understand Sri Lankan practices in the field of PBB.



- **For Nepalese Officials**

Further, a training programme was conducted in SLIDA for 06 senior public sector official of Nepal in July 2017.



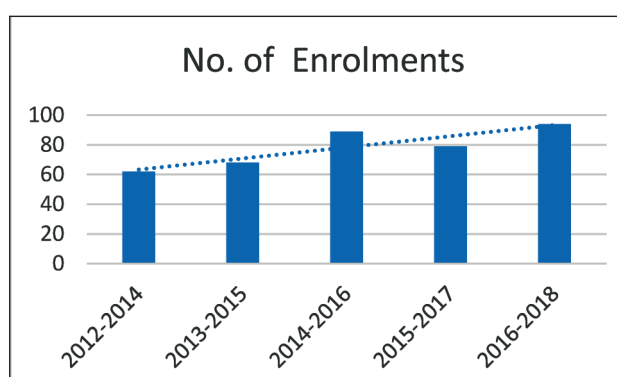
3. School of Postgraduate Studies

The University Grants Commission (UGC) in the year 2003, accredited SLIDA with a Master level degree awarding status, in accordance with an order made under Section 25A of the Universities Act. No. 16 of 1978, as amended by Act. No. 07 of 1985. Accordingly the School of Postgraduate Studies (SPS) is established and there after the school continuously engaged with practitioners in the public sector at national, regional and international levels. The rationale for developing the Master of Public Management (MPM) programme has been based in the backdrop of today's fast changing and challenging public management environment where Secretaries of Ministries, Chief Executive Officers, and other stakeholders alike are increasingly demanding a value added contribution from their managers. This unique MPM programme enriches its study fellows to achieve a Master Degree and also equip them with skills to function with confidence at different managerial levels.

MPM of SPS is one of the leading practical master programmes in the country. Thus, selection process of participants, content of the programme and the delivery style are different from other similar programmes and has accordingly designed with a second country practical exposure tour for the participants. As a result there is a high demand from the practitioners to enroll in the programme and the number is growing.

Table 1X

Number of enrolments to MPM programme up to date



At the beginning of year 2017, the SPS organized the inauguration ceremony of the intake of 2016-2018 batch on the 22 February 2017 where 94 candidates registered. During the year 2017, SPS has run three batches of MPM with a total of 224 study fellows.

SPS has organized a second country study visit for the Masters graduates to the HUST University, China in 2017 with the objective of getting a first-hand knowledge on Public Policy, Management & Administration and to learn best practices in Public Administration in China.

Committing to the creation, application, preservation and dissemination of knowledge, the SPS has organized its annual research symposium 'A Forum on Translating Research into Practice: Evidence-based Policy Making' on 21 June 2017 at the Department of Sri Lanka Customs. This is the 3rd Annual Forum organized by SLIDA's School of Postgraduate Studies on the above theme. Six MPM graduates of SLIDA from the Sri Lanka Customs presented before a panel Research Papers on "Cargo Clearance and Transport Efficiency" and "Human Resource Management and Systems Effectiveness" related to the Sri Lanka Customs.



As a degree awarding institute, SPS conducts special events such as seminars to the public sector on timely important topics. In this regard, SPS has organized a special lecture on “How great leader gets organizations to archive extraordinary” in March 2017 by Prof. Dr. Ali Katibi, from the Management & Science University Malaysia. The second public lecture on “the Human Recourse Management Policy in Sri Lanka” was held in April 2017 by Mr. Dinesh Weerakkodi, Chairman, and Department of Human Recourse Development Council Sri Lanka.

During the month of April, as a corporate social responsibility project, SPS has organized a health camp for the SLIDA staff in collaboration with the National Hospital in Colombo.

Initiatives have been taken for the future development of SPS and the programme are in line with Education Quality Framework of Sri Lanka. As such, continuous revision of the programme and the content of the modules ensured.

4. Management Consultancies

Organizational Development Division involves in providing Management Consultancies for the public sector organizations. These consultancies are usually to review the cadres, processes, preparation of Manuals & Guidelines etc. The following organizational development services were provided by SLIDA during 2017.

- Prepare a Document on “Vision for Digital 2020” for Ministry of Telecommunication and Digital Infrastructure
- Proposal for a Management Study for Airport and Aviation Services (Sri Lanka) Ltd
- Work Study for Department of Immigration & Emigration

5. Examinations conducted during 2017

The Examination Division of SLIDA has conducted 131 exams during 2017 where 98 were for external organizations and the rest are for internal programmes.

The external exams included mainly Efficiency Bar Examinations and internal promotion Examinations. The following external and internal exams have been conducted by SLIDA, during the period under review. This included 24 exams conducted online, with the assistance of the Information Technology Center of SLIDA.

The exams conducted by SLIDA during 2017 are provided in Attachment 3.

6. General Administration

6.1 Human Resources Management

6.1.1. The following positions have been filled on secondment basis

1. Senior Consultant	03
2. Programme Officer	02
3. Management Assistant	01
4. Driver	01

Apart from above, the position of Bungalow Keeper has been filled on permanent basis.

6.1.2. The following positions fell vacant due to retirement, resignation and ending the secondment period.

1. Additional Director General	02
2. Senior Consultant	01
3. Director (Finance)	01
4. Associate Consultant	01
5. Programme Officer	02
6. Management Assistant	03
7. Driver	01

6.2. Logistic Management

The following areas of the institution have been refurbished during the year under review.

Table X

Refurbished Areas and Cost Incurred

Area	Total Cost Rs.
Hostel	5,354,602.14
Mini Auditorium	6,215,629.25
Faculty	9,235,117.24
Electrical System	1,014,438.61
Research Center	9,060,970.82
Apartment Building	1,880,873.28

6.3 Internal Process Improvement

With the help of the IT Centre of SLIDA, the institute has completed the following six software applications to automate its internal processes.

- New Module for Attendance Management System
- New Module for SLIDA Payment Gateway
- Upgrade of SLIDA Websites
- SLIDA Examination Management System
- Online Admission Processing System for SLIDA Exams
- Rewiring of SLIDA Net Work in the Examination Division ,Faculty Area & the Library
- Introduced RFID Printing Solution for SLIDA Library
- Re- Installation of Library Management System (KOHA) with the support of the Open University of Sri Lanka
- Purchase of two new Servers

6.4 Improvement of IT infrastructure

SLIDA's internal Net Work and its Hardware infrastructure has been improved during the year under review. Another important step of It Centre development was re-establishment of IT Laboratory 2 & 3 with a central UPS Systems to be able to provide uninterrupted power for the Computer equipments. These two labs can accommodate a group of 30 at a time.

List of new improvements of the IT Division is given bellow.

- Re-establishment the IT Lab 2 & 3 with central UPS systems to provide uninterrupted power for computer equipment.
- Purchase new two servers
- Introduced Online UPS Systems for two Labs
- Introducing Library Automation System (KOHA)
- Introducing RFID Printing facility to the Library

6.5. Audit Queries

There have been 15 audit queries and 2 audit reports received by the institution during 2017 and all have been answered.

7. Special Projects Conducted by SLIDA

7.1 JICA funded Frontline Officers in Community Development in Conflict Affected Areas (FORWARD Project)

SLIDA was the Project Execution Agency for the FORWARD Project. The FORWARD Project which was successfully completed in December 2017 was aimed to improve the quality of Public Services provided in the conflict-affected areas of Sri Lanka – Northern, North Central, and Eastern Provinces – through the training of the Frontline Officers (FLO) and developing their capacity on Community Development activities. This Project was funded by JICA.

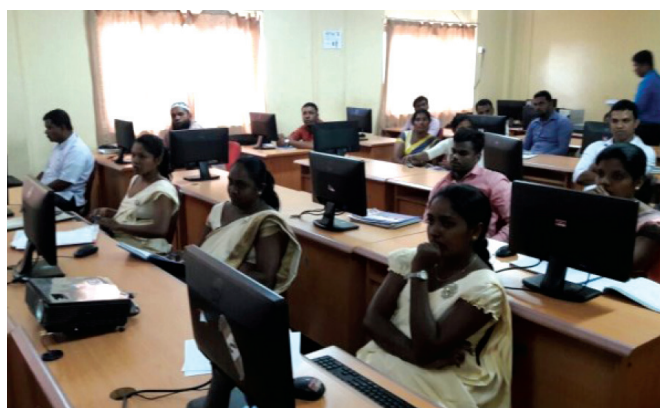
Directors from each of the Management Development Training Units in the three provinces implemented these programme under the supervision and guidance of SLIDA.

The Project has been planned to develop the capacity of 900 FLOs during the Project period. However, this target has been exceeded and, 1315 FLOs have been trained.



7.2 United Nations Development Programme Assistance

The UNDP, through SLIDA assisted the Capacity Improvement and Strengthening of Local Governance for Planning and Implementation in 7 Districts. Under this project, facilitate to develop small-scale Socio Economic Development Projects by CBOs and Local Authorities, support to design Policy Guidelines for Sustainable development are some of the activities implemented under this programme.



Further, this Project supported SLIDA to establish its Research Center and promote research culture among the public sector officials.



8. Special Events

8.1 Celebration of 35 years of Noble Service

Established in May 1982, SLIDA reached yet another milestone in May 2017 by completing 35 years of a noble service. In celebrating the 35th anniversary, a series of events were organized which included social activities, seminars, speech competitions and the award of scholarships/certificates. Further, the institute visited ``Shantha Sevana`` where terminal cancer patients are housed and donated medicines and dry rations to cancer patients.

The celebrations concluded with felicitating the past Directors/Director Generals of SLIDA who have rendered a great service to the institution. The Chief Guest was Hon. Ranjith Madduma Bandara, Minister of Public Administration & Management.



Minister of Public Administration and Management, Secretary of the Ministry, Director General of SLIDA and all past Director Generals at the anniversary celebrations



Traditional lighting the oil lamp at the function by Hon Ranjith Madduma Bandara

A Shramadana to clean the SLIDA premises and grant donations to Shantha Sevana, Maharagama were held in commemoration of the 35th Anniversary of SLIDA



8.2 **Winning National Green Energy Championship for its GREEN Project (Government's Renewable Energy and Energy Efficiency Networking Project)**

Through a highly competitive selection process, SLIDA won the Green Energy Champion Award organized by the German Ministry of Foreign Affairs and Ministry of Power and Renewable Energy, through Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ).

SLIDA's GREEN Project included the following green initiatives in SLIDA.

- fixing a 72 kW solar system,
- establishing an urban composting unit,
- fixing RFID locks for hostel doors,
- classroom power monitoring system
- Environment monitoring system
- Bio gas unit.



8.3 Opening of SLIDA Faculty Block

SLIDA Faculty Members who were sharing a dilapidated office rooms were provided with the state of the art office facilities in their Faculty Block. The new Faculty Block consists of a Conference Room, Open Discussion/ Meeting Area, Reading Room and Consultants' Cabins



8.4 Thirasara Lanka Exhibition

SLIDA participated in the exhibition on Sustainable Development – Thirasara Lanka, from 31st March to 04th April 2017 which was opened by His Excellency the President at the BMICH. The exhibits portrayed SLIDA's green initiatives and the services provided by SLIDA.



8.5 Visit of Heads of Management Training Institutions of South Asia to SLIDA

A delegation of Heads of Management Training Institutions of South Asia and members of the Association of Management Development Institutions of South Asia (AMDISA) who were participating in the Certified Professional Managers (CPM) Regional Conference – 2017, paid a goodwill visit to the Sri Lanka Institute of Development Administration (SLIDA) on the 26th September 2017. The delegates discussed the future training and research cooperation between the Institutions on the delivering capacity of the Public Sector.

Mr. Shathif Ali, President of AMDISA, Prof. Errol D' Souza, Director-in-Charge of Indian Institute of Management, Ahmedabad, India and Heads of Member Institutions were included to the Delegation and were led by Prof. Lakshman R Watawala, President of CPM and past President of AMDISA.



Heads of Management Training Institutions of South Asia and Members of AMDISA at SLIDA

8.6 Visit of Vice President & Professor of Huazhong University of Technology (HUST), China

In furtherance of the Memorandum of Understanding signed between the Huazhong University of Technology (HUST), China and SLIDA, a Team of Professors from HUST visited SLIDA on 10th January, 2017. The Team had discussions with SLIDA on Academic and Training and Learning areas mutually beneficial to both SLIDA and HUST.

Further, the HUST has confirmed offering a full scholarship for PhD studies to the best performer of SLIDA's Masters of Public Management Programme (MPM) from 2018. This was announced by the HUST at a meeting held with the Director General of SLIDA, on the sidelines of a study tour organized by SLIDA's School of Postgraduate Studies for the participants of MPM programme to gain a first-hand knowledge on Public Policy, Management & Administration and Best Practices in Public Administration in China.



Meeting with the President of HUST University with Senior Public Officials

8.7 Visit of the Officials of the Jinan University, China

The Vice President and Professors of Jinan University of China visited SLIDA to discuss possible cooperation in areas which are mutually beneficial to both SLIDA and to Jinan University.



The Vice President and senior staff of Jinan University meeting Director General/ SLIDA

8.8. Flood Relief

The Welfare Society of SLIDA has arranged flood relief on 27.05.2017 for flood victims.



8.9 Tree Planting Programme

A tree planting program was held to commemorate the Tree Planting Day at the institute premises.



8.10 Outbound Training Program for SLIDA Staff

An outbound training was held at the Medurua Oya by the Special Task Force of Sri Lanka Army for the staff of SLIDA.



8.11 Physical Fitness Day

A program was held on 02nd February 2017 at the Institute premises to celebrate Physical Fitness Day.



8.12 Vesak Celebrations

Alumni members of School of Postgraduate Studies have organized a Dhamma preaching ceremony at the Institute premises to celebrate the Vesak Poya.



PART III

9 .New Initiatives - 2017

9.1 Strategic Plan 2017-2021

Considering the changing environment and the ever changing demands of the Public Sector Services, SLIDA developed its Strategic Plan for the next 5 years (2017-2021) to achieve its Vision of “to be the Center of Excellence in Learning and Development in Asia”.

The strategic direction and the five year plan is an outcome of the efforts of the Leadership and Management Team of SLIDA. The process addresses the following questions;

- i. Who we are as the institution and how relevant are we in the current context?
- ii. How does the future look considering the current trends?
- iii. What are the new capabilities we should develop in addition to the actions what we possess at present?
- iv. Where do we want to go?
- v. How do we get there?

The path leading towards achieving the objective of this plan is mapped by answering the questions above. To reach the aspiration of being the Centre of Excellence for Public Sector Learning and Development in Asia, will require more focus on the quality of our delivery and research. Moreover, achieving this ambition requires the willingness to measure our progress toward our purpose.

9.2 Introduction of New Diploma Programmes/ Training Programmes

9.2.1 Higher National Diploma in Public Procurement and Contract Administration

SLIDA inaugurated its first Higher National Diploma Programme in August 2017. This Higher National Diploma in Public Procurement and Contract Administration (HN-DIPPCA) has been designed to conduct as a part-time programme that runs over 14 months. The Officers representing many Government Organizations were registered to follow this programme.

The objective of offering this programme is to develop the Theoretical Knowledge of the Public Sector Managers on Procurement and Contract Administration and strengthen them in facing the challenges experience in its implementation.

9.2.2 National Security and Global Governance

SLIDA, with the collaboration of Bandaranaike Centre for International Studies (BCIS) and Pathfinder Organization, two prominent think-tank institutions in Sri Lanka on International Relations and Security Studies conducted a series of lectures on “National Security and Global Governance” for the

officers of the Sri Lanka Administrative Service. The Inaugural speech was delivered by His Excellency, High Commissioner of Bangladesh Mr. Riaz Hamidullah on “Progression of Global Governance”.

9.2.3 Nation- Building and Social Integration

The Module on Nation- Building and Social Integration was introduced to the officers of the Sri Lanka Armed Force Service , to understand the role of an Administrator in peace building, reconciliation, and social integration. The module is co-hosted by International Centre for Ethnic Studies (ICES) and Bandaranaike Centre for International Studies (BCIS).

9.2.4 Sustainable Development Goals, Open Government Partnership and Gender Sensitive Public Officers

A workshop was conducted by the SLIDA in collaboration with USAID in June 2017 on Sustainable Development Goals, Open Government Partnership and Gender Sensitive Public Officers. The main objective of the workshop were to enhance the knowledge and understanding on SDGS, OGP and Gender Sensitivity Public officers. 130 Sri Lanka Administrative Service officers of the 2017 intake participated in the workshop. Ms Danielle Reiff, Director of Office of Vulnerable Populations of USAID, Mrs Dhara Wijayatilake, Former Secretary and CEO of Ceylon Chamber of Commerce attended the inauguration of the workshop where the Sector Specialists delivered speeches.

9.2.5 Training on Preparation of Pension Files

As a long-felt need SLIDA, in coordination of the Department of Pensions launched a series of training to educate the Managerial and Non-Managerial carders of the Ministries in preparation of the pension files. Accordingly SLIDA organized Training Programmes for the Officers of the Ministry of Public Administration & Management, Ministry of Home Affairs and several other Ministries and they have been benefitted by this hands on training.

9.2.6 Toast Masters Clubs for Senior Managers

For the first time in the history of SLIDA, Toast Masters Clubs have been opened for Additional Secretaries of Ministries to improve speechcraft skills. SLIDA conducts this programme with the Regelia International. This has been gaining a huge success and getting popular among officers and SLIDA look forward to expand this service to a wider clientelle.

It gives the participants to have access to a wealth of educational materials and resources on public speaking, listening, meeting protocol, the use of technology in presentations, and effective communication in conferences and meetings.



Also it gives a free subscription to the Toastmaster, a monthly magazine that provides insights on Communication, Leadership, Club Activities and other relevant topics. SLIDA intends to open this facility to other levels of the Public Sector as well.

9.2.7 Game-based Foresight Training

The SLIDA with the assistance of the United Nations Development Programme (UNDP) has developed a training module and workshops on Foresight and Innovation for the public sector.



These workshops which are tailor-made to suit the requirements of the Public Sector and conducted at SLIDA for Induction trainees of the Sri Lanka Administrative Service and its Class I Officials to strengthen and transform to champion the Sustainable Development process of the country. The workshops conducted by Fields of View, India, who are global experts in this area.

The training workshops have been designed that the participants through management games and simulations exercises adopted to the Sri Lankan context, understand how different models can be used in development decisions which will allow for agility and comprehensive development decisions, and assist with effective policy planning.

9.2.8 Mobile Training Programmes

As a strategic initiative of the Strategic Plan 2017 – 2021, SLIDA commenced a Mobile Training Services to reach a larger beneficiary group. Accordingly, as SLIDA in collaboration with the Management and Development Training Units (MDTU) of the Eastern Provincial Council initiated a Mobile Training service in the Trincomalee, District.



9.3 Research initiatives

9.3.1 Establishment of “Sandharani Research Center”

SLIDA established Sandharani Research Center to facilitate research among the public sector officials with the state of the art facilities. The Center plans to network with other R&D centers in carrying out and facilitating research. Also it plans to provide a platform for disseminating research findings to the policymakers to ensure evidence-based policy making.



9.3.2 Research Publications

A publication was issued on “Applied Research with Agency Partnership –Arriving at Better Policy Recommendations” including the research findings of the following two researchs.

- Use of effective technical transfer of training Programmes at ‘Vidatha Centers’
- How the national school curricular is related to Mathematics, and Teaching, Learning Methods conventionally concentrated impact on low Mathematics Achievements



9.3.3 Australia Award Fellowship (AAF) to Sri Lankan Researchers

The Australia Awards Fellowships Programme is a series of Capacity Building Programmes of Sri Lanka’s Public Sector under the collaborative venture between the Monash University and the Sri Lanka Institute of Development Administration (SLIDA) and funded by the Department of Foreign Affairs & Trade (DFAT) of the Australian Government. 15 Researchers benefitted under AAF-2016 programme and engaged in research on ‘Developing Women Entrepreneurship in Sri Lanka’. This Fellowship Programme provided the Theoretical and Practical background for the AAF fellows to contribute successfully back home for evidence based policy formulation with a view to enriching a better future for Sri Lanka.

9.4 Initiating a Mentoring/ Counseling Service for the Public Sector Officials

In order to improve the service delivery of the Public Sector Officials by eliminating stress and empowering them to face challenges in both their Organizational and Personal lives, the SLIDA has facilitated Mentoring/ Counseling Service for Public Sector Officials by getting them connected to Professional Counseling Service Providers. In this, SLIDA functions as a platform to disseminate information to Officials about Organizations providing Professional Counseling Service.

This initiative launched by SLIDA is a unique endeavor in the History of the Public Service of Sri Lanka.

It is hoped that the Officers of the Public Sector can share their feelings of stressful situation in confidence with a non-judgmental, accepting, understanding and caring counselor who can open a window of opportunity for the officer to ease his/her stress.

9.5 Initiatives to Achieve ‘ISO Quality Standards’

In achieving the above, initiatives have been taken by the Programme Division to develop a 5.S Manual and a Handbook on the Disposable Policy. The 5.S Manual consists of the main requirements to implement 5 . S (Seiri, Seiton, Seiso, Seiketsu and Shitsuke) and the Handbook outlines the Methodology to be adopted by each Division in disposing of its old and redundant files. All Divisions are working to achieve standards by mid 2018. Monitoring formats have been introduced to monitor smooth functioning of long term and short term programmes. Thus, ensuring the timely undertaking of sequential activities of these two types of programmes.

9.6 SLIDA Initiated the Digital Government Human Resource Capacity Building Project

SLIDA and Information & Communication Technology Agency (ICTA) entered into agreement to implement the ICT Human Capacity Development Project. The aim of this Project is to enhance the ICT Competencies of Senior Public Sector Personnel to provide the essential Technological push towards the next phase in Sri Lanka’s e-government initiatives.

PART IV

10 Current Challenges and Future Plan

10.1 Current Challenges

- Lack of staff at all levels and lack of qualified, Senior Staff in the Faculty – this has been addressed up to some extent during 2017 and action has been taken to fill some vacancies. The balance vacancies need to be filled during 2018. However, it has been difficult to attract the experienced and reputed academics to join the internal faculty due to non-attractive remuneration and other benefits offered at SLIDA compared to other Education institutions. Also, the senior and experienced Public Sector Officials are reluctant to join SLIDA on secondment as the positions are not qualified for the rights/ benefits enjoyed by parallel Officers (as per the interpretation of the Treasury).
- Insufficient classroom facilities – It has been a challenge to accommodate all training requirements during peak months within the existing number of classrooms. Rescheduling of training sessions has been the strategy used to address this issue. Further, there is a need of improving the classroom facilities to suit with current demands. Action has been taken during 2017 to upgrade some classrooms and it is planned to upgrade the balance in 2018 and 2019.

10.2 Future Plans

The future plan of SLIDA is laid out in the Strategic Plan 2017-2021. SLIDA has already implemented the activities / targets planned for 2017.

The Strategic Initiatives proposed for the period 2017-2021 against 5 main objectives are as follows.

Objective 1: To build the capacity of the Public Sector by offering a portfolio of learning and development programmes

Strategic Initiatives:

- o To increase the number of participants from existing institutions, it is essential to develop a customer base who will feel wanting to come back for further learning and development programmes.
 - ◆ Design and implement a Continuous Learning and Development Programme that will carry points driven, career supportive membership. Such programmes to be promoted amongst employers that will recognise their continuous learning and development efforts.
 - ◆ Conduct discussion on contemporary topics for alumni on a regular basis
 - ◆ Develop new programmes based on Training Needs Analysis to meet the competencies required for the Public Service.

- To generate participants from new customer groups
 - ◆ Initiate Learning and development programmes for State-Owned Enterprises
 - ◆ Planning and conducting training and development mobile services
- To generate participants for new programmes
 - ◆ Develop demand-driven training programmes
 - ◆ Develop new Postgraduate & Higher National Diploma programmes
 - ◆ Develop contemporary learning and development programmes for online platform

Objective 2: To develop a repository of purpose driven research studies related to Public Policy and Public Administration

Strategic Initiatives:

- To improve research environment by;
 - ◆ Establishing a fully-fledged Research Centre within SLIDA
 - ◆ Establish a pool of researchers
 - ◆ Identifying research areas that are beneficial from a national perspective
 - ◆ Collaborate with other Universities and R&D Centres engaged in research
 - ◆ Collaborate with funding agencies
 - ◆ Disseminate research findings to the relevant Policy Making Bodies

Objective 3: To conduct organizational development services to improve the effectiveness & efficiency of the service delivery of Public Sector Institutions and State Owned Enterprises

Strategic Initiatives:

- Initiate a dialogue with Decision Makers of all Government Organizations and State Owned Enterprises and to assess organizational development needs
- Design and execute appropriate Training Programmes based on training needs identified

Objective 4: To create a positive image for SLIDA in the minds of its Stakeholders, which in turn will generate a greater demand for its services

Strategic Initiatives:

- Publish Public Relation articles on a regular and an ongoing basis
- Constantly update the website
- Use of Social Media
- Reach customers at their convenience through use of MIS/ICT

Objective 5: To enhance the effectiveness and efficiency of the institutions capacity to cater to future needs.

Strategic Initiatives:

- **To set up a purpose-driven MIS that will facilitate effective decision making**
 - ◆ Identify and install IT infrastructure to cater to emerging digitization of learning and development
 - ◆ Establish a Task Force to design and operation a purpose driven Management Information System to assist Management to make more timely and effective decisions.
- **To establish Mentoring Services by engaging Senior Public Servants**
 - ◆ Establish Counselling and Career Guidance Service for the Public Sector Officials
 - ◆ Conduct Mentoring and Career Guidance Sessions
- **Broad Based Resource Pool of Competent Academic and Professional Staff to cover a wider portfolio of disciplines**
 - ◆ Recruit competent internal Resource Personnel
 - ◆ Identify and engage External Resource Personnel based on knowledge & skill gaps identified
- **Enhance infrastructure to accommodate growth in Learning and Development Activities**
 - ◆ Establish a Research Centre
 - ◆ Upgrade and modernize the Library
 - ◆ Upgrade Lecture Theatres
 - ◆ Improve Residential Facilities
 - ◆ Expand and diversify welfare services & facilities
 - ◆ Establish SLIDA Campus in existing premises at Nuwara Eliya (Regional development Centre)
- **Identify and install IT infrastructure to cater to emerging digitization of Learning and Development**
 - ◆ Expand the storage capacity of Digital content
 - ◆ Establish a remote backup system for the SLIDA Online Services
 - ◆ Develop an online payment system for SLIDA clientele
 - ◆ Develop an online payment system for SLIDA clientele

- ◆ Modernize Training Rooms with new training equipment and tools
 - ◆ Install newest versions of licensed Software required for training
 - ◆ Re-configure and expand existing LAN and WAN
 - ◆ Implement Information Security Management System
-
- **Continue building alliances with Local/ Foreign institutions for Technology & Knowledge Transfer, and Collaborative Research**
 - ◆ Continue building alliances with foreign intuitions for Technology & Knowledge Transfer, and Collaborative Research
 - ◆ Initiate dialogues with local stakeholders with a view to identifying current and future HRD and OD needs
 - ◆ Collaborate with foreign agencies for Technology and Knowledge Transfer and Research

PART V

Financial Reviews

SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION
STATEMENT OF FINANCIAL POSITION
AS AT 31ST DECEMBER 2017

	Notes	2017 Rs.cts	2016 Rs.cts
ASSETS			
Current Assets			
Bank Balances	03	4,051,951.91	60,174,245.55
Undeposited Receipts		120,376.50	-
3 Months Deposits	04	268,046,188.01	248,069,033.43
Receivables	05	36,800,695.54	46,177,612.55
Stock in Hand	06	3,097,579.47	3,382,999.45
Pre Payments	07	4,931,816.97	2,962,861.70
Advances	08	5,715,120.34	1,138,741.99
Staff Loans	09	15,036,793.34	14,291,849.81
		337,800,522.08	376,197,344.48
Non - Current Assets			
Property Plant and Equipment	10	412,427,321.74	403,822,196.37
Gratuity Fund Investment	11	31,591,567.42	28,522,408.40
Deposit Account	12	1,299,500.00	1,299,500.00
		445,318,389.16	433,644,104.77
TOTAL ASSETS		783,118,911.24	809,841,449.25
LIABILITIES			
Current Liabilities			
Deposits Payable	13	23,151,896.28	50,620,174.65
Receipts in Advance	14	79,421,201.83	138,510,095.33
Accrued Expenses	15	19,985,653.00	7,828,233.88
Provision for uncertain Receivables		3,221,450.00	1,745,050.00
		125,780,201.11	198,703,553.86
Non - Current Liabilities			
Distance Learning Center Ltd	16	24,825,882.55	26,480,941.38
Provision for Gratuity	17	28,994,006.20	29,107,585.00
		53,819,888.75	55,588,526.38
TOTAL LIABILITIES		179,600,089.86	254,292,080.24
NET ASSETS		603,518,821.38	555,549,369.01
NET ASSETS/EQUITY			
Deferred Income - Treasury Grant		514,054,873.20	478,753,816.81
Other Reserves - Assets Revaluation Reserves	18	12,015,807.00	12,015,807.00
Accumulated Surplus / Deficit	19	77,448,141.18	64,779,745.20
TOTAL NET ASSETS/EQUITY		603,518,821.38	555,549,369.01

SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2017

	Note	2017 Rs.cts	2016 Rs.cts
Revenue			
Contribution from the Treasury	20	134,878,943.61	158,292,480.58
Other Revenue			
Course Fee	21	4,802,662.00	5,312,052.20
Hire of Halls		6,370,175.00	4,342,900.00
Sale of Publications		618,280.00	1,417,174.00
Income on Investments	22	31,944,464.48	23,820,433.69
Interest from Loans		626,400.73	557,637.75
Rent	23	8,522,121.13	11,773,851.51
Lease Rent		1,655,058.33	1,655,058.83
Donation (UNDP)		3,871,700.36	-
School of Post Graduate Studies		20,679,500.02	24,217,500.00
Language Programme		7,104,450.00	12,493,451.36
Consultancy	24	137,482,019.51	113,014,845.55
Sundry Income	25	4,142,770.91	7,590,191.33
Total Revenue		362,698,546.08	364,487,576.80
Expenses			
Personal Emoluments	26	87,053,813.18	90,032,742.51
Staff Welfare	27	4,794,399.71	3,276,757.46
Traveling Subsistence & Allowances	28	9,260,683.06	1,706,344.54
Utility & Other Services	29	35,393,023.40	33,621,629.73
Transportation	30	4,847,841.41	5,399,301.19
Repair & Maintenance of Fixed Assets	31	7,517,313.15	11,116,306.76
Supplies & Requisites	32	10,910,556.37	8,680,881.14
Financial Charges	33	4,383,941.00	3,795,310.06
Library Services	34	364,945.00	395,959.03
Training & Evaluation	35	7,743,538.45	15,398,472.29
Publication & Information Services	36	208,054.00	485,364.90
Foreign Training & Study Tours		46,413,155.28	-
Depreciation	37	37,148,051.70	36,174,757.79
School of Post Graduate Studies	38	5,630,763.15	10,133,163.48
English Programme	39	2,859,500.00	3,112,662.64
Consultancies	40	65,751,394.79	64,311,155.35
losses & write off -TOT		11,736,078.22	-
Provision of Gratuity		2,513,632.70	915,984.75
Provision for Uncertain Receivables		1,476,400.00	1,150,100.00
Publications Expenses		650,808.00	705,461.00
Total Expenses		346,657,892.57	290,412,354.62
Surplus/ (deficit) for the period		16,040,653.51	74,075,222.18

PART VI

Auditor General's Report and Responses

REPORT OF THE AUDIT COMMITTEE

According to the provisions of Public Enterprises Circular No. PED 55, the Audit Committee comprises of four (04) Independent Non Executive Governing Council members, inclusive of Treasury Representative who chairs the committee.

The members of the Governing Council appointed Audit Committee for year 2017 are as follows:

Mr. K.D.N.R. Asoka	Director General, Department of Public Enterprises (Chairman -January to September 2017)
Mr. P.B.S.C. Nonis	Comptroller General/ Chairman of the Committee (Chairman from September 2017 Comptroller General's Office, Ministry of Finance
Mr. Kamal Pathmasiri	Secretary, Ministry of Provincial Council and Local Government
Mr. K.D.D.K.De Abrew	Member of the Governing Council
Mr. D.A.V. Mahendra Rathnasekara	Member of the Governing Council

Meetings

Internal Auditor functioned as the Secretary to the committee for the year-ended 31 December 2017. During the year, 4 Audit Committee meetings were held and proceedings of the Audit Committee Meetings were reported regularly to the Council. A representative from the Auditor General's Department Ms. M.R.R.K. Mallawa Superintendent of Audit participates as an observer. In addition the Chief Internal Auditor of the Ministry of Public Administration and Management also participates as an observer to the SLIDA Audit and Management Committee Meeting. Director General, and senior management time to time invited in order to brief the Audit Committee in specific matters.

The Audit Committee met on four occasions during the financial year 2017 and their attendance are as follows.

Name	2017			
	24 th March	21 st July	22 nd August	16 th November
Mr. Ranjith Ashoka (Former Chairman)	✓	✓	✓	
Mr. P.B.S.C. Nonis (Present Chairman)				✓
Mr. Kamal Pathmasiri	-	✓	✓	-
Mr. K.D.D.K.De Abrew	✓	✓	✓	✓
Mr. D.A. Vijith Mahendra Rathnasekara	✓	✓	✓	✓

Mandate and Role

The Terms of Reference of the Committee, is defined as per the Public Enterprises Circular No. PED 55 dated 14.12.2010. The Committee assists the Governing Council in fulfilling its general oversight of financial reporting, internal controls, internal and external audits.

Terms of Reference

The Committee is governed by the specific Terms of Reference (TOR) set out by the Governing Council Members in terms of the Public Enterprises Circular No. PED 55. The Committee focuses on the following objectives in discharging its responsibilities as per Terms of Reference and the requirements of the Government.

- Determination of the responsibilities of the Internal Audit Unit and review of the annual audit plans.
- Review and evaluate internal control systems for all activities of the entity.
- Review performance at regular intervals for cost effectiveness and to eliminate wasteful expenditure etc.
- Liaise with external auditors and follow up on Auditor General's/ External auditors Management Letters.
- Ascertain whether statutes, regulations, rules and circulars are complied with.
- Review financial statements to ensure compliance with Accounting Standards.
- Review internal audit/ external audit reports, Management Letters to remedial action.
- Review implementation of recommendations/ directives of the Committee on Public Enterprises.
- Reporting to the Governing Council any matters which have been identified that the Committee need to be considered, actioned or improved upon.
- Prepare report on the findings of the Committee for inclusion in the Annual Report.

Financial Reporting

The Committee reviews effectiveness of the Financial Reporting System in place, to ensure reliability of information provided to the stakeholders. The Committee assists the Governing Council to discharge their responsibility for the preparation of true and fair financial statements in accordance with the books of accounts and Sri Lanka Accounting Standards. The Committee reviews the adequacy and effectiveness of the internal control system and procedures to provide reasonable assurance that all transactions are accurately and completely recorded in the books of accounts.

The Committee reviewed all quarterly non-audited interim financial statements and financial statements, together with supporting information that included significant assumptions and judgments made in the preparation of financial statements.

Internal Controls

The Audit Committee assessed the effectiveness of internal control over financial reporting as at 31 December 2017. This process assesses the adequacy and effectiveness of the internal controls and the processes for controlling risks to ensure compliance with laws and regulations. The Committee ensures that appropriate action is taken by the management on the recommendations of the Internal Auditors to improve the effectiveness of the internal control system of the SLIDA. The basis of the internal control framework, which enables the Governing Council to pursue its functions and take necessary measures.

Internal Audit

The Audit Committee ensures that Internal Audit function is independent of the activities it audits and that it is performed with impartiality proficiency and due professional care. The Audit Committee monitored and reviewed the scope, resources, extent and effectiveness of the activities of SLIDA Internal Audit division.

P.B.S.C. Nonis

Chairman

Audit and Management Committee



ජාතික විගණන කාර්යාලය

தேசிய கணக்காய்வு அலுவலகம்

NATIONAL AUDIT OFFICE



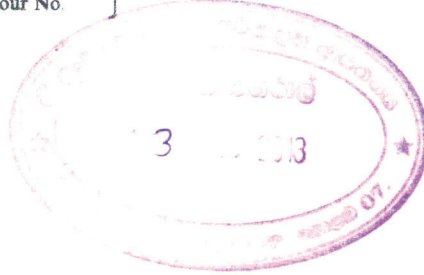
මගේ අංකය
எனது இல.
My No.

විච්චිල්/සි/එස්එල්අයිඩිල්/එල්එස්/
01/2017/15

ඔබේ අංකය
உமது இல.
Your No.

දිනය
திகதி
Date

2018 නොවැම්බර් 16 දින



අධ්‍යක්ෂ ජනරාල්,

ශ්‍රී ලංකා සංවර්ධන පරිපාලන ආයතනය

ශ්‍රී ලංකා සංවර්ධන පරිපාලන ආයතනයේ 2017 දෙසැම්බර් 31 දිනෙන් අවසන් වර්ෂය සඳහා වූ මූල්‍ය ප්‍රකාශන පිළිබඳව 1971 අංක 38 දරන මුදල් පනතේ 14 (2)(සී) වගන්තිය ප්‍රකාර විගණකාධිපති වාර්තාව

මාගේ සමාංක හා 2018 ඔක්තෝබර් 16 දිනැති ලිපියට යොමුවේ.

02. ඉහත සඳහන් ලිපිය සමඟ එවන ලද මාගේ වාර්තාවේ ඉංග්‍රීසි අනුවාදය මේ සමඟ එවා ඇත.

ADG (Ad/F)
12/3

ටී.ඒ.ඒ. ආනන්ද

නියෝජ්‍ය විගණකාධිපති

විගණකාධිපති වෙනුවට

පිටපත් - 1. ලේකම්, රාජ්‍ය පරිපාලන, කළමනාකරණ සහ නීතිය හා සාමය පිළිබඳ අමාත්‍යාංශය.

2. ලේකම්, මුදල් හා ආර්ථික කටයුතු අමාත්‍යාංශය.

Neeladevi
pls make
print &
send Annual
report very soon
28/12



ජාතික විගණන කාර්යාලය

தேசிய கணக்காய்வு அலுவலகம்

NATIONAL AUDIT OFFICE



මගේ අංකය
எனது இல.
My No.

EHA/C/SLIDA/FS/
01/2017/15

ඔබේ අංකය
உமது இல.
Your No.

දිනය
திகதி
Date

16 October 2018



The Director General

Sri Lanka Institute of Development Administration

Report of the Auditor General on the Financial Statements of Sri Lanka Institute of Development Administration for the year ended 31 December 2017 in terms of Section 14 (2) (c) of the Finance Act No. 38 of 1971

The audit of financial statements of the Sri Lanka Institute of Development Administration for the year ended 31 December 2017 comprising the statement of financial position as at 31 December 2017 and the statement of financial performance, statement of changes in equity and cash flow statement for the year then ended and a summary of significant accounting policies and other explanatory information, was carried out under my direction in pursuance of provisions in Article 154 (1) of the Constitution of the Democratic Socialist Republic of Sri Lanka read in conjunction with Section 13 (1) of the Finance Act, No. 38 of 1971 and Section 21 of the Sri Lanka Institute of Development Administration Act, No. 09 of 1982. My comments and observations which I consider should be published with the Annual Report of the Institute in terms of Section 14(2) (c) of the Finance Act appear in this report. A detailed report in terms of Section 13 (7) (a) of the Finance Act was sent to the Director General of the Institute on 20 July 2018.

1.2 Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Sri Lanka Public Sector Accounting Standards and for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

1.3 Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Sri Lanka Auditing Standards consistent with International Auditing Standards of Supreme Audit Institutions (ISSAI 1000-1810). Those Standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Institute's preparation and fair presentation of financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of financial statements. Sub-sections (3) and (4) of Section 13 of the Finance Act, No. 38 of 1971 give discretionary powers to the Auditor General to determine the scope and extent of the audit.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

1.4 Basis for Qualified Opinion

My opinion is qualified based on the matters described in paragraph 2:2 of this report.

2. Financial Statements

2.1 Qualified Opinion

In my opinion, except for the matters described in paragraph 2:2 of this report the financial statements give a true and fair view of the financial position of the Sri Lanka Institute of Development Administration as at 31 December 2017 and its financial performance and cash flows for the year then ended in accordance with Sri Lanka Public Sector Accounting Standards.

2.2 Comments on Financial Statements

2.2.1 Sri Lanka Public Sector Accounting Standards

The following observations are made.

(a) Sri Lanka Public Sector Accounting Standard 01

- (i) Even though the income and expenditure should not be set off with each while preparation of financial statements in terms of Paragraph 48 of the Standard, the balance payable amounting to Rs. 113,645 had been set off from the balance of other receivables.
- (ii) Even though the financial statements should be presented in compliance with the prudent concept and the matching concept, in contrary to that the value of the building received as a donation from the UNDP Project amounting Rs. 3,871,700 had been shown in the statement of financial performance as an income without considering the capital nature that.

(b) **Sri Lanka Public Sector Accounting Standard 07**

As a result of not reviewing the useful life time period for the non-current assets annually in terms of Paragraph 65 of the Standard, though the non-current assets cost at Rs. 150,288,622 were entirely depreciated are further being used. Accordingly, actions had not been taken to revise the estimated error occurred in terms of Sri Lanka Public Sector Accounting Standard 03.

2.2.2 Accounting Deficiencies

The following observations are made.

- (a) A sum of Rs. 174,789 had been understated when calculating of amortization value of the capital grant.
- (b) The recurrent grant amounting Rs. 3,000,000 had been taken in to accounts as capital grant in the preceding year and as a result of debit to the retained earnings account and credit to the capital grant by Rs. 3,000,000 again for the correction of that error in the year under review, the capital grant had been overstated by Rs. 6,000,000 and the retained earnings account had been understated by the same amount.
- (c) As a result of an overstatement amounted to Rs. 2,254,492 relating to 03 types of assets and an understatement of Rs. 534,364 relating to 04 types of assets whilst the calculation of the depreciation relating to the above fixed assets, the value of the depreciation of the year had been overstated by Rs. 1,720,128.

2.2.3 Unexplained Differences

A difference of Rs. 7,647,922 was observed in the balances of assets due to understating the value of 04 items amounted to Rs. 3,627,594 and overstating of the 03 items amounted to Rs. 11,275,516 whilst the cost of fixed assets comparing with the ledger balances and the balances in the schedules.

2.3 Accounts Receivable and Payable

The following observations are made.

- (a) Out of the balance of the other receivables for the programmes in 03 Sections , the balance receivable from the period of 03 years to 05 years was Rs. 9,128,734 and the balance for more than 05 years was Rs. 388,141.
- (b) The balance which should be refunded from the charges received for conducting consultation and Tamil Language programmes during the period between 03 years and 05 years was Rs. 4,078,317 and the balance for more than 05 years was Rs. 3,121,970.

2.4 Non- compliances with Laws , Rules and Management Decisions

The following non- compliances with laws, rules, regulations and management decisions were observed .

Reference to laws, rules and regulations	Non - compliance
(a) Section 144 of Inland Revenue Act No. 10 of 2006	Although the PAYE tax should be remitted to the Commissioner General of Inland Revenue before the 15 of the

following month after the relevant month, the PAYE tax amounting to Rs. 598,734 had been remitted during the first 02 months of the year 2018 which had been recovered relating to 08 months of the year 2017 .

**(b) Financial Regulations of
Democratic Socialist Republic of Sri
Lanka**

Financial Regulation 571

Actions had not been taken in terms of the Regulation in respect of the balances of Retention Deposit amounted to Rs. 2,283,525 for more than two years. .

(c) Public Finance Circular 05/ 2016 of
31 March 2016

Even though the Board of Survey Report for the year 2017 should be furnished to the Auditor General and the Director General Public Finance during due time period, it had not been furnished even by the 04 September 2018 the date of audit .

(d) Treasury Circular No. 842 of
19 December 1978

A Register of Fixed Assets had not been maintained in respect of the Fixed Assets amounted to Rs. 45,771,495 .

(e) Section 6(a)(2) of Finance Ministry
Circular No. 1/ 2015/ 01 of 15 May
2015

Although only the normal travel document fee could be able to reimburse whilst obtaining the Passport through one day service, the total fee for the one day

service amounted to Rs. 10,000 had been reimbursed without conformation to this term.

(f) Guideline of Selection and
Employment of Consultants 2007

Guideline 4.4

Although a Division of Engineering and the Engineers are available in the Ministry whilst the selection of the Engineering Consultants, without obtaining their service a sum of Rs. 110,098 had been paid as Engineer Consultation fee by obtaining the services from another Public Institution for the preparation of estimates for the new canteen building .

(g) Procurement Guideline 2006

(i) Guideline 3.4 (g)

Even though the quotations should be obtained only from the Registered Contractors of Construction Industry Development Authority (CIDA) while applying the Market Price Method for the Works, out of 05 Organizations of which quotations called for construction of new canteen building valued at Rs. 7,413,773 only one organization had obtained the registration. Further, due to only 04 bids out of 05 bids were being sealed, it was observed that deviating with the Guidelines .

(ii) Guideline 2.14.1

A colour photo copy machine and a laser printer had been purchased for a Rs. 529,000 and a Rs. 50,000 respectively from State Trading (General) Corporation without calling sealed quotations. Further, building materials valued at Rs. 891,018 had been directly purchased for the repairs of the hostel.

(iii) Guideline 5.3.3

Even though the information which should be included for the bid invitations in respect of the bids opening procedure under general instructions, due to non-inclusion of those information in the bid invitation of construction of new canteen building, any bidder had not participated for the bid opening event.

2.5 Transactions not Supported by Adequate Authority

The following observations are made.

- (a) From the money received for the conducting consultancy services from the year 2013 and remained, a sum of Rs. 290,700 out of that amount which should be refunded had been identified as income of the year under review without having confirmation specifically as it would not be requested again.
- (b) The approval had been received for the “increasing of the secondment allowance up to 50 per cent from the basic salary as it was limited to the academic staff who had appointed on secondment basis” by the Cabinet Decision

No. අමප/ 13 /0237 /523 /011 19 April 2013 for the Cabinet Memorandum furnished dated 14 February 2013 in the title of “ Upgrading of institutional capacity of the Institute” . But as a result of paying of 50 per cent instead of the allowance of 25 per cent which should be paid to all the non- academic officers employed on secondment basis, saying “ all the staff officers who are employed in the Institute on secondment basis are being done the academic duties” by the Director General of the Institute by the approval received to the request made from the Secretary to the Ministry and only the approval of the Governing Council without obtaining the approval of the Cabinet , a sum of Rs. 2,688,162 had been overpaid from the year 2014 to the year 2017.

3. Financial Review

3.1 Financial Results

According to the financial statements presented, it was observed that the financial result of the Institute for the year then ended 31 December 2017 had been a surplus of Rs. 16,040,654 as compared with the corresponding surplus of Rs. 74,075,222 for the preceding year thus indicating a deterioration of Rs. 58,034,568 in the financial result for the year under review as compared with the preceding year. The increase of the expenditure for the foreign training programme by Rs. 46,413,155 and the writing off of the balances receivable amounted to Rs. 11,736,078 in the year under review as compared to the preceding year had mainly attributed to the deterioration on the financial results.

In analyzing the financial results of 04 preceding years and the year under review, the deficit amounted to Rs. 32,251,344 in the year 2013 had improved up to Rs. 34,195,260 in the year 2014. However, even though the financial result of the year 2016 had become a surplus amounted to Rs. 74,075, 222 that surplus had decreased to a sum of Rs. 16,040,653 again in the year 2017. Even though after re-adjustment of the employees’ remuneration and the depreciation for the non-current assets to the financial

result the contribution amounting Rs. 58,984,596 in the year 2013 had continuously increased up to Rs. 205,265,825 by the year 2016 , it had shown a drop to a sum of Rs. 154,297,600 in the year under review.

4. Operating Review

4.1 Performance

4.1.1 Planning

The following observations are made.

- (a) The Action Plan of the Institute for the year 2017 had been revised in two occasions and the approval of the Governing Council for the alterations made in the Primary Action Plan had not been obtained .
- (b) Even though the Action Plan of the Institute for the year under review had been prepared for the achievement of the objectives of the Institute, expected values in figures had not been shown. Further, the progress in respect of the 04 sections included in the Action Plan had not been reported.
- (c) Even though only the financial progress of capital expenses had been furnished in the Progress Report furnished to the Ministry in the year under review the Progress Reports had not been prepared reflecting physical progress of the objectives of the Institute .

4.2 Transactions of Contentious Nature

In terms of Public Finance Circular No. 431 of 24 April 2008 “ All the Public Officers travelling abroad are required to obtain air travel services only from Sri Lankan Air Lines. Only for the destinations whereas the Air Line services are not provided by the Company could be able to obtain the facility from another Air Line Companies under the approval of the Secretary to the Ministry” But, because of purchasing air line tickets from foreign air travel companies despite quotations of Sri Lankan Air Lines had been furnished by 03 Air Line Ticket Agencies for the training programme held in China for 29 officers for a sum of Rs. 2,030,000 and a sum of Rs. 2,079,350 for 13 officers for the training programme held in United Kingdom , it was observed that a sum of Rs. 4,109,350 which should be received to Sri Lankan Air Lines Company had been paid to other foreign air travel companies.

4.3 Apparent Irregularities

The following observations are made.

- (a) Out of the money which had collected in the year under review for the reservation of circuit bungalows, the value which had not been credited to the bank account of the Institute observed in audit was Rs. 262,100 .
- (b) The coordination officers who participated from the Institute should always stay with the trainee group at the occasions of being abroad for the trainings of the officers of the island-wide services and the officers of the postgraduate study programmes as students of the Institute and it was not observed in audit that obtaining the accommodation and other facilities out of the stayed place. However, due to the actions not taken considering them as the officers in the trainee group and to cover that expenditure as the expenses of the trainee group, contrary to the terms in the Paragraph 04 (a) of the Finance Ministry Circular No. 01/ 2015/ 01 of 15 May 2015

approximately a sum of Rs. 7,006,850 had been paid more than the other officers as subsistence allowance for 18 officers of the Institute .

4.4 Staff Administration

The following observations are made.

- (a) Even though the approved cadre was 165 out of that, 56 posts had been in vacant. Because of the cadre was established for the achievement of specific activities related to achieve the objectives of the Institute, vacancies existed in more than a number of 50 per cent out of approved cadre as vacancies in 25 posts out of 46 approved staff officers, 13 posts out of 24 non- staff officers, it had adversely affected to achieve the objectives of the Institute was observed.
- (b) The number of staff officers recruited on secondment basis were 11 and the non- staff grade and the other staff were 08 in the actual cadre.

5. Sustainable Development

5.1 Achieving Sustainable Development Goals

Every public institution should act in compliance with the United Nations Sustainable “Agenda” for the year 2030 for the Sustainable Development and the Sri Lanka Institute of Development Administration had aware of the activities under purview of their scope relating to the year under review.

The following observations are made according to the information furnished to audit in that connection.

- (a) Even though it had aware of the “Agenda” for the year 2030 actions had not been taken to identify the Sustainable Development Goals in relation to the activities ,

targets and interlinks where can be achieved the targets and also the indicators as to how to take measures relating to achieving the targets .

- (b) Four objectives which should be achieved by the Institute as per the own scope had been identified in respect of the awareness of the Agenda for the year 2030. However, besides reducing the electricity bill by 30 per cent as the progress measuring indicator for certification of sustainable and modern energy supply which could be able to bear for everyone, it had not been taken action to identify targets, indicators and interlinks for the other objectives.
- (c) Although existing of an accurate Data Base for the measurement of accurate performance of a certain activity was essential, the Institute had not functioned to create an accurate data base for the measurement of achieving of sustainable Development Goals.
- (d) The identified activities for the achievement of sustainable goals by the Institute had not been consisted in the Annual Action Plan of the Institute for year under review and the financial provisions required to achieve those activities had not been included in the Annual Budget.
- (e) As a result of not performing a proper coordination with the other institutions while being prepared to achieve Sustainable Development Goals , besides the certification of reliable sustainable and supplying of modern energy which could be able to bear for everyone, it was observed that preparation of plans to achieve the targeted objectives and process of pre- preparation was existed at a very slow condition .

6. Accountability and Good Governance

6.1 Procurement and Contract Process

The following observations are made at the examination of the progress of the Procurement Plan.

(a) Even though the physical progress of the second stage of the canteen, repair of quarters building and repair of vehicles were 25 per cent, 35 per cent and 85 per cent respectively, according to the Procurement Plan of the year under review the financial progress of them had been 45 per cent, 51 per cent and 65 per cent respectively.

(b) A Register of Tender Minute had not been maintained by the Institute.

6.2 Deficiencies in Contract Administration

The following observations are made.

The following observations are made in respect of the selection of a supplier in the year 2016 for maintaining a canteen of the Institute for the year 2016 /2017.

- (i) Even though according to the Technical Evaluation Committee recommendations, it had been mentioned as a bid with conditions had furnished by an organization which had purchased bids it was observed that, that organization had provided the details properly.
- (ii) The Institutional cadre consisted of 109 officers and out of that only 20 - 30 number of officers are buying food from the canteen and majority of consumers are the trainees and course followers of the Institute. Even though the evaluations should be made in respect of the food prices furnished to the both categories such

as officers of the Institute and external officers while evaluating the procurement, though considering the lowest price had produced for the short eats mentioned as performing the welfare was the main objective of performing of the canteen, the procurement had been offered to the organization which had furnished a high price for the breakfast and lunch.

- (iii) The attention of the Technical Evaluation Committee had not been drawn in respect of not mentioning what were the type of foods included in the supplying short eat item in the bid documents provided by the selected supplier organization.
- (iv) Supplying of required equipment (besides furniture) by the Institute for performing the canteen had not been communicated to the bidders by procurement documents.
- (v) The Director (Administration) who was an officer but not a technical and procurement committee member had participated without delegation of power for the discussions to reduce the prices of the bidder in this procurement.

6.3 Budgetary Control

The following observations are made.

- (a) Even the Draft Budget Estimate should be furnished 03 months before commencing the financial year to the Governing Council though in terms of the Section 5.2.4 of Public Enterprises Circular No. PED/ 12 of 02 June 2003 the Budget Estimate for the year under review had been furnished to the Governing Council on 30 November 2016.

- (b) Actions had not been taken by the Governing Council to make required revisions periodically reviewing the Annual Budget in terms of the Section 4.2.2 of Public Enterprises Circular No. PED/ 12 of 02 June 2003.
- (c) Even though the foreign travel expenses of the year 2017 was Rs. 8.5 million , only a sum of Rs. 5.5 million had been approved by the Governing Council.
- (d) A saving from 08 per cent to 100 per cent in 07 expenditure items and an exceed of an another expenditure item by 108 per cent were observed while comparing the budgeted expenses and actual expenses of the year under review . As a variance from 40 per cent to 70 per cent in 03 items was observed while comparing budgeted income with the actual income , thus indicating that the budget had not been made use of as an effective instrument of management control.

6.4 Unresolved Audit Paragraphs

It was observed that approximately a balance of Rs. 5,000,000 is being maintained daily throughout the year while analyzing the balances in two bank accounts maintained by the Institute was observed and actions had not been taken considering prudently regarding the opportunity of being able to earn an income by investing the cash on call deposits other than retained a large portion of money in current accounts.

7. Systems and Controls

Deficiencies in the systems and controls observed during the course of audit were brought to the notice of the Director General of the Institute from time to time. Special attention is needed in respect of the following areas of control.

Area of Systems and Controls	Observations
-----	-----
(a) Maintenance of Gate Passes	Notes not making in the Gate Pass Record Book with regard to the vehicles moving through the main gate.
(b) Reservation of circuit bungalow	Actions not taken to follow up the bungalow reservation activities.
(c) Debtors and Creditors	Actions not taken to get the balance confirmations and to settle those balances
(d) Maintenance of procurement files	(i) Non- inclusion of the letters which should be included in the procurement document file. Eg. Letters of handing over and taking back the work site had not been included.
	(ii) Not mentioning what was the procurement method followed in the canteen building contract.

Sgd./ H.M. GAMINI WIJESINGHE
Auditor General

H.M. Gamini Wijesinghe
Auditor General