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SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION

2011 | SLIDA ANNUAL REPORT

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Sri Lanka Institute of Development Administration

Annual Report 2011

Sri Lanka Institute of Development Administration

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CONTENTS

Page No

01	SLIDA Vision & Mission Statement	02
02	Our Goals, Objectives, and Activities	03
03	Members of the Governing Council	05
04	Senior Management & Faculty	06
05	Director's Report	10
06	Introduction	14
07	Organizational Structure of SLIDA	15
08	Physical Resources Available at SLIDA	16
09	Strategic Focus of SLIDA	19
10	Review of Activities	
	10.1 Centre for Public Administration and Local Governance	41
	10.2 Centre for Environmental and Developmental Studies	42
	10.3 Centre for Financial Management	43
	10.4 Centre for Management Studies	44
	10.5 Centre for Human Resource Development	45
	10.6 Centre for Productivity and Quality	46
	10.7 Centre for Information Technology	47
	10.8 Centre for Language Studies	50
	10.9 Centre for Project Management	51
	10.10 Centre for Research and Policy Studies	52
	10.11 Special Programmes	53
	10.12 Capacity Building Programmes	54
	10.13 External Examinations	55
	10.14 Training Consultancy Services	56
	10.15 Management Consultancy Services	58
	10.16 School of Postgraduate Studies	59
11	Achievements during the Year	63
12	Improvements to Infrastructure Facilities	67
13	Library and Information Services	71
14	Financial Review	75
	• Statement of Financial Performance	77
	• Statement of Financial Position	79
15.	Audit Report and Answers	81



VISION

To be the Centre of
Excellence for
Public Sector
Learning

MISSION

To facilitate the development of
an efficient, effective and
forward looking Public Service
through the provision of
training, consultancy, and
research

02 - OUR GOALS & OBJECTIVES

GOALS

- 

To equip public sector personnel, especially at executive level with modern public administration/management knowledge, skills and positive attitudes
- 

To ensure the enhancement of standards of public service ethics and service culture
- 

To ensure that policy makers are provided with research based information and policy recommendations in order to assist them in formulating policies in the spheres of public administration for national development
- 

To assist public service organizations to improve their organizational structures, strategies, systems, procedures and working environment in order to deliver efficient and effective services with a citizen-centric orientation
- 

To be a dynamic organization equipped with modern technology and infrastructure

OBJECTIVES

- A** To develop through training, knowledge, skills and behaviour patterns in public officers which are necessary for the effective performance of their official duties
- B** To organize training courses in the field of management and public administration
- C** To award certificates and diplomas in connection with training courses held by the Institute
- D** To develop a competent cadre of supervisors and support staff throughout the public service to ensure efficient and effective administration at all levels
- E** To make available to the government and the country the services of specialists in various functional areas of management for advice, consultancy and special assignments
- F** To assist public sector agencies in reviewing and improving their organizational management systems
- G** To undertake consultancy assignments
- H** To provide a forum for critical appraisal and modification of management and organizational theories and practices and public administration systems
- I** To assist public sector organizations in management development, establishment of work norms, and determination of compensation systems generally to improve their productivity
- J** To actively collaborate with organizations, groups and individuals in management training, research and related activities in Sri Lanka and abroad
- K** To represent the institute at appropriate national and international bodies and conferences
- L** To sponsor and to hold conferences, seminars and to publish books and magazines on management and public administration with the assistance of approved national or international organizations where necessary
- M** To disseminate information on the functions and activities of the institute to the public and relevant institutions

03 - MEMBERS OF THE 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 the year 2011.

Mr. P.B. Abeykoon

Secretary, Ministry of Public Administration & Home Affairs (Chairman)

Mr. Sirisena Amarasekara

Secretary to the Prime Minister, Member (Member)

Mr. P.B. Jayasundara

Secretary, Ministry of Financial & Planning (Member)

Mr. P.A. Abeysekara

Deputy Secretary, to the Treasury (Member)

Dr. Nihal Jayathilaka

Secretary, Ministry of Provincial Councils and Local Government (Member)

Mr. Sunil Jayantha Navarathna

Secretary, Ministry of Higher Education (Member)

Mr. K.V.P. Ranjith de Silva

Secretary, Ministry of Ports and Aviation (Member)

Mr. Sumal Perera

(Member)

Mrs. M.M. Premarathna

(Member)

Mr. Nihal Kiriella

(Member)

Mr. B. Wijayaratne

Director / SLIDA from 11-01-2011 to up to now (Member)

The Governing Council oversees the activities of SLIDA and provides policy guidelines for its functioning.

04 - SENIOR MANAGEMENT & FACULTY

B.Sc (Public Administration) - University of Sri Jayawardenapura, Postgraduate Diploma in Management – PIM (University of Sri Jayawardenapura), Master of Public Administration - PIM (University of Sri Jayawardenapura), Certificate of Fellowship (Fisheries Policy and Planning) – United Nations University (Iceland), Certificate of Public Administration – SLIDA, Sri Lanka Administrative Service (Special Grade)

Mr. B. Wijayaratne
Director - SLIDA



BSc. (Hons.) Public Finance and Taxation, M.A. Economics (New England-Australia). Director / SLIDA Jan-Nov- 2007, Sri Lanka Administrative Service

Mr. T.M.K.B. Tennekoon

Additional Director (Training & Management Consultancy)



B.Com.(special), MBA (HRD), MSc in Taxation & Public Policy, Post Graduate Diploma in Local Government, Post Graduate Diploma in Economics Development, Internship Programme on Taxation at National Tax College in Japan, Sri Lanka Administrative Service (Special Grade)

Mr. K.D.N.R. Asoka
Additional Director (Admin & Finance)



B.Ed. (Hons.) Colombo, MSc. In Marketing, Strathclyde Business School, Glasgow, UK, Attorney-at-Law. MIM (SL). Interests in Intellectual Property, Human Rights, Administrative Law, Disciplinary Procedures, Marketing Skills and New Public Management, Anti Corruption, Exposure in UK, USA, Japan, Italy, Singapore, Malaysia, Philippines, India, and Germany

Mr. W.A. Jayasundera
Senior Consultant
Head, Department of Management



BSc (Pub. Admn.) (Hons.), Dip. in Accountancy, MBA University of Birmingham (Birmingham Business School, UK), FSLITD Interests in Corporate Governance, Public-Private Partnership, New Public Management, Human Resource Development, and Strategic Marketing, Exposure in UK, Singapore Thailand, Malaysia, India, Germany and Japan

Mr. M. Thilakasiri
Senior Consultant
Head, School of Post Graduate Studies.



BA (Hons.) Political Science, University of Peradeniya, Diploma in Purchasing and Supply (NLU-UK), M.A. (Gender and International Development), Warwick UK, PGDDE-IGNOU India, MISMM (Sri Lanka) Areas of specialization and interests are: Gender and Development, Materials Management, General Management, Distance Education

Mr. S. Medagama
Senior Consultant,
Head Centre for Distance Learning



BA (University of Peradeniya),
MPA (University of Sri
Jayawardanapura), MSc. In Social
Research Methods (UK), PhD. In
Management, Teesside Business
School (UK), SLAS Class I (Rtd.),

Areas of Interest
are: continuous improvement
behaviours, organizational
commitment, organizational
citizenship behaviours,
organizational culture,
organizational learning and
knowledge innovation and
performance improvement in
public sector. Foreign exposure in
UK, Switzerland, S. Korea, Japan,
Belgium, China, Singapore,
Malaysia, India and Maldives

**Dr. J.D.
Samarasinghe**
Senior Consultant



Ph.D.(Development. Economics)
– University of Mangalore, India
MSc. (Rural and Regional
development Planning)-AIT ,
Thailand, PGD (Inter Affairs), B.A
(Special)(Econ)- University of
Kelaniya, SLAS - Special Grade.
Main interests in Development
Planning & Development
Administration. Official &
Training exposures in few foreign
countries
Sri Lanka Administrative Service
(Special Grade)

Dr. I.H.K. Mahanama
Senior Consultant



MPA (Harvard University, USA),
FCMA(Fellow Member of the
Chartered Institute of
Management Accountants, UK),
Main interests in costing of
Goods and Services using Activity
Based costing and performance
measures of enterprises using
balanced scorecard approach.
Exposure in USA, UK, Argentina,
Netherland, Japan, Singapore and
India

Mr. E. Arumugam

Senior Consultant
Head, Centre for
Financial
Management



B.Com.(University of
Peradeniya), Post graduate
Diploma in Education & Training
in UK. SLAS Class I (Rtd.)

Ms. J.C.T. Bulumulla

Senior Consultant
Head, Centre for
Public
Administration and
Local Governance



MBA University of Birmingham-
UK, BA(Hons) University of Sri
Jayawardanapura, BSc University
of Peradeniya, Sri Lanka
Administrative Service – Class 1,
Interest in
Social Marketing, Anti-Corruption
Reforms, Media Management &
Governance in Administration,
Exposure in UK, USA, Japan,
Korea, India, China, Thailand,
Malaysia and Bangladesh

**Ms. P.G.D.P.
Serasinghe**
Senior Consultant



MA (Econ) – Australian
National University, BA (special)
Econ Uni. of Sri J'Pura, Dip in
HRM, Attorney-at-Law
Areas of
specialization and interests are:
Economic Development,
Development Policy, Strategic
Management and Planning,
Productivity and Quality, Total
Quality Management,
Leadership, Positive Attitudes
and Personal Development
Planning Exposure in Australia,
USA, Malaysia, Thailand, Italy,
India, Japan, Philippine, Korea
and Switzerland
Sri Lanka Administrative Service
(Special Grade)

Mr. D.V. Bandulasena
Senior Consultant



BA, MA-Sociology, MBA(USP), Interest in Productivity and Quality, Strategic Management, Personal/Self Development, SME Business Management, Entrepreneurship Development, Customer Care and Public Sector Marketing, Exposure in Singapore, Japan, Sweden, Israel, India, Thailand and Philippines
Sri Lanka Administrative Service (Special Grade)

Mr. Sujan Nanayakkara
Senior Consultant



BA (Hons Geography) University of Colombo, MSc. (Urban Environmental Management) AIT Thailand, Exposure in Germany, Nepal, Sweden, Thailand, Singapore, Malaysia and USA

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



BSc. (Hons.) Agriculture, University of Peradeniya, Certificate in Environmental Management (CDG, Germany) MSc. (Environ. Economics), PGIA, Peradeniya, Areas of specialization and interests are Environment Management, Project Management, Gender & Development, Disaster Management, Incident Command Systems, Research Methodology and Training Methodologies. Exposure in USA, Germany, Nepal and Indonesia

Ms. N.J. Jayasundara
Consultant



B.Sc (USJ), M.Sc.(Forestry) (USJ), MSc. (Information Technology) University of Moratuwa, Certificate in Information Management, Certificate in E-Government, Certificate in Local Area Network, Special Interests in E-Government Technologies, Web Designing, Network Management. Experience in Thailand, Indonesia, Malaysia and India

Mr. N.M.S.A. Bandara
Consultant



BA (Kelaniya), MSc. (The Netherlands), PGD in TESP (Manchester), PGD in ELT (Colombo), Cert. in TESL (UK), English Specialist Trained (Peradeniya), Exposure in the United Kingdom, Netherlands, Austria, Malaysia, China and Singapore

Mr. I.S. Jayarathne
Consultant
Head, Centre for Language Studies,



B.A. (Hons.) University of Sri Jayawardenepura, Postgraduate Dip.in Economic Development (University of Colombo), Masters in Economics (University of Colombo), Trained Teacher (English), Post Graduate Diploma in Education, Diploma in Mass Communication, Interested in Development Economics, Poverty Alleviation Strategies, Women & Development, Educational Counseling & English Literature

Ms. S.R.S.N. Sudasinghe
Consultant



B.A Hons in International Relations (University of Colombo), M.Phil. in Peace and Conflict Studies (University of Oslo – Norway). Interests are International Relations, Peace Research and Research Methodology. Exposure in Norway, Sweden and UK

Ms. M.R. Wakkumbura
Consultant



MSc Human Resource Development and Performance Management (University of Leicester, UK), MBA in International Business Administration (Australia), Professional Diploma in Marketing (ACIM-UK), Diploma in management Accountancy (CIMA-UK), Toastmaster's International Hall of Fame Inductee, Interest in HRD Research, Coaching, Adult Learning and Communication

Mr. D. Hettiarachchi
Consultant



ADMINISTRATION, FINANCE, INFORMATION SYSTEMS AND SERVICES DIVISION

- BSc(Mgt)(Hons)
(University of Sri
Jayawardenepura),
- Dip in Education
• (Sri Lanka
Administrative Service)

**Mr. A.H.M.L.
Abeyrathna**
Deputy Director



- B.Com (Special),
- (Sri Lanka Accountants
Service)

**Mr. P.D Lal
Kularatne**
Accountant



- BSc. (Hons),
- Post Graduate
Diploma in Industrial
Mathematics

**Ms. R.A.S.P.
Ranaweera**
Registrar



Sri Lanka Institute of Development Administration (SLIDA), being the centre for public service excellence, is entrusted with the responsibility of building capacities for the staff grade officers in the public service. In this endeavour, SLIDA works very closely with other public sector organizations and it functions not only as a training centre for their staff but also provides the services of a repository of resources.

SLIDA has performed well within the strategic directions in the Corporate Plan in the year 2011 and has recorded a high degree of achievement in relation to training and development functions.

In terms of financial gains, SLIDA earned an operating income of Rs. Million 106.5 compared to Rs. 80.9 million earned in 2010. After depreciation, the net surplus was Rs.0.64 million.

The number of training programmes that the Institute conducted amounted to 91, which is a significant increase from 59 in 2010, and the participant days have increased from 28,534 in 2010 to 38,706 in 2011. This increase is, however, mainly attributed to the increase of Training Programmes and Training consultancies during the year.

Apart from other training programmes, in the year 2011, a novel programme was initiated with a view to develop capacities of SLAS Class III officers. The broader objective of the programme was to enhance the knowledge, skills and attitudes of these young officers to render a better service to the public while taking the development initiatives of the government to the periphery. In three successful programmes, around 197 officers were trained and were exposed to various practical sessions, whereby they gained immense experience which would come in good stead in their professional and private life.

SLIDA has been partially dependent on Treasury grants and it stood between 22% and 35% of its receipts from the year 2008. With a view to bridge the financial gap, SLIDA ventured into conducting training and consultancy programmes for public sector organizations. Accordingly, 91 training programmes and 43 training consultancies were conducted. Compared to the corresponding year (2010), there was an increase by 32 training programmes and 5 training consultancies. In addition, external examinations that were conducted during the year also increased from 77 in 2010 to 84 in 2011.

When analyzing the statistics, it is seen that 146 of SLAS inductees have undergone training during this period. Another 433 of officers in the SLAS have attended special competency development programmes conducted for SLAS officers. The Postgraduate programme continued with 219 participants and another 120 were enrolled for the 2011/2013 academic year.

In collaboration with the Commonwealth Secretariat and with the assistance from the Singapore Ministry of Foreign Affairs and the Administrative Staff College, India, a special leadership development programme was conducted for a selected group of senior officers in the public service.

SLIDA has traversed this journey with a staff of 11 consultants, which is well below the required cadre to operate the institute smoothly. In the year 2011, 02 new consultants were recruited, yet there are 18 vacancies. Also one Additional Director position was vacant by the end of the year.

While strengthening the delivery component, measures were taken to give a facelift to the infrastructure facilities which were badly in need to meet the standards of a professional training centre which aspires to be the Centre of Excellence. The following are the measures and enhancements;

Supply & paving interlocking paving blocks at the SILDA car park, repairs & improvements to the hostel complex of SLIDA (renovation of 16 Nos. toilets), constructing of the balance work of the SILDA cafeteria including design supply and installation of furniture all aluminum and air conditioning (hostel & lecture rooms), interior improvements to main auditorium, conference hall and lecture room design (17 Nos.), supply and installation furniture for main & mini auditorium, conference hall, dining hall and lecture rooms (147 Nos.), purchase of computer printers (05 Nos.) renovation of main building toilets (08 Nos.), construction of the drainage and waste water pipeline, and construction of the car park are a few things that were added to the system during the year under review. Also purchasing adequate number of books that were of high demand in field such as Research Methodology, maintenance of a collection of books of prominent public officers in the public Administration section of “Sri Lanka Collection” in the reference section, developing a webpage for the library at SLIDA, providing accessories for an online catalogue to assist members in their search for a reference, introducing an automated lending system, making special bookshelves for books and journals which are donated by the Monash University, were done for the improvement of library resources.

It is worth mentioning here the guidance and the direction given by the Hon. Minister of Public Administration and Home Affairs, the Governing Council, the Secretary to His Excellency the President, the National Administrative Reforms Council, and all the other stakeholders.

SLIDA has adhered to the best practices and principles of good governance and the meetings of the Governing Council and the Audit and Management Committee were conducted as scheduled.

In pursuit to become the Centre of Excellence for public sector training and development, SLIDA has a mammoth role to play with the new vision, to make Sri Lanka the Wonder of Asia. For the role of public service to be more vibrant and resourceful, it is mandatory to change not only the outlook of the system but also the knowledge, attitudes, and skills of people who are involved in the delivery process. In this backdrop, it is highly unlikely that the present capacity and delivery system of SLIDA would be sufficient to meet the learning needs of the proportionally high public service in Sri Lanka. Hence, I perceive a paradigm shift in the approach, whereby SLIDA becomes more of a resource centre at the highest level than a mere delivery centre.

In conclusion, I would like to pay my tribute to the Governing Council for its unstinted support and guidance extended to me in the year 2011. I also offer my sincere thanks to the faculty and the non-academic staff for their cooperation throughout the year.

B. Wijayaratne
Director/SLIDA

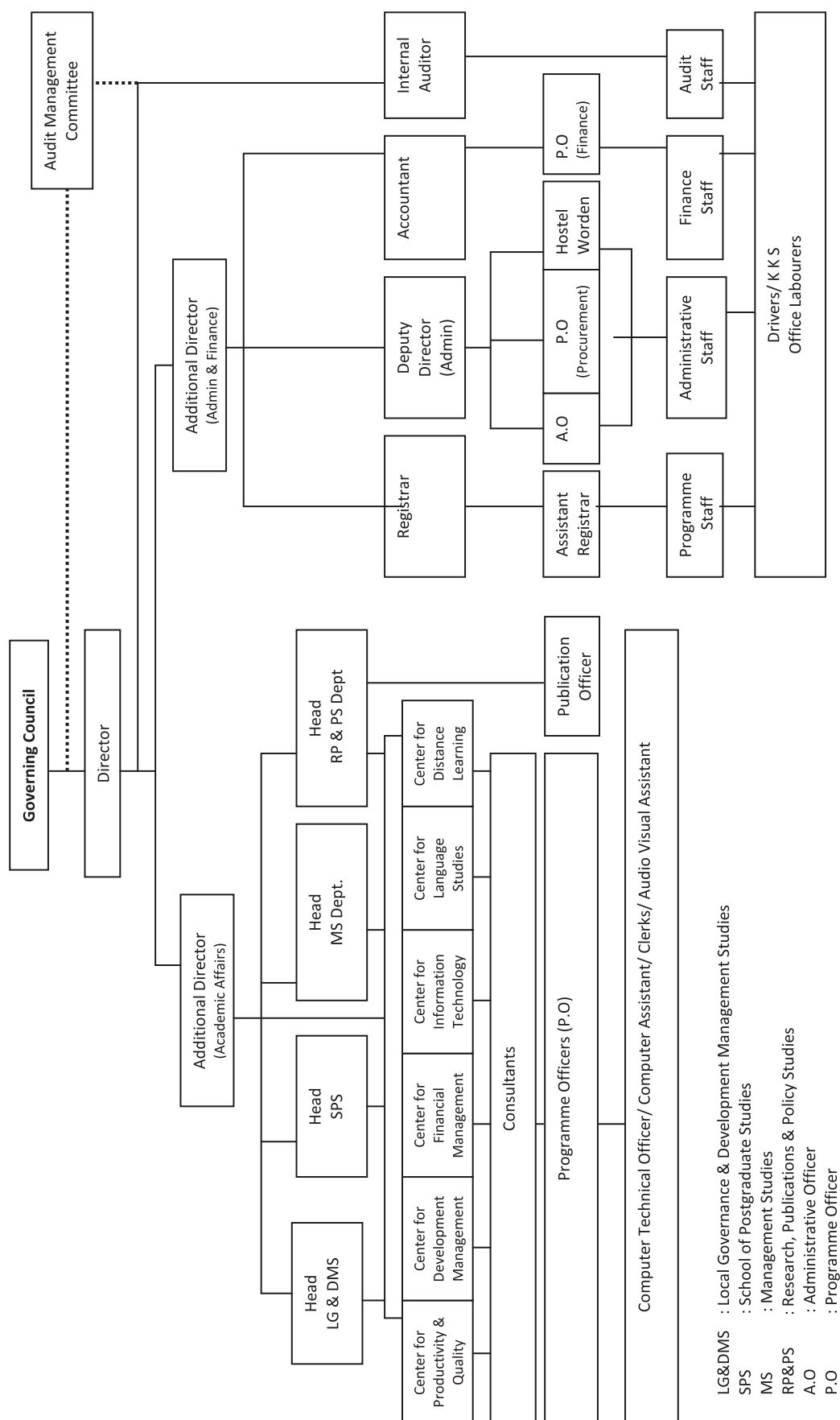
The Sri Lanka Institute of Development Administration (SLIDA) incorporated under the provisions of Act No. 9 of 1982 is the apex body for public sector capacity building in the country. SLIDA has been empowered through legislation to develop the competencies of public sector managers and to enhance the performance of public sector institutions.

The core business of SLIDA, accordingly, includes enhancing knowledge and skills of officers at all levels on public management to enable them to provide a high quality of public service to the nation. In addition to its training activities, SLIDA is also engaged in management consultancy services and research and policy analysis with a view to contribute to improve the performance of the public sector. SLIDA carries over 40 years of experience in the performance of its responsibilities, which are thickly underscored by efficient and effective responses to changing public sector human resource capacity development needs of the country.

The services and training programmes offered by SLIDA fall into the following categories:

- Induction training programmes (offered on partial cost recovery basis)
- Mid Career training programmes (offered on partial cost recovery basis)
- Scheduled training programmes (offered free of charge for ministry and departmental officers in the central government)
- Scheduled training programmes (offered on cost recovery basis)
- Training and Management consultancy services (offered on cost recovery basis)

07 - ORGANIZATIONAL STRUCTURE OF SLIDA



08 - PHYSICAL RESOURCES AVAILABLE AT SLIDA

In order to provide the best learning environment for the participants, SLIDA has provided modern facilities in all the lecture rooms. Arrangements have been made to air-condition 18 such class rooms. In addition, these lecture rooms are equipped with modern audio visual equipment.



The main auditorium of the institute is structured to provide a seating capacity for around 150 participants. This auditorium is equipped with two interpreter rooms where simultaneous interpretations could be made and it also offers conference facilities for 40 persons. A permanently fixed public address system is also available here. Facilities for using other equipment such as multimedia etc. are also available.

A TV Lounge has been provided for the use of residential participants. This allows the participants to utilize their leisure time in a productive manner.



For the use of course participants, separate dining halls have been provided at the ground floor of the hostel premises. This helps to ease the congestion at the cafeteria during peak hours.

Since SLIDA is providing learning facilities for out of Colombo participants, residential facilities are available on a payment basis. At present, there are 60 fully furnished single rooms and six multiple rooms (6 beds in each). In addition, 4 air-conditioned multiple rooms are available. The rates charged for these rooms are comparatively low when compared to the market rates in the city.



Parking facilities for the vehicles of the institute and the course participants have been provided within the SLIDA premises. A provision of such facilities free of charge in a highly residential area of the city is much appreciated by the participants.

SLIDA Library has an excellent collection of books and over 110 periodicals on management related disciplines. The library is regularly updated in line with changing needs.



STRATEGIC FOCUS OF SLIDA

9. STRATEGIC FOCUS OF SLIDA

09.1 - SITUATIONAL AUDIT AND CONTEXT

Under the stewardship of Mr. B Wijayaratne, the current Director of SLIDA, the focus will be to propel the institute and its service offerings to a truly international standard. Within the next five year period, the objective would be to position the institute as a centre for excellence in training and development that has both regional and international accreditation. The opportunity is truly within grasp; with the end of a three decade war and a progressive development period upon us, the institute is positioned favourably to develop its service products and standards to a truly global level.

The traditional SWOT analysis has been carried out in the past and is illustrated in previous corporate plans. One would observe that throughout the past, much of the variables that constitute SLIDA's strengths, weaknesses, opportunities and threats have indeed remained the same. In essence, even today the largest barrier to achieving "excellence" is the standard of the organization's programme design and delivery.

A condensation of the past and present environmental factors has been summarized below;

The current leadership, governmental support and the positioning of SLIDA by legislature as the central institute for training and development within the public sector are the key strengths that would enable the realization of such an opportunity. The information and resource network available to SLIDA along with the potentially unquantifiable reach and influence it has within the public sector enterprise, reinforces the organization's core strengths. Though there is significant leverage and positioning power provided through supporting legislature, significant attention needs to be paid to internal service capability dimensions which are an area for improvement.

Some of the tier one concerns that have over 80% influences over the operational quality of the institute are listed below;

- A dynamic, responsive and integrated operational model that looks at citizen centred delivery
- An integrated internal performance management and operational model that would assist the organization establish and benchmark international service and operational standards

- A matrix driven organizational operational system that looks at integrating cross cutting functions, departments and service operations

The above three areas of concern encompass a multitude of component dimensions that create barriers and obstacles to achieve the stated goals of the organization. Due to the significant influence these areas of concern have over the service delivery standards of SLIDA, unless addressed, the organization may face significant threats from the environment.

A critical and realistic threat Complementary training and development organizations being enacted to address the training need of the different all island services. This may be closely complemented by resources being spent on independent consultants and consulting organizations that would otherwise be invested in SLIDA. Each of the above stated threats would eventually contribute to SLIDA losing its footing as the central and first choice organization for public sector training.

The above variables have indeed been identified in the past and there has been a concerted effort to address these threats and overcome the said weaknesses. This section, whilst acknowledging that the problem has remained the same, outlines a progressive strategy that looks at addressing the weaknesses and threats faced by SLIDA from an entirely different paradigm.

The remainder of this section outlines both the philosophy and strategic implementation outline of a conceptual operational model which is founded on an entirely different paradigm thus providing a fresh and innovative solution to a continuing condition. The focus of the intended strategy is to leverage SLIDA to an international footing by enabling the organization with a strong operational framework and creating a results-based work environment centred on delivery and service excellence.

09. 2 - CONTEXT

Human Resource Development engineering is both understood and applied in numerous ways. This is largely due to the fact that HRD engineering has to be understood and applied within a certain context and the said context changes from organization to organization, industry to industry and country to country. Thus HRD engineering is interpreted and understood depending on the context in which it was originally conceived.

Context: Sri Lanka, through the dynamic and visionary leadership of His Excellency the President, is moving towards the broad national goal of being positioned as one of the world's most economically and culturally progressive nations. Specifically, to make this goal a reality, a national effort is underway to develop Sri Lanka as a central hub for Naval, Aviation, Commercial, Knowledge and Energy resources. This while keeping the best interest of the public at heart. The public service therefore shares the responsibility of enabling, leading the said development while serving the public by keeping their best interest abreast.

HRD: In order to achieve the above task of sustained progressive economics development and a citizen oriented public service, a multitude of factors need to come together. Let it be the development of strategic hubs or positioning of the country as a wonder of Asia it will most definitely **depend on the gearing, potential and capabilities** of the human capital involved in such an endeavour. No other group of individuals holds more responsibility in achieving this task than the employees of the **public sector administration framework**. From officials working in key governmental organizations and ministries to the administrative officers involved in public sector administration, it is the **collective capabilities, potential and gearing** of these individuals that would directly determine if Sri Lanka achieves its stated goals or not.

SLIDA: The Sri Lanka Institute of Development Administration has been at the forefront of public sector development, both in terms of capacity as well as management infrastructure. SLIDA in the current context would have to play a **pivotal role** in enabling both the public sector organizations and its employees with the necessary competencies, methodologies and skills needed to realize the country's medium to long term goals along with citizen based service orientation. However, it will not be enough to merely extend

the volume and intensity of the organization's current efforts. What's required is a **paradigm shift** in the way SLIDA operates, structures its products and services and approaches the challenge at hand.

Irrespective of the context prevalent in the past, it is clear now that SLIDA operates in an environment in which, multiple stakeholders are looking to the organization to enable the administrative infrastructure with the necessary tools and techniques needed to accomplish the national vision and His Excellency the President's focus on positioning the public sector enterprise as a transparent authority which contributes to the progressive development of the country while operating in the best interest of the public.

The challenge however lies in the fact that in order to enable the administrative infrastructure (Which includes all public administrative organizations and their respective staff) a paradigm shift needs to take place in terms of the attitudes and thinking patterns of the target group as well as in how **SLIDA supplies the necessary human resource development to create and sustain such a shift.** It is plain to see that SLIDA as an HRD institution and as the central body for equipping the national administrative framework with the necessary competencies and skills operates at a lower **frequency** than that which is required to achieve the stated national goals.

The current operational context and the model that SLIDA is using to enable the public sector enterprise fail to meet the demands of the new national context described above. There are **two major reasons for this**. The first being that the operational model in use is linear in which SLIDA, for most parts, only interacts with the public sector enterprise depending for information and assuming that what is being taught is being applied in the best interest of the public. This effectively prevents SLIDA from engaging with the public. The second is that maximum efficiency in this model can only be achieved where SLIDA has access to perfect information. What this means is that information pertaining to service quality and feedback from citizens is expected to flow **undistorted** through the public sector enterprise to SLIDA. The public sector culture has not yet matured enough for information distortion NOT to occur.

To understand the negation of the existing operational model and the new context in which SLIDA operates, it is important to study the existing linearity of the system which is the subject of discussion in the ensuing pages.

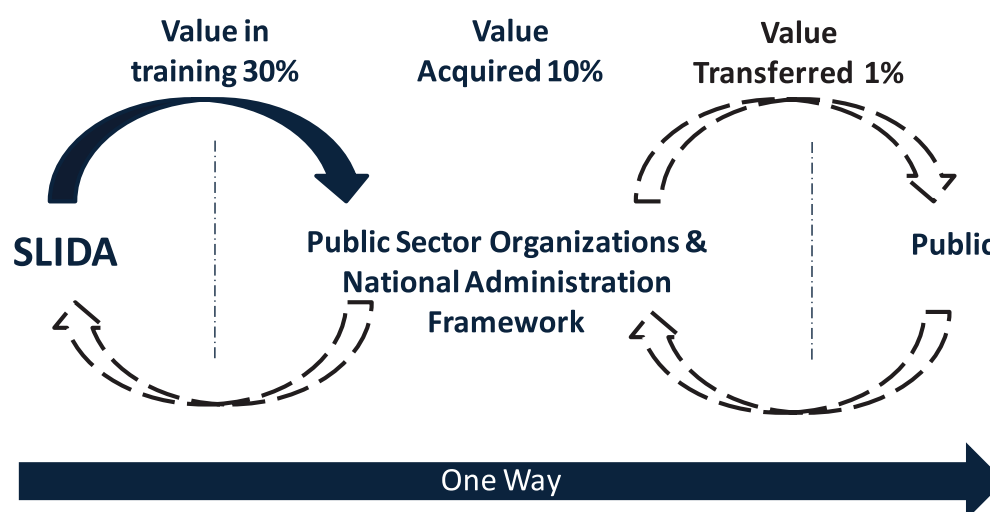
09.3 -CURRENT OPERATIONAL MODEL AND ENVIRONMENT

Creating a paradigm shift is by no means an easy task. In order to understand the paradigm shift needed, one must first understand the existing paradigm. As of now, SLIDA operates in a **reactive one way environment**.



In the past, SLIDA as an institution had a one-way communication with its clientele. The organization designed and conducted courses with little or no training needs analysis and with no emphasis on return on investment or even tracking the results of the trainings it did. The organization simply operated under one assumption **“What we teach is correct and it is the need of the day for the public sector administration officers”** The clientele of SLIDA for most of its history were none the wiser, they simply learnt what was taught and very little value was passed on to the final customer: the public. It is easy to see how the system is at fault. The organization forces a curriculum with no applicative focus and then the participants who learn what has been taught see no value in implementing it in their jobs when serving the public. The public in turn gives little or no feedback to the administration officers since they too are none the wiser and take the service provided by the administrative officers as a norm for service standards in the public sector.

The entire process in which the HRD initiatives are conceptualized and delivered lack alignment. Due to this misalignment, the value generated as an institution and the value delivered to its learning partners and finally to the public diminishes. Since there is very little design value due to the lack of applicative focus in the training programmes, as the process of knowledge and skill transfer takes place through traditional methods, the value reduces and finally only a figure as low as 1% of value is transferred to the end customer who is the citizen of the country.



Value Acquired 10%

: This is due to the fact that the trainings are not aligned with the needs of the learning partner. With no proper needs analysis there is no means of knowing what needs are to be met. In order to do a training need analysis and develop a sound competency building framework, evidenced knowledge must first be available on what competencies and skills are required to **serve the public** within the different functional domains of the public sector administration framework.

Value in training 30%

: Since majority of the learning partners are learning non applicable content with very little emphasis on applicable competency building, the acquired value of what is being taught is very low. Since there is very low demand pressure from the learning partners due to the high power distance prevalent in the public sector, they are more than happy to learn what is being taught, irrespective of whether it's applicable, relevant or even new.

Value Transferred 1%

: Since the learning partners (Who are key public sector administrative officers) have learnt mostly non applicable theoretical knowledge and if at all very few competencies they have little or almost nothing to transfer to the public. Thus they convert to their **"Own"** style of management which in most cases adversely affect the service standards. With a system that fails to take into account citizen feedback

there is little or no opportunity for the realization of the true criticality of the situation.

It is now clear that not only is the system in which SLIDA operates is one way but it does so due to a non responsive and passive environment. In an active environment, all HRD institutions will face significant pressure to conform or change accordingly to customer needs and wants. In this case the needs and wants of the customer will be to learn applicable and modern knowledge and competencies.

Throughout most of the institution's history, it has been battling with this one constant challenge. A critical examination of the existing model will yield the following facts.

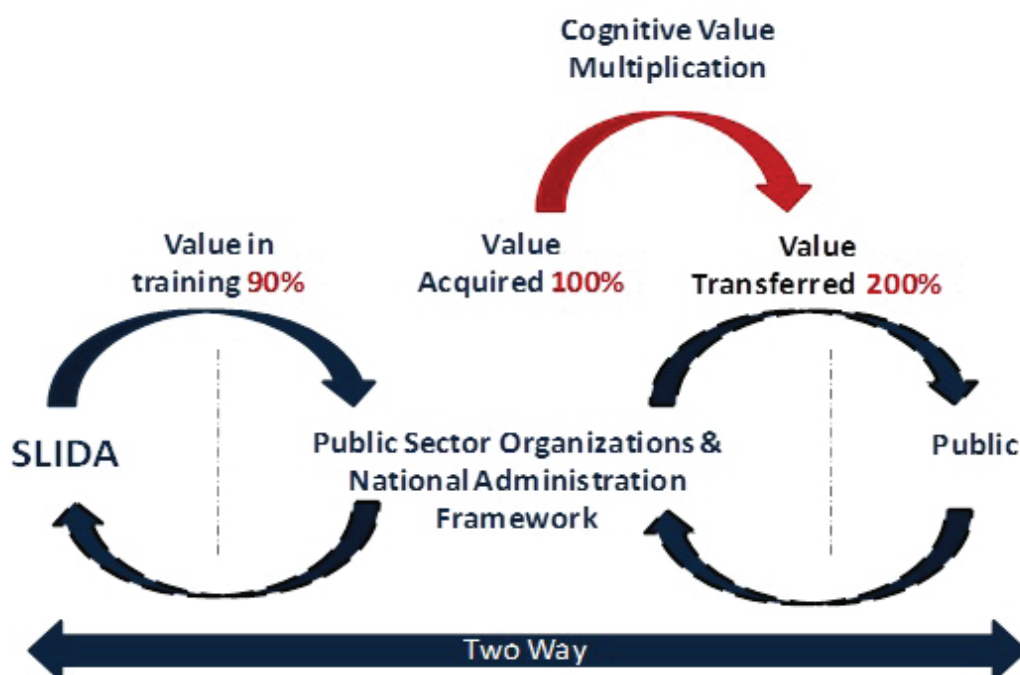
- Though in recent times more proactive strategies have been developed to enable HRD in the public sector, in the past, most of the strategic initiatives lacked alignment with end user goals and objectives.
- The current operational mechanism only allows for one way communication and information flow.
- Sustainability at high operational frequency. SLIDA though functional at a low operational frequency lacks the strategic and management infrastructure needed to scale to a higher operational frequency.
- The environment and operational model fails to provide the impetus needed to evolve into a more advanced state of organizational function.

The above pages have attempted to introduce the current operational mechanism at its lowest efficiently level on which at present SLIDA operates. It is equally beneficial to look at the operational model at its optimum efficiency and the contingencies needed for that to occur.

09.4 -THE IDEAL ENVIRONMENT AND MAXIMUM OPERATIONAL EFFICIENCY

In an ideal environment, SLIDA as an institution will have access to **perfect information**. Perfect information is denoted by the institution's ability to know the exact knowledge, skills attitudes and competencies required by the public sector officials to serve the citizens of Sri Lanka to the standards required and/or demanded of them. **This, not only in the function of service but also in the context of increasing operational efficiency and performance of the various public sector organizations in which the public sector administrative officers operate.**

Ideally then, the feedback should start with the public, through which significant demand pressure on the government officers to improve the service quality and standards are placed. This demand then should be transferred on to key public sector training and development institutions. In this case SLIDA. Having the information at hand, SLIDA should then construct **aligned programmes** which enable and empower the learning partners to build the knowledge, skills, attitudes and competencies needed to serve the public to the expected standards. This allows for a perfect HRD system in which **Cognitive Value Multiplication** occurs.



In the above environment, access to perfect information allows for high value creation at the start and with the **proper training and competency building techniques**, multiplies the value created to the end customer, the citizen.



Value in training **90%**

Since SLIDA has access to perfect information, the organization will be able to design accurate and applicable training and competency development programmes that are relevant to the context in which the learning partners operate. This increases the value generated from the training programme to almost **90%**.

Contingencies: SLIDA should possess expert consultants that are able to gather market information and meticulously structure and design the information into applicable training programmes.



Value Acquired **100%**

Since the training programmes are aligned and the transference of knowledge is more efficient as the learning partners are now engaging in the activity of development within the context of practical application; Since they **know and feel** that they are learning something which they **can and need** to apply, the acquisition of knowledge becomes more efficient. Here due to citizen pressure for a better quality service the learning partners will be more **proactive and purposeful** in learning. This increases the efficiency of the knowledge acquired as opposed to reactive acquisition where the learning partners have no final applicative purpose in learning.

Contingency: SLIDA should have the right “training-delivery” competencies such as adult learning methodologies and the emotional intelligence needed to handle adult participants. If the organization possesses the right HRD delivery techniques such as mentoring, coaching and other modern learning concepts the value of the learning acquired by the participants will increase to almost 100%. The proper design of the programme will create an intrinsic value of 90% of the proper delivery of the training programme which will increase the intrinsic value to 100% as it will add value to the designed training material.



Value Transferred **200%**

: When the intrinsic value created through an aligned HRD programme that uses proper needs analysis is 90% through the use of modern adult learning methodologies the transference value is 100%. The serve value transferred to the final citizen becomes an exponentially **multiple value of the acquired value**. The reason for this being that when the right knowledge is acquired by the right

individual at the right time, the skill and knowledge acquired incubates in the mind of the learning partner to create more value as he/she customizes and finds multiple avenues to apply the gained knowledge and competencies in his/her own environment. This allows for higher value creation for the citizen.

Cognitive Value Multiplication



: Cognitive value multiplication occurs when the learning value acquired by the participant is **multiplied disproportionately through internal cognitive activities** of the learning partner. To illustrate this point, let us take the example of a civil service administrative officer who learns the tools and techniques of managing emotions under the central concept of emotional intelligence. If the training programmes is designed and delivered in a manner that is applicable and conducive to adult learning, after acquiring the said knowledge the learning partner begins to internalize the concept and will engage in cognitive activities that will simulate multiple application scenarios. He will build on the initial knowledge absorbed by adding new contextual specifics and application dimensions to tailor it to situations in which he is dealing with the public. This modification of acquired knowledge through internalization creates tremendous value to the citizen who will be the direct beneficiary of a refined and internalized competency or body of knowledge.

Thus, if the correct, applicable and relevant knowledge, skills, attitudes and competencies are transferred using the right techniques, the learning partners themselves will add value on to the same. This increases the value of the service provided to the citizen.

Contingencies: For cognitive value creation to occur, SLIDA should have access to perfect information, should have well designed programmes with superior delivery techniques, advanced HRD concepts and most of all, a feedback and tracking mechanism that allows for a continued improvement in an environment where sufficient pressure is created by the citizens for better quality service.

09.5 - ACHIEVING MAXIMUM EFFICIENCY

The above pages have demonstrated that the existing model is a singular one-way model in which currently the efficiency is extremely low. At present we do not have a citizen driven HRD environment nor is there much alignment between what is delivered and what needs to be delivered. However SLIDA has been making significant attempts to move to the best possible model of operation in which cognitive value multiplication occurs and maximum value is generated to the end recipients of the process who are the citizens of Sri Lanka.

Nevertheless, significant challenges have been posed to the realization of such a task. The contingency, on which a maximum efficiency model as demonstrated above requires, is not fulfilled.

Demand Driven HRD: Due to many traditional cultural variables along with a general lack of awareness and knowledge, there is no concerted pressure from the public to improve quality standards of public service. Even if it was present, the same reactive cultural dynamics and lack of management infrastructure fails to acknowledge and process the feedback from the public.

Since there is very little emphasis placed on service quality, the many learning partners that come to SLIDA fail to create the necessary demand and pressure needed for educational institutes such as SLIDA to deliver up to date programmes using the latest developments in HRD. Thus the entire system is **reactive** as opposed to being proactive.

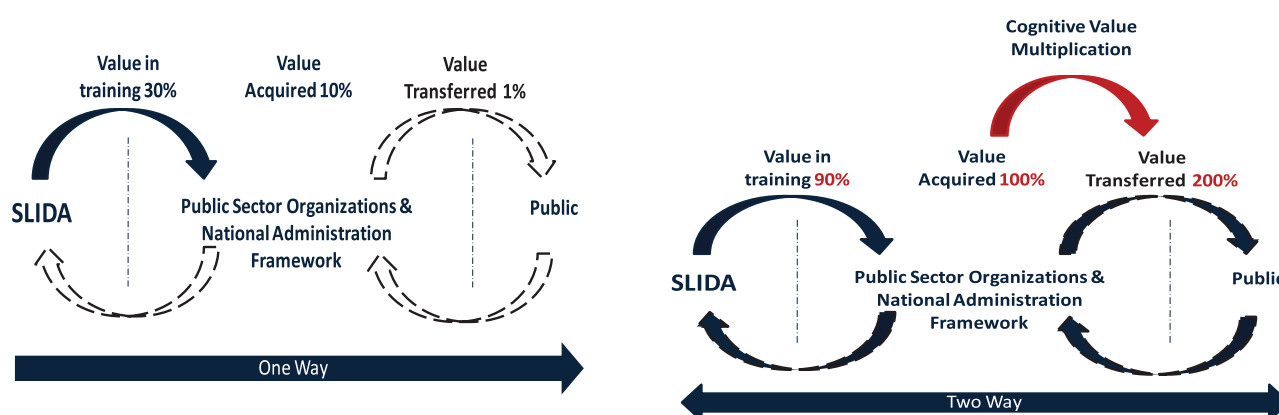
Contingencies: Even if there was a demand in the market, some of the contingencies described above are only partially fulfilled. For example, the lack of a performance driven culture in which trainers and consultants alike are progressively under pressure to perform and demonstrate the use of modern teaching and training techniques is evident. An integrated organizational learning model facilitated by a system which enables progressive domain specialization (among other things) is absent within the current operational context of the institute.

In essence, moving towards the ideal model of operations within the current environment and operational gearing is to say the least, a difficult challenge. What is needed is a paradigm shift, a different way of looking at the system and its variables. **A methodology that will allow SLIDA to bypass the traditional encumbrances prevalent in the existing model.** To do this, we look to **HRD Engineering.**

Human Resource Development engineering in the context described above looks to change the influencing variables and the operational model to enable an effective methodology towards the stated cause. The emphasis here is on the fact that instead of waiting for the environment to change from being reactive to proactive, SLIDA will take an active part in engineering that change. Through the use of HRD engineering, the institution will attempt to minimize the impact of uncontrollable variables while re-engineering the operational model to overcome its inherent weaknesses which were stated in the preceding pages.

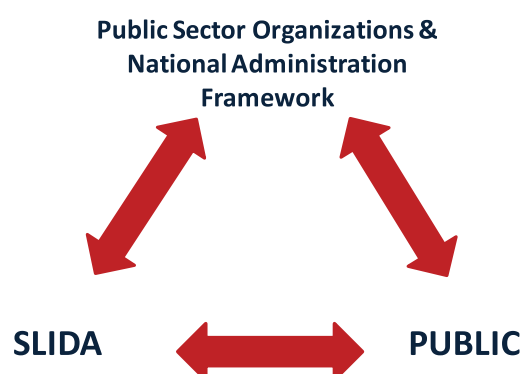
Using Human Resource Development engineering to engineer the national HRD environment and learning culture involves two significant components. The first component is internal engineering. Internal engineering concerns itself with developing a universal operational framework on which SLIDA can develop strategies that could be used to affect the external environment. In other words, the design and development of an operational nucleus is of the highest priority. This inevitably means a new operating model based on a new paradigm. It is on this model that further strategies to influence the external environment (second aspect of HRD) could be built. The following pages will now attempt to demonstrate the paradigm shift on which the proposed operational framework evolves.

09.6 - PARADIGM SHIFT THROUGH HRD ENGINEERING



The above two models show the current operational system in its least efficient and its most efficient state. As mentioned earlier due to the reactive environment in which the model operates and the partial fulfilment of the stated contingencies, it is difficult (to most) to achieve such levels of efficiency.

What is needed is a **paradigm shift** in how SLIDA deals with the two main stakeholders of the above process. The first stakeholder being the public sector administration and the second stakeholder being the general public; do not necessarily have to be linear. In order to achieve this, a certain degree of human resource development systems engineering needs to take place.



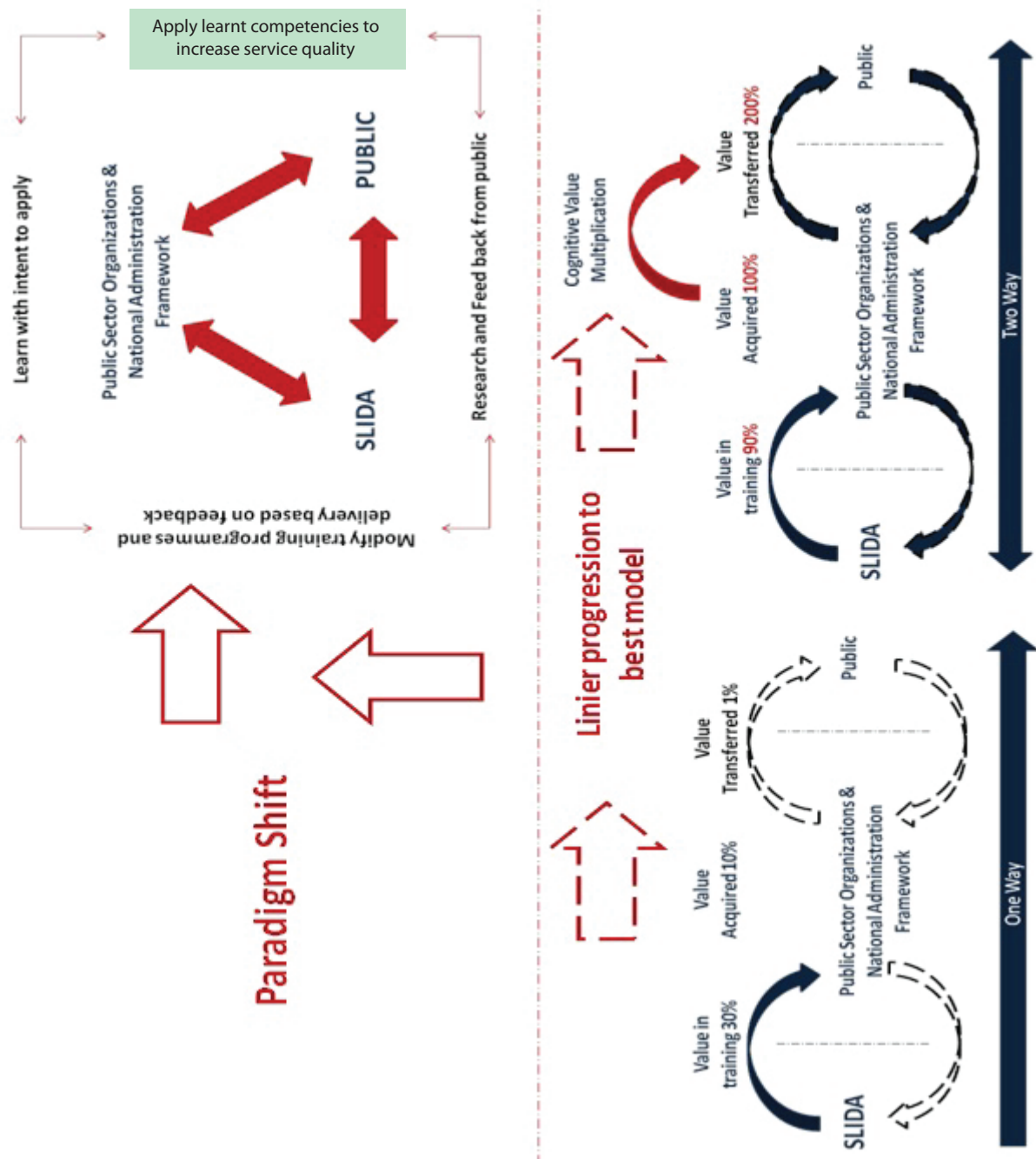
The above diagram shows the proposed shift from linear thinking to a multi dimensional framework in which the public (the final recipients of the services provided by the public sector employees) plays a critical role in defining the activities of SLIDA as well as how SLIDA as an organization engages the HRD activities of its learning partners (public sector officials and employees).

As the above diagram demonstrates, the relationship is not linear and it allows the public to significantly affect how SLIDA operates in terms of their HRD activities. This model of thinking, amongst other things allows SLIDA to engage the public in order to directly assess the efficiency of

the training delivered to the service providers (learning partners). The organization does not have to depend on the intermediate service providers to transmit their feedback to the organization.



The new paradigm will now **shift the citizen or the public to the forefront** and the foundation and focus will now shift away from the customer to the citizen. In the past, learning partners were the sole objective of the institution, under the new paradigm the public is the primary means by which the institute determines what is to be taught and how it is to be taught. The learning partners (Customers) will learn the necessary knowledge skills and attitudes demanded from the public with intent to apply as the training material now has more credibility. The participants will then apply the gained knowledge in order for the public to present a better feedback to SLIDA. This is the BASIC operational model under the new paradigm shift. Previously SLIDA operated in a linear model in which the public needs were assumed. Here all HRD activities will stem from **proper research and development** needs analysis and critical evaluation of both the learning partner organizations and the desired service standard levels of the public.



The above diagram demonstrates the holistic concept of the shift in thinking pattern. In essence the shift involves the following;

- Instead of having a linear approach to HRD in the Sri Lankan Public sector, now the public itself will play a critical role in defining what is being taught and delivered by SLIDA to its learning partners and from the learning partners to the general public.

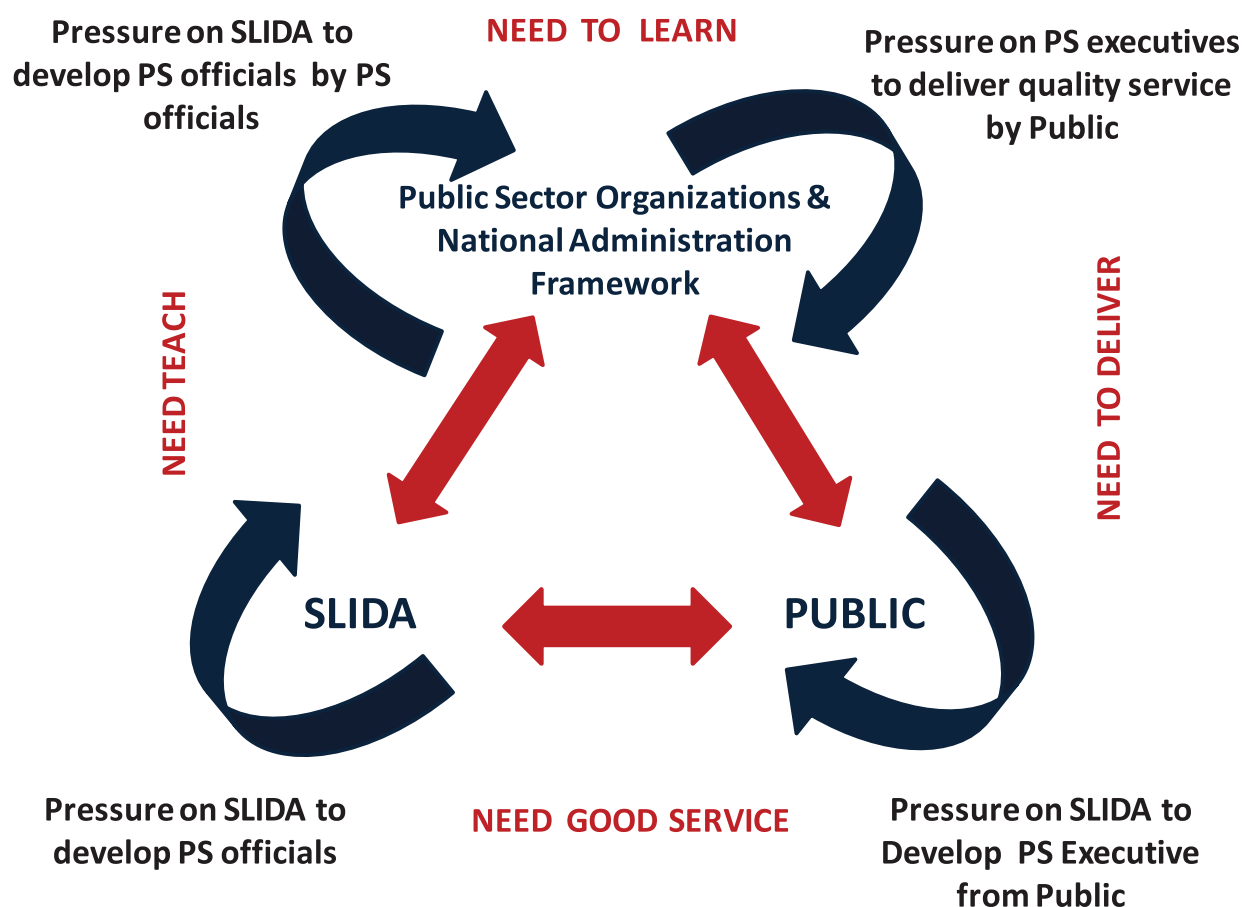
The earlier model only allowed SLIDA to focus on its learning partners and had minimum focus on what the public wants in terms of the skills, knowledge and attitudes that they required to be demonstrated by the public officers.

In the new model, SLIDA as an institution will have the opportunity to be more citizens focused and thus drive its operational activities bearing in mind the feedback and response of the final recipients of the service. This new model allows SLIDA to place significant pressure on its learning partners to learn what is in the best interest of the public as well as be responsible for the correct application of skills learnt when its learning partners engage with the public. Where as in the past this responsibility of application was solely left at the hands of SLIDA's learning partners.

The tripartite model allows citizens to put pressure on SLIDA to deliver the necessary training to the public sector officials in order for them to receive a better service as well as put enough pressure on the Public Sector officials to deliver better service quality. Concurrently the model allows the citizen to exert pressure on SLIDA to teach the said officials the required skills and competencies while at the same time allowing the learning partners to exert pressure on SLIDA to equip them with the necessary knowledge skills and attitudes to satisfy the public.

Needless to say, the tripartite modal does not solely focus on catering to the end consumer needs. What it projects is that, with the new model the citizen actively becomes a strategic element which needs due consideration. Other factors and stakeholders such as the government and public sector leaders will equally have value in determining the direction of HRD strategies that SLIDA undertakes. Through the new model the focus is very clear and simple. It allows for the HRD activities that SLIDA undertakes to be aligned with two major outcomes. The first being the progressive economic development of the country, and the second, being a more citizen centric customer service which inherently keeps the best interests of the public at heart.

09.7 - THE NEW OPERATIONAL MODEL AND NEED CREATION

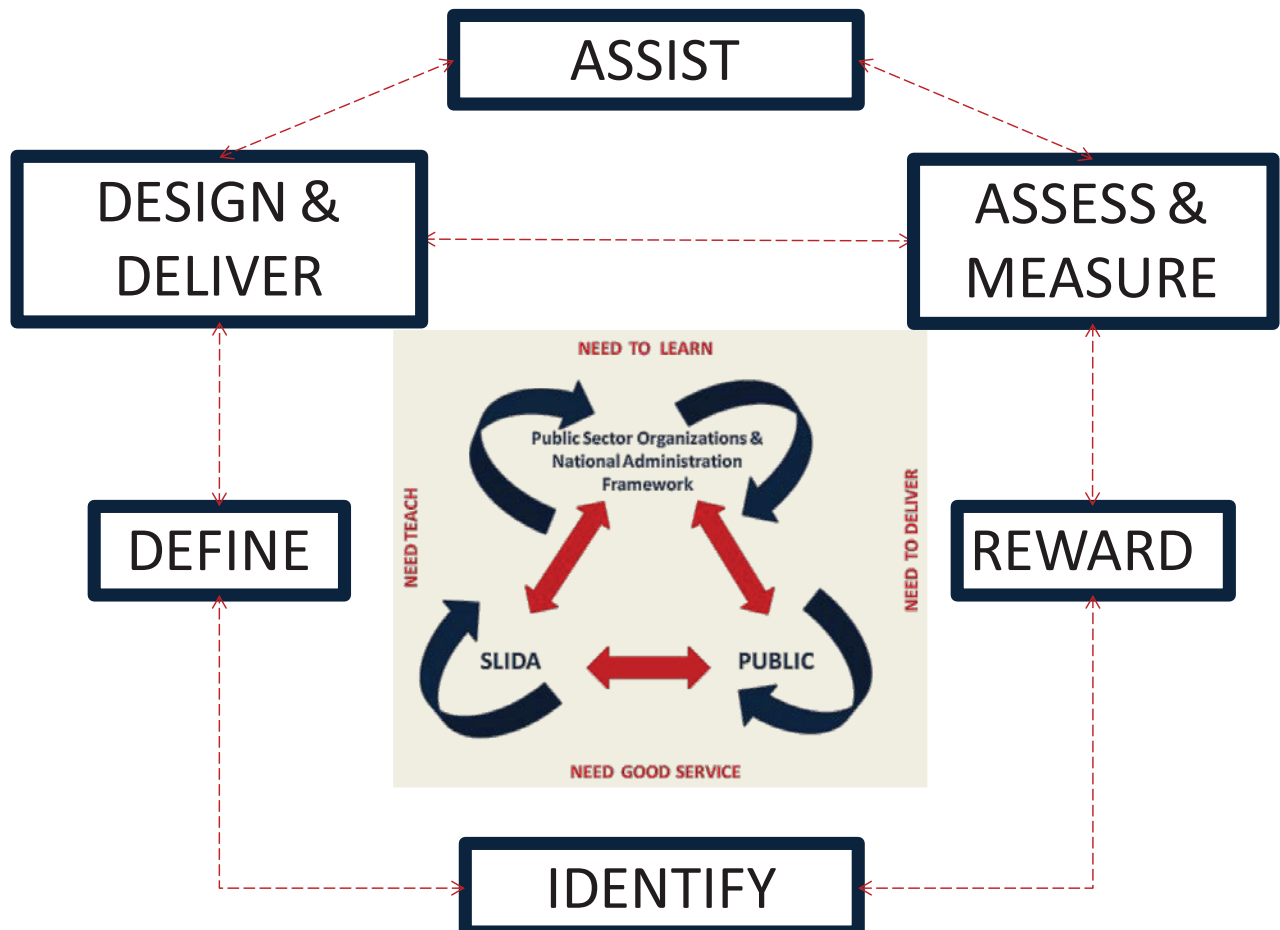


- The above system is a closed loop system where all parties are connected together in one loop. The public should be able to exert pressure on SLIDA to teach as well as exert pressure on the public sector officials to deliver a quality service.
- Due to this pressure, SLIDA will have to now teach and develop participants in alignment with public wants and needs and be sure to teach the learning partners the correct body of knowledge, skills and attitudes at the right time. Simultaneously due to the pressure by the public on the learning partners they will want to learn the relevant knowledge skills and attitudes.

Due to this tripartite closed loop system, there will be a genuine need for good service, good knowledge creation and proactive learning and proactive application of what has been learnt. It is upon this basic framework that an integrated strategy can be formed to **enable the new operational model**.

09.8 FORMULATING AN INTEGRATED STRATEGY BASED ON THE NEW MODEL

Though the presented model appears to be well designed, it needs an **integrated strategy to enable** it.



As the above illustration demonstrates, the integrated strategic framework will consist of six strategic elements. Each element feeds into one another allowing for an integrated strategy management process. Though the illustration only demonstrates the label of the strategic element it is important to understand that each element contains expansive details and numerous strategic components. This strategy allows for any number of strategic components and initiatives to be integrated into the system under the various elements. In essence, any strategic initiative can be seamlessly integrated into the above integrated framework. The illustrated model is rigid enough to guarantee results in a transparent accountable and sustained manner while being flexible enough to incorporate multiple strategic components into six distinct elements.

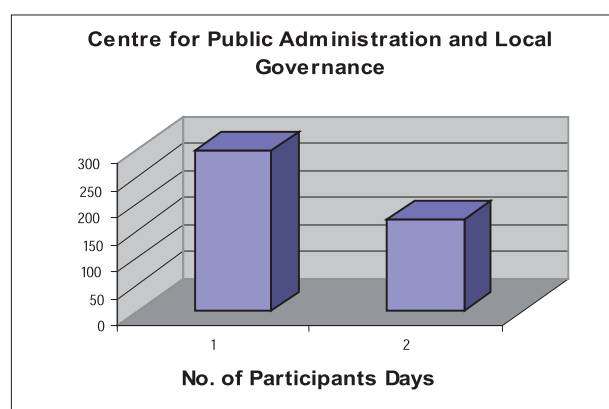
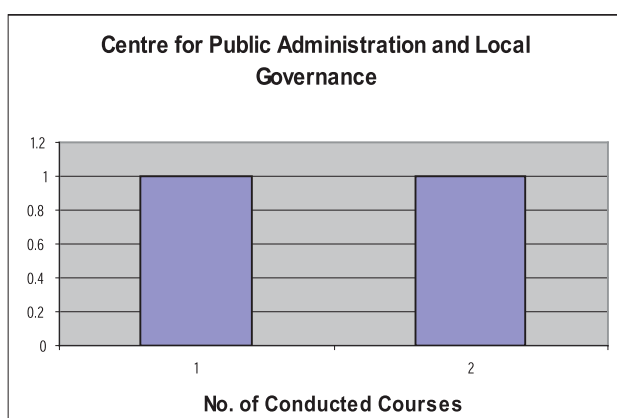
REVIEW OF ACTIVITIES

10. REVIEW OF ACTIVITIES

10.1 - CENTRE FOR PUBLIC ADMINISTRATION AND LOCAL GOVERNANCE

The Centre for Public Administration and Local Governance has been set up to design and conduct training programmes on modern theories and practices in public administration and local governance to update the knowledge and skills of managerial cadres in the public sector. During the year under review, two scheduled programmes were conducted by the Centre with a total number of participant days amounting to **470**. Details of the programmes are as follows;

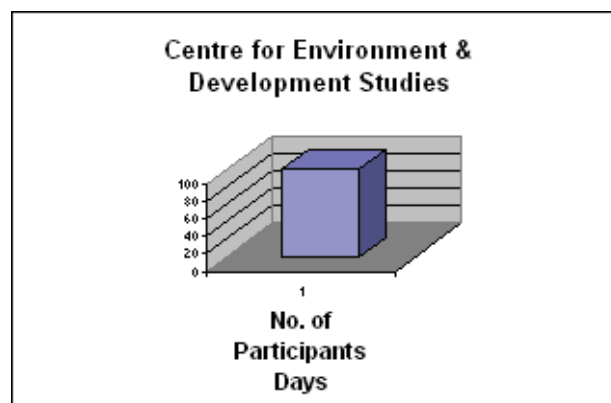
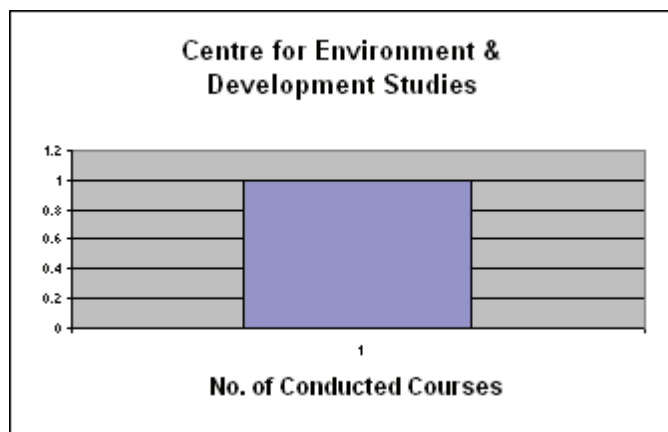
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Certificate in Land Management	10	1	1	30	300
2	Certificate in Good Governance	10	2	1	17	170
	Total		3	2	47	470



10.2 - CENTRE FOR ENVIRONMENT & DEVELOPMENT STUDIES

The objective of this Centre is to enhance the competency of participants on various areas in environment & development studies. During this year, one scheduled programme was conducted, and the total number of participant days amounted to **100**. Details of the programme conducted are as follows;

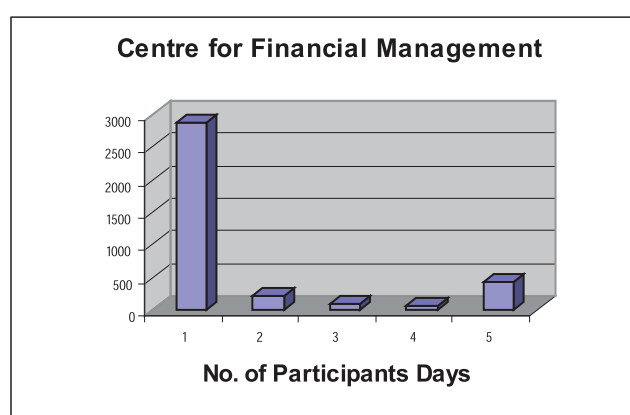
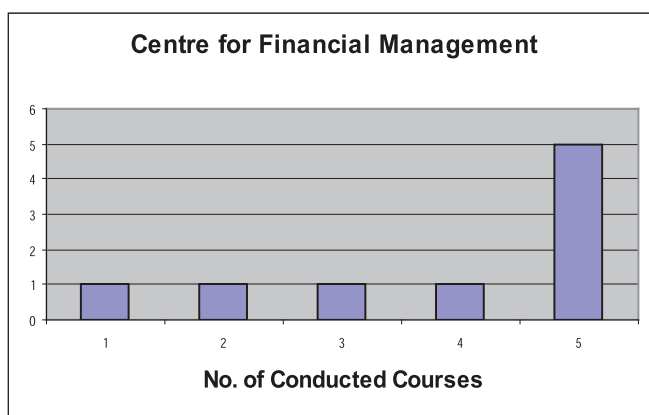
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Certificate in Disaster Management	10	1	1	10	100
Total			1	1	10	100



10.3 - CENTRE FOR FINANCIAL MANAGEMENT

The Centre for Financial Management provides necessary skills and knowledge to enable participants to face the challenges of financial management in a changing environment. During this year, nine scheduled programmes were conducted. The number of participant days was **3648**. Details of the training programmes conducted are as follows;

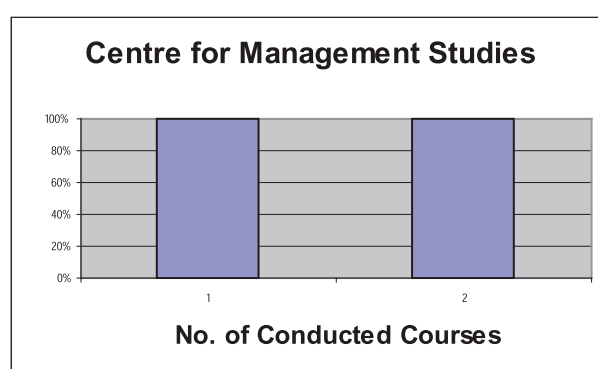
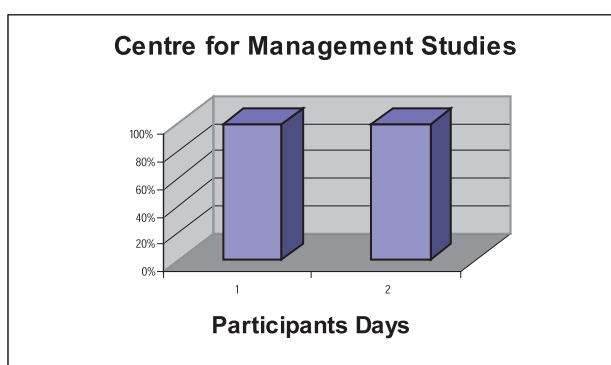
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Diploma in Public Procurement and Contract Administration (DIPPCA) - 2011/2012	96 days	-	1	30	2880
2	Certificate in Procurement Management	10	5	1	20	200
3	Certificate in Public Financial Management for Non Financial Managers	10	2	1	10	100
4	Workshop on Reforms in Public Financial Management	3	2	1	17	51
5	Workshop on Essence of Public Procurement	3	6	5	139	417
Total				9	216	3648



10.4 - CENTRE FOR MANAGEMENT STUDIES

The Centre for Management Studies provides learning opportunities for participants to develop their knowledge, skills and attitudes as professional managers to take an active part in steering their organizations within a highly competitive environment. During the year under review, two scheduled programmes were conducted, and the total number of participant days amounted to **145**. Details of the programmes conducted are as follows;

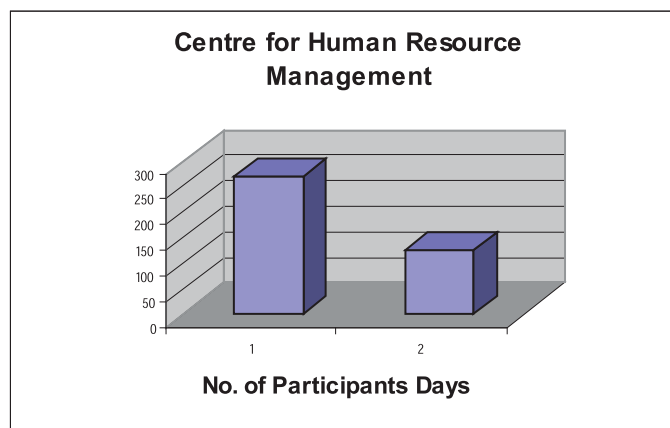
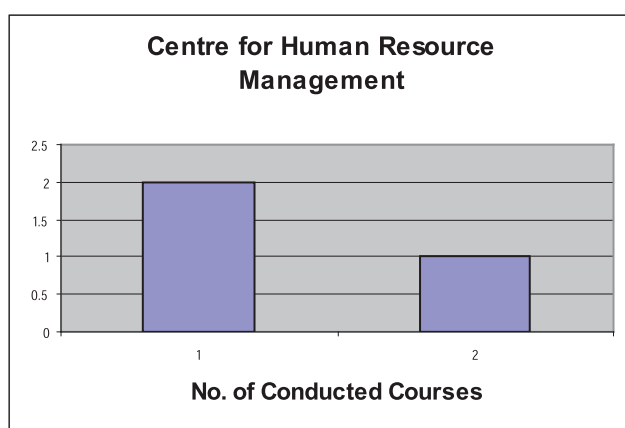
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Certificate in Managerial Skills	10	2	1	10	100
2	Workshop on Performance Appraisal System	3	2	1	15	45
Total			4	2	25	145



10.5 - CENTRE FOR HUMAN RESOURCE DEVELOPMENT

The objective of the Human Resource Development is to foster creativity and innovativeness among managers in managing their human resources. During the year, three scheduled programmes were conducted, and the total number of participant days was **395**. Details of the programmes conducted are as follows;

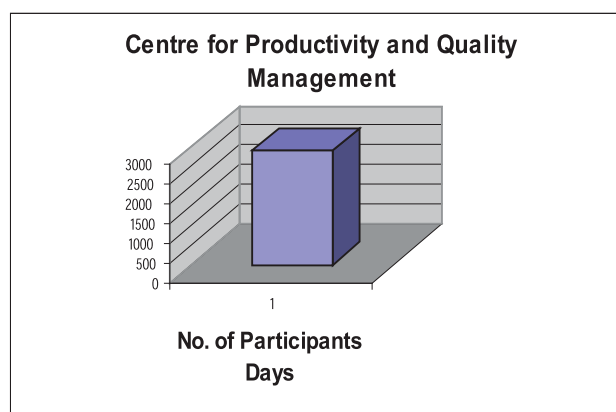
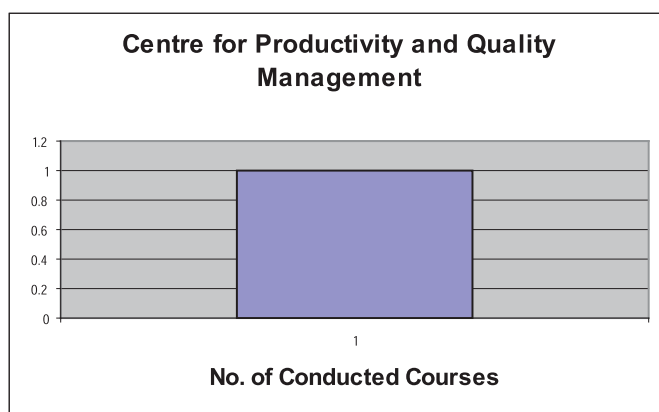
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Certificate in Human Resource Management	10	3	2	27	270
2	Workshop on Disciplinary Procedure	5	3	1	25	125
Total			6	3	52	395



10.6 - CENTRE FOR PRODUCTIVITY & QUALITY

This Centre was set up with the objective to develop a productivity & quality culture in public sector organizations. One scheduled programme was conducted, and the total number of participant days amounted to **2880**. Details of the programmes conducted during the year are as follows;

S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Diploma in Office Management	96 days	-	1	30	2880
Total				1	30	2880



10.7 - CENTRE FOR INFORMATION TECHNOLOGY

The objective of this Centre is to support public sector organizations to develop their ICT capabilities through training and consultancy services. All the training courses conducted and consultancy services offered by the centre were aimed to achieve this objective.

Diploma in Information Technology is one of the special programmes that the centre conducted to improve essential IT skills. Among other programmes, SLIDA Computer Driving Licenses, Workshop on E-government and Certificate in Open Source Applications were specifically important. Among these programmes, SLIDA Computer Driving License and IT Diplomas were conducted in SLIDA regional centres as well.

During this year, the Centre conducted nineteen scheduled and Induction training programmes. Details are given in Table 1. This Centre conducted sixteen consultancy training programmes. Details are given in Table 2. The Centre conducted 10 examinations for SLIDA Computer Driving License and Diploma in Information Technology Courses delivered at SLIDA Distance Learning Centres. Details are given in Table 3.

It is worth to mention here that the IT Centre conducted three special training programmes to develop IT skills of SLIDA internal staff. The Centre developed a Management Information System with seven IT applications, some of them started in 2010 but implementation began this year. Details are given in Table 4.

To implement the above mentioned systems, SLIDA IT infrastructure is also strengthened further by upgrading its internet link from 512Kbps to 4Mbps. The SLIDA network is also improved with several fibre lines.

During this year, the IT Centre undertook 5 Management Consultancy Assignments for developing IT Systems for relevant client organizations. Among these five, three of them are completed and the rest two are continuing into the next year. Details are given in Table 5.

No.	Name of the Programme	No. of Days	No. of Targeted Programmes	No. of Programmes	No. of Participants	No. of Participants Days
1	Demonstration of SLIDA Information Systems	0.5	1	1	18	9
2	Capacity Building Programme Batch 11	2	4	4	149	298
3	Certificate in Open Source	10	1	1	32	320
4	Certificate in SLIDA Computer Driving License Batch 27	10	3	3	51	510
5	Diploma in Information Technology	25	1	1	32	800
6	IT Based Business Letter Writing	5	1	1	15	75
7	PowerPoint Training for SLIDA Non-Academic Staff	1	2	2	61	61
8	SLAS Open Batch Module on IT	5	3	3	110	550
9	SLAS Open Batch Module on IT	9	1	1	37	333
10	Special Training on Mail Management System for Officers of the Ministry of Public Administration	0.5	1	1	5	2.5
11	Workshop on E-Government	5	1	1	11	55
Total		73	19	19	521	3013.5

Table 1: Schedule Training Programmes

No.	Name of the Consultancies	No. of Days	No. of Programmes	No. of Participants	No. of Participants Days
1	MPM Weekend	8	1	56	448
2	Advanced Training for SQL Server 2000 for Officers of the Department of Election	5	1	17	85
3	Computer Training for Officers of the Department of Election	5	2	40	200
4	Diploma in Office Management	6	1	30	180
5	Induction Training for Assistant Legal Draftsman's of Legal Draftsman's Department	1	1	17	17
6	Module on Computer Training for Grama Niladari Batch	2	4	140	280
7	MPM Week day	8	1	47	376
8	MSC. (Medical Administration) 2011	0.5	1	15	7.5
9	Network Operations Training for Officers of the National Drug Quality Assurance Laboratory	2	1	40	80
10	Program on Language & Presentation Skills Development for Ministry of Health	2	1	40	80
11	Training on Vehicle Management System	1	2	62	62
Total		41	16	504	1815.5

Table 2: Training Consultancies

No.	Regional Distance Learning Centre	No. of Examinations	No. of Candidates
1	Kurunegala	6	46
2	Galle	18	181
3	Badulla	3	33
4	Hambantotoa	1	24
	Total	28	284

Table 3 Examinations Conducted at Distance Learning Centres

No.	Divisions	Software Systems Development
1	Administration - Reception Area	Reception Display System (Completed)
2	Administration - Hostel	Hostel Room Allocation Display System (Completed)
3	Administration - Transport	Vehicle Management System (Completed)
4	Administration - Human Resource	Human Resource Management System (Completed)
5	Library	Library Management System (Started)
6	Programme	Enhancement of the Course Management System
7	SLIDA	SLIDA Information System

Table 4: SLIDA System Enhancement

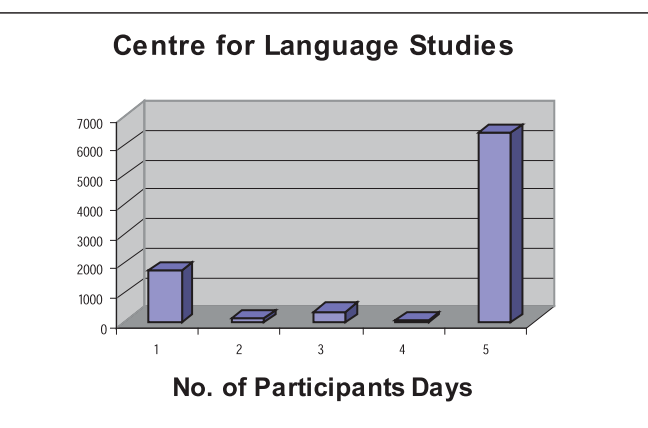
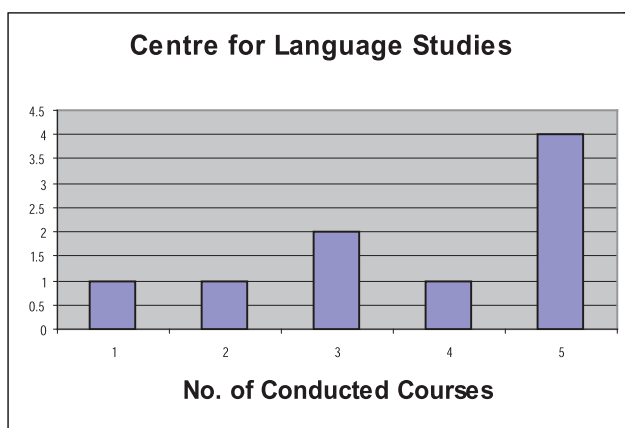
No.	Name of the Organization	Name of the Consultancy
1	Ministry of Child Development and Women's Affairs	Women Information System (Completed)
2	All Government Ministries / Departments (Free development)	Vehicle Management System (Completed)
3	Ministry of State Resource & Enterprise Development	Ministerial Web site (Completed)
4	National Gem & Jewellery Authority	Gem Mining License System (Started)
5	National Gem & Jewellery Authority	Gem Dealer License System (Started)

Table 5: Management Consultancies

10.8 - CENTRE FOR LANGUAGE STUDIES

The Centre has been established in 2011 to facilitate language learning requirements of officers in the public sector organizations. Details of the programmes conducted are as follows. During the year, nine sheduled programmes were conducted. The total number of participant days was **8670**. Details of the programmes conducted are as follows;

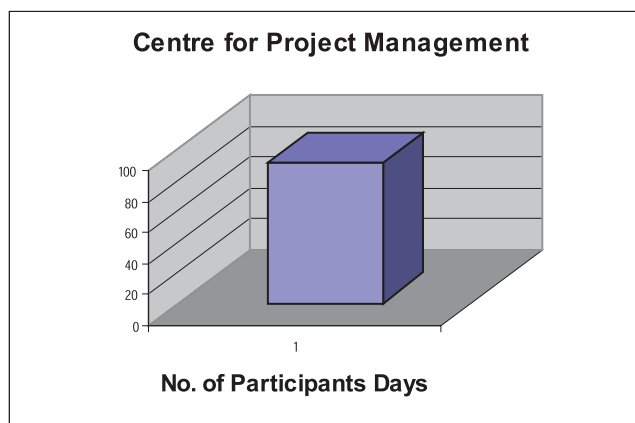
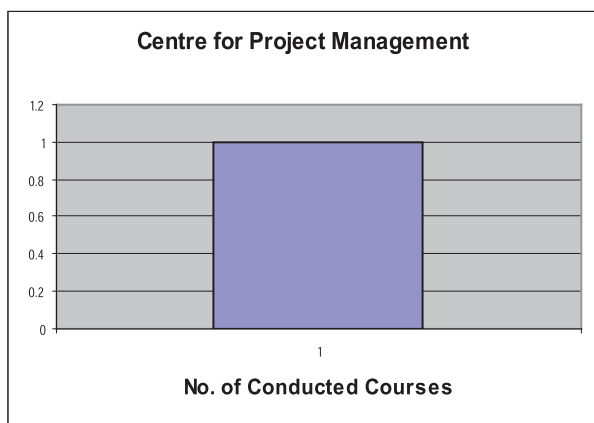
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Certificate Course in Conversational Tamil	4 months (Two days)	1	1	55	1760
2	General Conversational Skills	10	1	1	11	110
3	Report Writing Skills	5	3	2	68	340
4	Advanced Writing Skills	5	1	1	12	60
5	Diploma in English for Professionals (DEP)-Batch 61,62,63 and 64	40 days	-	4	160	6400
Total				9	306	8670



10.9 - CENTRE FOR PROJECT MANAGEMENT

During the year, one programme was conducted, and the total number of participant days was **90**. Details of the programmes conducted are as follows;

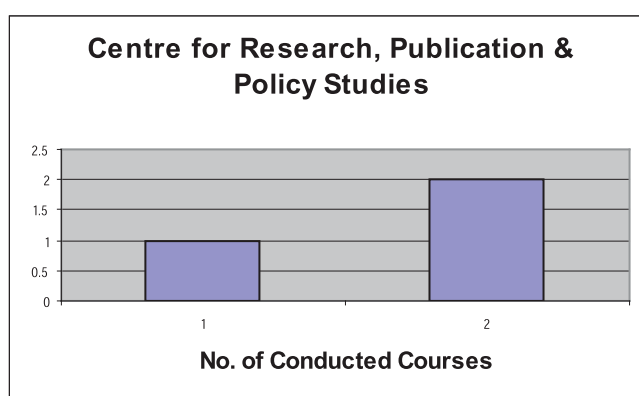
S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Course on Objective Oriented Project Planning	5	1	1	18	90
Total			1	1	18	90



10.10 - CENTRE FOR RESEARCH, PUBLICATION & POLICY STUDIES

The key functions of the department are twofold: Research & Consultancies, and Information and Publication. The resources for these are internally generated, externally or jointly sponsored. The nature of work is multi-disciplinary social science research, and the mode of operation is characterized by collaboration, teamwork and partnership.

S. No.	Course Title	2011				
		Duration	Target	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Workshop on Research Methodology	5	1	1	10	50
2	Workshop on Creative Thinking	2	2	2	37	74
Total			3	3	47	124



10.11 - SPECIAL PROGRAMMES

The following Special Programmes were conducted during the year under review in addition to the scheduled programmes;

S. No.	Course Title	2011			
		Duration	1 No. of Conducted Courses	2 No. of Participants	3 No. of Participants Days
1	Training of Trainer Programme	5 Days	11	261	1305
2	Advance Training & Development Programme for Master Trainers (with csc-Singapore)	10	1	25	250

10.12 - CAPACITY BUILDING PROGRAMMES

The following Capacity Building Programmes were conducted during the period;

	Mid Career Training	No of Modules	Duration	No of Participants
1	Class I			
1.1	Batch I	8 Modules	24 days	30
1.2	Batch II	8 Modules	24 days	26
1.3	Batch III	7 Modules	24 days	48
1.4	Batch IV	7 Modules	21 days	38
2	Class III			
2.1	Batch V-2nd Phase	3 Modules	14	40
2.2	Batch VI-1st Phase	3 Modules	18	37
	Batch VI-2nd Phase	4 Modules	20	37
2.3	Batch VII	7 Modules	38	30
2.4	Batch VIII	7 Modules	38	30
2.5	Batch IX	8 Modules	30	35
2.6	Batch X		30	44
2.7	Batch XI		30	38

10.13 - EXTERNAL EXAMINATIONS

Ministry of Public Administration has entrusted to SLIDA the responsibility of conducting Efficiency Bar examinations of Sri Lanka Administrative Service, Scientific Service, Engineering Service, etc which were conducted by the Department of Examinations earlier.

In addition, SLIDA continues to handle conducting of recruitment, promotion and Efficiency Bar examinations for government ministries, departments and other public sector organizations. These examinations are conducted at the request of the respective agencies.

During this period **84** external examinations were conducted.

10.14 - TRAINING CONSULTANCY SERVICES

In the year under review, SLIDA has on request designed and conducted **32** organization specific training programmes.

S.No.	Client Organization	Field of Training Consultancy	Duration	Number of Participants	No. of Participants Days
1	Lanka Hospitals	Management Training Programme	5	30	150
2	Ministry of Healthcare and Nutrition	Training Program on Management and Good Governance	3	12	36
3	World Health Organization	Training on Administration & Finance	5	9	45
4	Auditor General's Department	Positive Thinking	10	80	800
5	Post Graduate Institute of University of Colombo	MSc. Medical Administration Course	30	20	600
6	Ministry of Education	Training on Management	2	36	72
7	Department of Samurdhi Commissioner General	Training programme for Samurdhi Officers	10	40	400
8	Ministry of External Affairs	Visit of a Delegation from Pakistan	4	11	44
9	Department of Agriculture-Peradeniya	Training on Management	40	237	9480
10	Office of the Cabinet of Ministers	Development of a Human Resource Strategic Policy Frame work for S.L.	1	30	30
11	Provincial Education Department - Kurunegala	Basic Investigation	5	19	95
12	Ministry of Youth Affairs	Workshop on Job Description	1	20	20
13	Civil Service Commission of Maldives	Capacity Building Programme for ZV officers of the Maldives Island on Effective Local Governance	12	15	180
14	Local Government Infrastructure Improvement Project	Training Programme on Team Building	4	120	480
15	Legal Draftman's Department	Induction Training Programme	2	17	34
16	National Drugs Quality Assurance Laboratory	Training Program on Network Operations	2	40	80
17	Department of Elections	Training Programme on IT	15	55	825
18	Ministry, Divisional Secretariat, District Secretariat, Department	Online Vehicle Management System (Batch 1) Online Vehicle Management System (Batch 2)	2	62	124

S.No.	Client Organization	Field of Training Consultancy	Duration	Number of Participants	No. of Participants
19	Ministry of Public Administration & Home Affairs	Mail Management System	1	8	8
20	Sri Lanka Navy	Leadership and Management Studies	5	14	70
21	Ministry of Education	Two day training programme for Development Assistants	2	40	80
22	District Planning Secretariat - in Batticaloa District	Capacity Building of Planning Officers-Module on Result Based Management	5	19	95
23	District Planning Secretariat - in Batticaloa District	Capacity Building of Planning Officers-Module on preparing Resource Profile	10	20	200
24	District Planning Secretariat - in Batticaloa District	Capacity Building of Planning Officers-Module on Procurement Procedure & Management	5	16	80
25	Centre for Prisons Research & Training in Corrections	Capacity Building Program	19	17	323
26	Centre for Prisons Research & Training in Corrections	Capacity Building Program	10	31	310
27	Registrar General's Department	Training on Managerial skills	3	26	78
28	Civil Aviation Authority of Sri Lanka	Training Programme for Newly Recruited Civil Aviation Officers	5	22	110
29	My of Public Administration & Home Affairs My of Public Management & Reforms	Pre-Induction Training programme for newly recruited officers of the Sri Lanka Librarian Service	5	34	170
30	Department of Education - Southern Province	Training on Planning Concept	5	15	75
31	Department of Labour	Capacity Building programme	30	35	1050
32	Ministry of Public Administration & Home Affairs	Training Programme for Grama Niladhari	25	136	3400

10.15 - MANAGEMENT CONSULTANCY SERVICE

In pursuance of performance and quality enhancement of organizations, SLIDA also provides Management Consultancy Services on a broad spectrum of areas ranging from organization development, cadre assessments and systems improvement to organization re-structuring and process re-engineering.

The consultancies undertaken in the year 2011 are as follows;

S.No.	Name of Management Consultancy	Client	Status
1	Productivity and Quality Improvement and Implementation of 5S concepts in the health care facilities	National Program for TB control and Chest Disease	On going
2	Establish a Waste Processing facility	Waste Mgt. Authority	On going
3	Expansion of Online Document Approval System	National Jem and jewellery Authority - phase2	On going
4	Preparation of Corporate Plan	Telecommunication Regularity Commission	On going
5	Restructuring of Administrative Work	Parliament of Sri Lanka	Ongoing
6	Preparation of Strategic Plan	Provincial Secretariat Central Province	Ongoing
7	Preparation of Strategic Plan	Lanka Mineral Sands Ltd.	Ongoing
8	Revenue License Fee Amendment	Office of the provincial Commissioner of Motor Traffic	Ongoing

10.16 - SCHOOL OF POSTGRADUATE STUDIES (SPS)

The University Grants Commission (UGC) has accredited SLIDA the degree-awarding status to provide the following academic programmes:

1. Post Graduate Diploma in Public Management
2. Post Graduate Diploma in Public Financial Management
3. Degree in Master of Public Management – (General, Finance, HRM, Project Management and Information Technology)

In the year 2011, 120 participants were enrolled for the academic years 2011 / 2013 for the MPM programmes. Following are the programmes conducted by the SPS in the year 2011;

No.	Programme (ongoing)	No. of Programmes	No. of Participants
1	Master of Public Management 2008/2010 (Weekday		
	Project Management	01	24
	General Management	01	16
2	Master of Public Management 2008/2010 (Weekend)		
	General Management	01	24
3	Master of Public Management 2009/2011 (Weekday)		
	Project Management	01	17
4	Master of Public Management 2009/2011 (Weekend)		
	Project Management	01	21
	General Management	01	14
5	Master of Public Management 2010/2012 (Weekday)	01	55
6	Master of Public Management 2011/2012 (Weekend)	01	48

ACHIEVEMENTS DURING THE YEAR

11. ACHIEVEMENTS DURING THE YEAR

- I. 15 new members joined the academic faculty, administration and other divisions on secondment, permanent, or contract basis during the year.
- II. Foreign scholarships were given to the following officers in the year 2011;

N	NAME	COURSE DETAILS	DURATION	COUNTRY
1.	Mr.K.D.N.R.Asoka	Second public Sector Leadership Programme	14-25Feb	Singapore
2.	Ms.P,G.D.P.Serasinghe	SLAS in the phase vi Programme for IAS in India and South Korea second country study visit of Public Management	24Apr-10 June	India
3.	Mr.M.Thilakasiri	Second country study visit of Public Management	24 th Apr-07May	Thailand
4.	Mr.P.D.L.Kularatne	Second country study visit of Public Management	24 th Apr-07 th May	Thailand
5.	Mr.W.A.Jayasundera Mr.S.Medagama Ms.N. Jayasundera Mr.W.M.M.G.D.Wijekoon Mr.N.M.S.A.Bandara Mr.D.Hettiarachchi Mr.A.H.M.L.Abeyratne Ms.R.A.S.P.Ranaweera Mr.Viduth Mendis	Capacity Building Project for the study visit programme on Training & Development	24 th -29 th April	Singapore
6.	Mr.B.Wijayaratne	SAARC Meeting	22 nd -25 th July	Bhutan
7.	Mr.Sujan Nanayakkara	SLAS-1 PHASE V mid career training for the IAS officers	07 th Oct.-11 th Nov	India
8.	Mr.B.Wijayaratne	NAPSIPAG Conference	14 th -18 th Dec,	Katmandu Nepal

III. 95 % of construction work of the proposed residential complex was completed by the end of the year under review.



IMPROVEMENTS TO INFRASTRUCTURE FACILITIES

12 - IMPROVEMENTS TO INFRASTRUCTURE FACILITIES

During the last few years, there has been a marked increase in the number of trainees, especially those recruited to the staff grades of the combined services. These new officers were provided with induction training and subsequently they were exposed to short term training courses. In addition, on going programmes of the school of post graduate studies attracted more and more participants. The Distance Learning Centre too has catered to a larger clientele during this period.

When compared to the other training institutes, both local and international, SLIDA had maintained a very low profile. The reason attributed to this situation was that SLIDA had been a government institute where it depended mainly on voted funds prior to its upgrading as a public corporation. However, to maintain the quality of delivery in par with other training institutes, better equipment was badly needed and it was necessary to upgrade the outward appearance of the institute too. Therefore, the following activities were initiated during the year 2011;

No.	Description
01	Supply & Paving Interlocking Paving Blocks at SLIDA Car Park
02	Repairs & Improvements to the Hostel Complex of the SLIDA (Renovation of 16 Nos. Toilets)
03	Design, Construct and complete the balance work of SLIDA Cafeteria including design supply and Install Furniture
04	Supply and Installation of Air Conditions (Hostel & Lecture Rooms)
05	Interior Improvements to Main Auditorium, Conference Hall and Lecture Rooms (17 Nos.)
06	Design, Supply and Install Furniture for main & Mini Auditorium, Conference Hall, Dining Hall and Lecture Rooms (14 Nos.)
06	Purchase of Computer Printers (05 Nos.)
07	Renovation of Main Building Toilets (08 Nos.)

No.	Description
08	Construction of Drainage and Waste Water Pipe Line
09	Construction of Car Park

CLASSIFICATION OF EXPENDITURE ON IMPROVEMENT OF INFRASTRUCTURE FACILITIES 2011

Activity	Investment	RS
Buildings	7,644,201.75	
Furniture Fittings	602,572.64	
Office Equipment	569,460.88	
Electrical Equipment	4,970,131.70	
Computers	1,470,398.18	
Motor Vehicles	29,100,000.00	
Books	304,096.93	
Other Assets	5,545,259.22	
Software Package	251,160.00	
<u>Hostel Project</u>		
Buildings	2,923,691.44	
Electric E & F	1,030,592.00	
Furniture	1,432,278.40	
Linen	1,047,398.00	
Other Assets	1,244,195.34	
TOTAL	58,135,436.48	

LIBRARY AND INFORMATION SERVICES

The SLIDA Library caters for information requirements of the Faculty members & Public / Private Sector Executives who undergo SLIDA training. With a wide range of updated books, the SLIDA library has been enriched especially in the fields of Public Administration and Management and related areas of study to meet the learning needs of users.

As SLIDA introduce & new training courses and updates its current courses and carries out consultancy and research, the library moves into facilitating the process with information needed. During 2011, the book stock development programme focused on Public Policy, Good Governance, Human Resources Management, Strategic Management, Financial Management, Information Technology, Economic Development & Planning , Environment Management, Performance Improvement, Productivity, Research Methodology, Project Management, Globalisation, Privatisation, e-Governance and e-Business.

SERVICES PROVIDED BY THE LIBRARY

SLIDA Library is open for business from Monday to Saturday, from 7.30 a.m. to 7.30 p.m.

Library will be closed on Sundays and public holidays.

On request, bibliographies on special subject areas are made available to faculty members and participants. Steps have also been taken to organize a Sinhala and Tamil book collection to supplement the material in English.

An online catalogue is available to assist members in their search for their reference materials. Inter-Library lending facilities are arranged to serve clients. Photocopying facilities and e-filing printout service is also available at concessionary rates at the Library.

LIBRARY USERS (WITH MEMBERSHIP)

Some 46 persons obtained library membership in 2011 the breakdown of which is given below.

S. No.	Course Title	No
1	Masters in Public Management	04
2	Diploma in Office Management	32
3	Permanent Memberships	01
4	SLIDA Staff	09
	TOTAL	46

LIBRARY USERS (WITHOUT MEMBERSHIP)

Participants of various short-term training courses also make use of the Library to further their knowledge. Around 3500 participants utilized the library services during the year 2011.

COLLECTION OF LIBRARY MATERIALS

BOOKS

The total number of books in the inventory at the end of year 2011 stood at **29053**.

1304 new titles were purchased during the year 2011 to strengthen the book stock.

In addition, **426** complimentary copies of books were also received by the library.

326 books worth Rs. 323,568.00 was donated to the library by the Department of Management - Monash University.

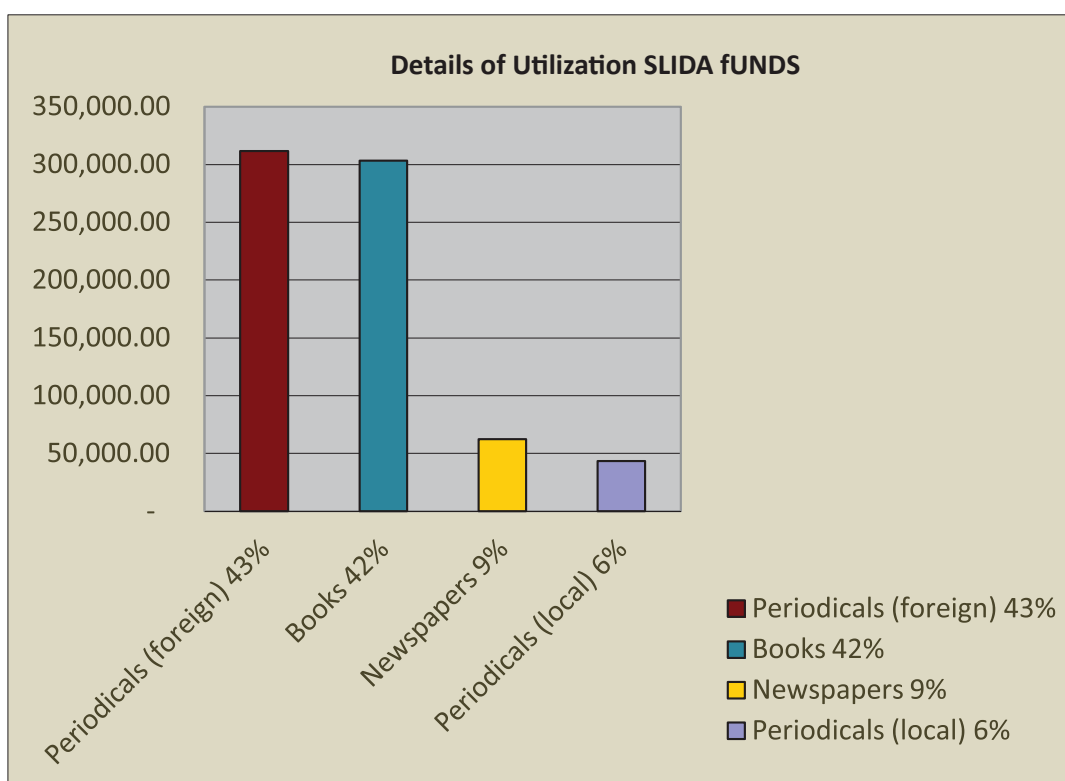
PERIODICALS

Around **50** selected periodicals were subscribed to meet the increasing needs of the users. Additionally, nearly **100** periodicals are received on complimentary basis from domestic and International Organizations.

556 journals have been donated by the University of Monash to the value of Rs.2,387,556.96.

Details of the utilization of SLIDA funds for the purchase of books, periodicals and newspapers in 2011 are given below.

Item of Purchase	Expenditure (Rs)
Books	303208.93
Periodicals (local)	43566.00
Periodicals (foreign)	311678.87
Newspapers	62465.00
TOTAL	720918.80



FINANCIAL REVIEWS

14. FINANCIAL REVIEWS

SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2011

	Notes	2011	2010
ASSETS			
Current Assets			
Stock in Hand	1	3,809,776.62	3,569,536.50
Advances (Sch.01)	2	1,296,478.28	1,353,037.64
Pre Payments (Sch.02)		1,186,517.63	576,758.61
Staff Loans (Sch.03 - 05)	3	13,007,416.24	9,968,977.05
Receivables (Sch.06)		26,744,563.49	13,753,390.99
Treasury Bills		0.00	88,000,000.00
Incentive Scheme		171,849.34	0.00
Bank Balances	4	119,039,669.01	45,061,069.68
		165,256,270.61	162,282,770.47
Non - Current Assets			
Property plant and equipment (Sch.07)	5	190,793,105.80	142,157,131.82
Capital Work in progress		104,372,449.83	76,769,813.52
Investment (Sch.08)		2,097,824.40	1,984,264.81
		297,263,380.03	220,911,210.15
TOTAL ASSETS		462,519,650.64	383,193,980.62
LIABILITIES			
Current Liabilities			
Deposits Payable (Sch.09 & 10)	6	17,394,338.44	34,322,616.95
Consultancy Fees, Payable (Sch.11)		3,671,091.77	25,132,062.64
Payee Tax Payable		0.00	0.00
Accrued Expenses (Sch.12)		22,125,178.18	2,401,377.45
Unclaimed Payments		7,643.52	7,050.00
Tamil Programme		252,000.00	3,503,128.48
Sinhala Programme		0.00	2,628,269.08
DMP		0.00	491,349.13
GIS Project		0.00	44,222.90
Commonwealth Secretariat		0.00	899,228.74
Strengthening The Cap.of SLIDA		0.00	29,540.00
Provision for Bad Debts		470,122.50	470,122.50
		43,920,374.41	69,928,967.87
Non - Current Liabilities			
Distance Learning Centre Ltd		34,756,235.53	36,411,294.36
Differed Income		0.00	157,099.64
Kofi Ankhoma Fund		0.00	22,191.50
Provision for Gratuity (Sch. 13)		17,930,529.50	15,308,325.00
Bonus Fund		383,412.41	87,178.41
Best Performance Fund		50,927.36	48,660.21
		53,121,104.80	52,034,749.12
TOTAL LIABILITIES		97,041,479.21	121,963,716.99
NET ASSETS		365,478,171.43	261,230,263.63
NET ASSETS/EQITY			
Contribution from Treasury		65,600,000.00	63,240,000.00
Capital donation		29,100,000.00	0.00
Assets Revaluation Reserves		13,365,807.00	6,152,662.00

Accumulated Surplus

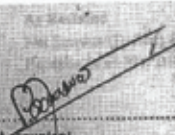
TOTAL NET ASSETS/EQITY

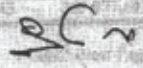
257,412,364.43

191,837,601.63

365,478,171.43

261,230,263.63


Accountant
P. D. L. KULARATHNA
Accountant
Sri Lanka Institute of Development Administration
No. 28/10, Malalasekara Avenue,
Colombo - 7.


Director
Date: **29.02.2012**
E.B. Wijayarathne
Director
Sri Lanka Institute of Development Administration
No. 28/10, Malalasekara Ave, Colombo 07

SRI LANKA INSTITUTE OF DEVELOPMENT ADMINISTRATION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2011

	Note	2011	2010
Revenue			
Contribution from the Treasury		47,480,000.00	39,100,000.00
Other Revenue			
Course Fees - Local		18,908,910.21	6,599,025.91
Hire of Halls		528,550.00	391,075.00
Sale of Publications		10,420.50	9,642.50
Income on Investments	1	447,803.43	3,756,933.18
Interest from Loans		501,497.57	425,519.75
Sundry Income	2	1,755,939.18	1,670,917.61
Rent		1,342,734.00	1,440,000.00
Lease Rent	3	1,655,058.83	1,655,058.83
School of Post Graduate Studies - Income (Sch 14)		16,074,850.00	12,400,454.00
English Program -Income (Sch 15)		10,339,500.66	3,502,950.00
Diploma in Translation Methods		0.00	64,000.00
Disposal Income		635,249.07	0.00
Consultancy Fees (Sch.,16,17 & 18)		47,552,682.01	34,725,754.78
Tamil Programme (Sch.19)		3,695,128.48	0.00
Sinhala Programme (Sch.20)		2,629,519.08	0.00
DMP (Sch.21)		491,349.13	255,000.00
Induction Training Programme		0.00	23,923,838.66
Total Revenue		154,049,192.15	129,920,170.22
Expenses			
Personal Emoluments	4	54,433,656.89	48,362,517.01
Staff Welfare	5	1,695,154.89	1,532,369.25
Travelling Subsistence & Allowances	6	1,830,281.86	121,958.25
Utility & Other Services	7	18,744,384.11	15,277,291.68
Transportation	8	6,172,627.73	3,625,833.83
Repair & Maintenance of Fixed Assets	9	3,133,879.30	3,273,493.64
Supplies & Requisites	10	5,572,504.40	3,947,488.53
Financial Charges	11	1,479,168.76	1,955,318.46
Library Services	12	221,573.60	775,669.12
Training & Evaluation	13	15,148,238.72	7,978,468.16
Publication & Information Services	14	293,943.50	0.00
Depreciation	15	11,832,723.73	12,933,900.45
School of Post Graduate Studies - Expenses (Sch 14)		4,348,204.44	5,148,191.78
English Program -Expenses (Sch 15)		2,761,478.29	2,752,090.68
Diploma in Translation Methods		0.00	97,340.00
Consultancy Fees (Sch.,16,17 & 18)		23,314,279.84	17,555,309.09
Tamil Programme (Sch.19)		566,512.00	0.00
Sinhala Programme (Sch.20)		369,500.00	0.00
DMP (Sch.21)		0.00	107,500.00
Induction Training Programme Expenses		0.00	2,458,625.91
Total Expenses		151,918,112.06	127,903,365.84
Surplus for the year		2,131,080.09	2,016,804.38
Net Deficit of the Hostel	16	(1,490,318.87)	(1,536,481.45)

Net Surplus of the Year	640,761.22	480,322.93
Statements of Accumulated Surplus/(Deficit)		
Balance as at 1st January	255,077,601.63	197,349,203.30
Capital Grant	0.00	63,240,000.00
Prior Year Adjustment	1,694,001.58	(5,991,924.60)
As Restated	256,771,603.21	254,597,278.70
Net Surplus/(Deficit) for the year	640,761.22	480,322.93
Balance as at 31st December	257,412,364.43	255,077,601.63

AUDIT REPORT AND ANSWERS

15. AUDIT REPORT AND ANSWERS

	විගණකාධිපති දෙපාර්තමේන්තුව கணக்காய்வாளர் தலைமை அறிப்பித் திணைக்களம் AUDITOR GENERAL'S DEPARTMENT	
මගේ අංකය எனது இல. }	ඔබේ අංකය உமது இல }	දිනය திகதி }
My No }	Your No. }	Date }
අධ්‍යක්ෂ, ශ්‍රී ලංකා සංවර්ධන පරිපාලන ආයතනය.		
ශ්‍රී ලංකා සංවර්ධන පරිපාලන ආයතනයේ 2011 දෙසැම්බර් 31 දිනෙන් අවසන් වර්ෂය සඳහා වූ මූල්‍ය ප්‍රකාශන පිළිබඳව 1971 අංක 38 දරන මුදල් පනතේ 14(2)(ඊ) වගන්තිය ප්‍රකාර විගණකාධිපති වාර්තාව.		
සමාන හා 2012 දෙසැම්බර් 31 දිනැති මාගේ ලිපියට යොමුවේ.		
02. ඉහත සඳහන් ලිපිය සමග එවන ලද මාගේ වාර්තාවේ ඉංග්‍රීසි අනුවාදය මේ සමග එවා ඇත.		
 එච්.ඒ.එස්.සමරවීර විගණකාධිපති.		
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දුරකථනය தொலைபேசி }	ඇසල් අංකය பக்ஸ் இல }	ඉදිරිපත් කළ #- மெயில் }
Telephone } 2887028 -34	Fax No. } 2887223	E-mail, } oaggov@slt.net.lk



විගණකාධිපති දෙපාර්තමේන්තුව
கணக்காய்வாளர் தலைமை அபிவிதி திணைக்களம்
AUDITOR GENERAL'S DEPARTMENT



මගේ අංකය
எனது இல.
My No

JP/G/SLIDA/FA/11

ඔබේ අංකය
உமது இல
Your No.

දිනය
திகதி
Date

31 December 2012

The Director,
Sri Lanka Institute of Development Administration.

Report of the Auditor General on the Financial Statements of the Sri Lanka Institute of Development Administration for the year ended 31 December 2011 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 2011 comprising the balance sheet as at 31 December 2011 and the income statement, statement of changes of 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 issued to the Chairman of the Institute on 24 August 2012.

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 Accounting Standards and for such internal control as the management determines is necessary to enable the presentation of financial statements that are free from material misstatements, whether due to fraud or error.

අංක 306/72 පොල්දූව පාර,
බත්තරමුල්ල, ශ්‍රී ලංකාව

දුරකථන
தொலைபேசி
Telephone

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இல. 306/72, பொல்துவ வீதி,
புத்தரமுல்லை இலங்கை

ෆැක්ස් අංකය
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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. 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 judgment, including the assessment of the risks of material misstatements 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 the 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 the 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 qualified 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 effects of 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 2011 and its financial performance and cash flows for the year then ended in accordance with Sri Lanka Accounting Standards.

2.2 Comments on Financial Statements

2.2.1 Sri Lanka Accounting Standards

Instances of non-compliance with SLAS 18 are given below.

- (i.) Fixed assets should be depreciated from the date of purchase but assets purchased during the year under review had not been so depreciated.
- (ii.) The extend and life time of assets had not been considered in determining rates of depreciation and the balance life time of the revalued assets had also not been assessed.
- (iii.) Even though assets costing Rs.16,939,764 which had been fully depreciated as at the end of the year under review and being used, action had not been taken to revalue and adjust to the accounts.

2.2.2 Accounting Policies

The following observations are made.

- (a.) Although the provision for bad debts had been made in the financial statements, the manner of computation or the rate applied had not been disclosed in the accounts.
- (b.) Even though it was stated under accounting policies that the provision for gratuity was made for employees who would complete 05 years of service, provisions had been made for employees, who had completed one year service according to the schedule presented.

2.2.3 Accounting Deficiencies

The following accounting deficiencies were observed in audit.

- (a.)
 - (i) Instead of accounting the cost of 03 motor vehicles purchased during the year under review, the insured value had been brought to accounts and as such the cost of vehicles and the value of capital grants had been overstated by Rs.10,625,000.
 - (ii) A difference Rs.25,458,440 was observed between the cost of fixed assets on which depreciation was provided and the cost of assets shown in the financial statements and as such the provision of depreciation made in the accounts had been understated by Rs.4,761,379.
- (b.) The over payment of Rs.1,674,450 made had been set off against the payable consultancy fees balance and shown only the net balance in the accounts.
- (c.) Expenditure amounting to Rs.736,000 had been posted as a receivable balance and the accounts receivable balance of the year and the surplus had been overstated.

- (d.) The value of electrical equipment had been overstated by Rs. 500,000 in the revaluation of assets.
- (e.) The value of a stock balance amounting to Rs.21,066 had been stated as Rs.476,680 and as such the value of stock in hand as at the end of the year under review had been overstated by Rs. 455,614.
- (f.) A motor vehicle costing Rs.385,000, which had been fully depreciated had been sold for Rs.200,950 in the year under review but its cost or accumulated depreciation thereon had not been adjusted to those relevant accounts.
- (g.) The value of stock of library books totalling Rs. 379,788 received as donations during the year under review had not been brought to accounts.
- (h.) Water charges paid for the previous year amounting to Rs.169,144 had been brought to accounts as expenditure for the year under review.

2.2.4 Unreconciled Control Accounts

There was a difference of Rs.875,051 between the balances shown in the financial statements in 06 items of accounts and the relevant subsidiary records.

2.2.5 Accounts Receivable and Payable

The following observations are made.

- (a.) Out of the total debtors amounting to Rs.26,744,563, 23 balances valued at Rs.908,778 had remained for over 03 years out of which 19 balances valued at Rs.764,465 had remained outstanding for over 05 years.

- (b.) The unsettled advance balances of Rs.1,309,046 had included 36 balances valued at Rs.520,931 remained for periods ranging from 10 to 20 years and 05 balances amounting to Rs.788,115 had remained for the periods from 1 to 8 years. Action had not been taken to recover these balances remained outstanding for a long period even during the year under review.
- (c.) Out of the total creditors of Rs.25,796,270, 24 balances of Rs.2,454,433 had lapsed for more than 03 years out of which 13 balances of Rs.1,048,248 had remained outstanding for more than 05 years.
- (d.) Out of refundable deposits totalling Rs.17,370,338, 127 balances valued at Rs.2,506,578 had lapsed for 03 years out of which 104 balances totalling Rs.703,493 had lapsed for more than 05 years.

2.2.6 Lack of Evidence for Audit

Evidence stated against the following account balances was not made available for audit.

Item of Account	Value	Evidence not made available
	Rs.	
Fixed assets	254,837,736	Properly prepared register of fixed assets and the annual Board of Survey reports.
Computers accessories and software	43,627,026	Detailed schedule including the particulars of computers.
Provisions for depreciation	13,406,655	Detailed schedule, showing the composition of balance.
Payments made for report writing	1,401,629	Copies of reports and related details.
Settlement of advances	198,000	Settlement details, bills and receipts.
Fuel and repair expenses	5,919,975	Daily running charts and monthly performance summaries.
Debtors	2,505,460	Confirmation of balances relating to 28 debtor balances.
Creditors	2,891,463	Confirmation of balances relating to 20 creditor balances.

2.2.7 Non compliance with Laws, Rules, Regulations and Management Decisions.

The following non-compliances were observed.

	Reference to Laws, Rules, Regulations etc.	Non-compliance
(a)	Section 13(1) of the Sri Lanka Development Administration Act No.09 of 1982	The Board of Control should meet at least once a month but only 09 meetings were held in the year 2011.
(b)	Finance Act No.38 of 1971	
(i)	Section 10(5) and Letter dated 20 March 1991 of the Director General of Public Enterprises.	Although the balance money from the net surplus income of the year after utilizing the money for purposes stated in the Act should be credited to the consolidated Fund, it had not been complied with.
(ii)	Section 13(8)	The report under Section 13(7)(a) should be considered by the Board of Control and action proposed to be taken on matters in that report should be informed to the Auditor General within 03 months after the receipt of the report. Although more than one year had lapsed after the issue of the report for the preceding year action had not been taken in terms of the above provision.
(c)	Paragraph 1 and 2.2 of Chapter IX of the Establishments Code.	Out of fees earned by using the knowledge and skills obtained from public service, 10 per cent should be credited to Consolidated Fund but the Institute had not complied with that.

(d) Financial Regulations (F.R.) of the Government of Sri Lanka.

(i) F.R. 188(2)

Action in respect of 26 unrealized cheques and money orders valued at Rs.124,725 had not been taken in terms of Financial Regulation.

(ii) F.R. 371(2)(b)

In granting and settling advances relevant provisions had not been complied with and the 44 balances of unsettled advances for periods ranging from 1 to 19 years as at the end of the year under review totalled Rs.1,309,046.

(iii) F.R. 1647(a)

Although motor vehicles and their equipment should be fully examined such an examination had not been carried out

2.2.8 Transactions not Supported by Adequate Authority

According to the decision of the Cabinet of Ministers No.1024 F/800/29 CD dated 30 November 1963. "Public Corporations" should formulate financial and administrative regulations without delay. Nevertheless, it had not been complied with and instead Government Financial Regulations and the Establishments Code had been followed. However the provisions in Shops and Office Employees Ordinance had been followed in respect of only leave and overtime allowance of officers but the provisions in that Ordinance had not been applied in respect of duty hours and office time. Accordingly a considerable number of duty hours had been deprived of and an overpayment of overtime allowances had to be paid.

2.2.9. Transacts of Contentious Nature

A sum of Rs.12,329,726 in the year under review and a sum of Rs.9,952,915 in the previous year had been paid to the permanent staff and contract basis consultants and to few officers for the performance of such duties as conducting lectures and related course coordination, planning, software development, report writing etc.

Although it was informed that the above payments had been made in accordance with the payment procedure approved by the Minister on 21 August 2007 for the provision of external services it was observed that those services had been carried out during the daily office time. It was revealed in audit that these payments had been made for the performance of functions stated in Section 3(1) of the incorporated Act and this matter had been discussed at the meeting of the Committee on Public Enterprises as well.

3. Financial review

3.1 Financial Results

According to the financial statements presented the operation of the Institute for the year ended 31 December 2011 had resulted in a the surplus of Rs.640,761 as compared with the surplus of Rs.480,323 for the preceding year. An increase of Rs.160,438 in the financial results for the year under review was shown as compared with the preceding year. Increase in the Hostel Occupation Charges amounting to Rs.1,070,558 had been the main reason for this improvement.

- 3.2 As a result of making adjustments for the paragraph 2.2.1 and 2.2.3 of this report a sum of Rs.5.5 million approximately would be adversely affected to the surplus of the year under review shown in the financial statements. As such the operating surplus of Rs.640,761 reported by the Institute would become a deficit due to the above effects.

4. Operating Review

4.1 Performance

4.1.1 Training Activities

- (a.) According to the information made available, details of designed programs during the year under review and the preceding year are given below.

Particulars of Courses and the Year	No. of Courses Designed	No. of Courses Conducted	No. of Participants Selected	No. of Participants Completed Courses	No. of Dropouts
Certificate Courses					
2011	72	30	756	632	123
2010	78	30	890	733	117
Diploma Courses					
2011	19	06	245	208	37
2010	06	04	213	202	11

The following observations are made in this regard.

- (i.) Designed certificate courses not conducted in the year under review and the preceding year amounted to 48 and 42 respectively.
- (ii.) Designed diploma courses not conducted in the year under review and the preceding year amounted to 02 and 03 respectively.
- (iii.) Out of the selected persons for designed certificate courses for the preceding year, and the year under review, 117 and 123 persons had dropped out from the courses respectively.
- (iv.) Out of the selected persons for diploma courses planned in the year preceding year and the year under review, 11 and 37 persons had dropped out from the courses.

- (b.) Particulars of other programs conducted by the Institute during the year, as compared with the previous year are given below.

Description of Courses	Year 2011		Year 2010	
	No. of Courses	No. of Participants	No. of Courses	No. of Participants
Service beginners training programs	01	146	05	610
Capacity building training programs	11	396	06	233
Training of trainers programs	13	286	-	-
Post-graduate programs				
- completed	02	65	02	118
- Being conducted	05	155	06	231
Training consultancy services programs	46	1398	30	901

The following observations are made in this regard.

- (i.) A new Training of Trainers course had been introduced in the year under review and 286 persons had been trained in 13 courses.
- (ii.) 901 persons had been trained by 30 Training Consultancy Programs conducted in the year 2010 and 1398 persons had been trained by 46 courses in the year under review.

4.1.2. Conducting Lectures

- (a.) An internal consultant should deliver 45 lecture hours per month in designed training programs and a detailed summary of delivering lectures by internal consultant in the designed courses in the preceding year and the year under review is given below.

Year	No. Of Consultants	No. Of Lecture Hours to be Delivered During the Year	No. Lecture Hours Delivered	No. Of Lessened Hours (Variance)
2011	18	9,720	2,108	7,612
2010	15	8,100	2,560	5,540

The following observations are made.

- (i.) The Institute had lost 5,540 Lecture hours and 7,612 lecture hours in the previous year and the year under review respectively.
 - (ii.) Total number of lecture hours allocated for a month had not been conducted by any of the consultants in the year under review and the preceding year and only 03 consultants had delivered lectures in the previous year in excess of half of the hours allocated for the year.
- (b.) According to the information made available, a detailed summary of lecture hours conducted by internal and external consultant in the year under review preceding year is given below.

Year	Internal Consultants		External Consultants		Total
	Designed Programs	Consultancy Programs (on Payments)	Designed Programs (on Payments)	Consultancy Programs (on Payments)	
	Lecture Hours	Lecture Hours	Lecture Hours	Lecture Hours	Total Hours
2011	2,108	2,520	4,115	4,172	12,915
2012	2,560	2,226	2,346	2,450	9,582

The following observations are made.

- (i.) Number of lecture hours conducted by internal consultants in the designed courses had decreased by 452 hours as compared with the previous year.

- (ii.) Number of lecture hours conducted in the consultancy programs on payment basis had increased by 294 hours in the year under review as compared with preceding year.
- (iii.) Number of lecture hours conducted by external consultants in designed courses had increased by 1769 hours in the year under review as compared with the previous year.
- (iv.) Number of lecture hours conducted by external consultants in consultancy programs had increased by 1722 hours in the year under review as compared with the preceding year.

4.2 Management Inefficiencies

The following observations are made.

- (a.) A sum Rs.8,620,447 had been given by the International Labour Organization to conduct 97 awareness programs on Public Enterprises regulations to the Public Servants. Although this program had been completed in the year 2008, a balance of Rs.2,000,000 had been retained in the accounts without being settled the relevant payments.
- (b.) Service charges of Rs.3,714,000 and Rs.292,709 had been paid to the Urban Development Authority and the Colombo Municipal Council respectively for the new building complex proposed to be constructed under 02 stages. However, the construction work of the administrative building under stage II had been abandoned and as such a sum of Rs.2,615,738 paid thereon had become fruitless.
- (c.) Repair work of 13 rooms in the hostel closed for repairs since the year 2007 had not been completed even by the end of the year under review. As such, external hostel facilities had to be provided to the trainees of the Institute and a sum of Rs.43,440 had to be spent thereon in the year 2011.

- (d.) Action had not been to transfer the ownership 03 motors vehicles in the name of the Institute received from 02 projects in the years 1997, 2002 and 2008 even up to the end of the year under review.

4.3 Idle and Underutilized Assets

The following observations are made.

- (a.) Two bank savings accounts with balances of Rs.44,715 had remained idle for 04 years including the year under review without being utilized for any useful purposes.
- (b.) Material balances in the 02 main bank (current) accounts of the Institute had been retained during the year under review and the average monthly balance had been Rs.124,799,787.
- (c.) A three wheeler and a motor cycle had been parked without being utilized during the year under review.

4.4 Uneconomic Transactions

In terms of provisions in Municipal Council's Ordinance, the discount can be ascertained in paying rates before the due date relating to the year. However action had not been taken accordingly and as such the Institute had deprived of a discount of Rs.76,222. Further, rates amounting to Rs.762,220 relating to the year under review had not been paid even by 30 July 2012 and as a result, it was observed in audit that the Institute had to pay 20 per cent of warrant/ surcharges amounting to Rs.152,440 to the Municipal Council.

4.5 Identified Losses

The following observations are made.

- (a.) Hostel Charges Institution amounting to Rs.633,150 relating to 05 officers for the period from 2004 to 2007 had not been recovered even up to the end of the year under review. It had not been included in the accounts as well.
- (b.) Even though the estimated cost of the training of trainers course amounted to Rs.9,942,625, the approval of the Treasury had been obtained only for Rs.3,493,320. The total expenditure of the course had been incurred by the Institute and conducted the course, and at the end of the course, foreign training had also been given to the 14 selected participants. It was revealed in audit that a sum of Rs.6,763,915 receivable from the Treasury for the training course had not been recovered even by 15 July 2012. 30 rooms of the hostel had been given to the trainers without charging any fees and as such the Institute had deprived of income which could be earned by the Institute.
- (c.) A sum of Rs.5,583,050 due from 40 applicants who had entered and participated in the post graduate and diploma programs had been written off from books in the previous year. The following observations are made in this regard.
 - (i.) Two applicants from whom course fees were due had admitted to the courses for the period 2008/2010 again.
 - (ii.) Although a sum of Rs.6,750 receivable from one applicant had been written off, it was subsequently observed that he had over paid a sum of Rs.23,250 in excess of the course fees. The overpaid amount had not been refunded to him and also it had not been disclosed in the financial statement as payable.

4.6 Personnel Administration

The following observations are made.

- (a.) According to the personnel plan, 48 vacancies in 21 posts had been vacant as at the end of the year under review.
- (b.) Three persons had been employed in excess of the approved limit of 02 posts of Drivers and Computer Program Analyst in the personnel plan.
- (c.) Fourteen members of staff had obtained 224 days of no pay leave in excess of their annual leave entitlement. Of these 150 days of no pay leave had been obtained by 4 members of consultants recruited on contract basis.

4.7 Build up a Fund for the Provision of Employees Gratuity

Even though a provision of Rs.15,308,325 for gratuity for 62 staff members had been made as at the end of the previous year, attention had not been paid to build up a fund by investing such money. The staff members and the provision as at the end of the year under review had increased to 92 persons and Rs.17,930,529 respectively.

5. Accountability and Good Governance

5.1 Corporate Plan

In terms of paragraph 5.1 of the Public Enterprises Circular No.PED/12 dated 02 June 2003, a Corporate Plan should be prepared. In terms of paragraph 5.1.3 the Corporate Plan approved by the Board of Directors and updated should be presented along with the updated annual budget before 15 days of the beginning of the financial year. Nevertheless the corporate plan prepared the year 2011 and effective thereafter had been approved by the Board of Directors on 29 November 2011.

5.2 Internal Audit

An internal Audit Unit had not been set up from the inception of the Institute up to the end of the year under review.

5.3 Audit and Management Committee

The following observations are made.

- (a.) In terms of Section 7.4.1 of the Public Enterprises Circular No.PED/12 of 02 June 2003 the Audit Committee should meet at least once in 03 months, but the committee meetings were not held during the year under review.
- (b.) According to the provisions of the above circular, a report on the performance of the Audit Committee should be included in the annual report of the Institute. Action could not be taken accordingly; as the committee meetings were not held.

6. Budgetary Control

The budget for the year under review had not been reviewed and up dated periodically. As such variances between the budgeted and actual income and expenditure ranging from 06% to 96% and 15% to 100% respectively were observed. Thus, it was observed that the budget had not been made use of as an effective instrument of management control.

6.1 Tabling the Annual Reports

Delays in tabling the annual reports in Parliament were observed in the previous years as well as the annual report for the year 2010 was tabled in Parliament on 07 June 2012.

6.2 System and Control

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

- (a.) Accounting
- (b.) Cash and Bank Function
- (c.) Fixed Assets
- (d.) Vehicles Utilization
- (e.) Advances
- (f.) Debtors and Creditors
- (g.) Personnel Administration
- (h.) Training Activities

H.A.S. Samaraweera
Auditor General

Auditor General's Report on the Financial Statement of the Sri Lanka Institute of Development Administration for the year ending 31st December 2011 as per Section 14(2(C) of the Finance Act No 38 of 1971.

Comments on the Board of Management about the facts in above report dated 31/12/2012 are given below.

2.2 Opinion on the Financial Statement

**2.2.1 Sri Lanka Accounting Standards
Standard – 18**

- (i) Steps have been taken to make corrections when submitting financial statements for the year 2012.
- (ii) Steps will be taken to introduce a new ratio for Financial Statements 2012 considering the usage of the field.
- (iii) Completely depreciated assets will be recalculated. Accordingly 2012 financial statements will be adjusted. Steps have been taken to correct the recalculation deficiencies of the assets of 2011 and to submit financial statements for 2012.

2.2.2 Accounting Policies

- (a) Agreed. Steps will be taken to reveal the policies and to prepare financial statements of 2012 accordingly.
- (b) Provisions for all employees have been made according to sensibility and steps have been taken to amend policies and to reveal financial statements accordingly.

2.2.3 Accounting deficiencies

- (a) (i) Corrected.
- (ii) Steps will be taken to reconcile assets in the financial statements and the assets in the fixed assets statement. Accordingly correct values will be adjusted when preparing final financial statements for 2012.
- (b) Admit. Action will be taken to correct them through final accounts 2012.
- (c) Error in classification of expenses. Will be corrected.
- (d) Corrected.
- (e) Occurred due to an error in calculation. This will be corrected by Final Accounts 2012.
- (f) Corrected.
- (g) Corrected.
- (h) No need to correct as they are revenue expenditure. However it has been instructed to make no such further mistakes.

2.2.4 Non-Reconciled Control Accounts

Action will be taken to correct them in the schedule.

2.2.5 Receivable and payable Accounts

- (a) Corrected on the approval of Board of Management .
- (b) Corrected on the approval of Board of Management .
- (c) Corrected on the approval of Board of Management .
- (d) Corrected on the approval of Board of Management .

2.2.6 Non availability of Evidences for Auditing

Fixed assets

Fixed assets register has been prepared and Surveys has been conducted. Steps will be taken to prepare its final report promptly.

Computer accessories and software

Steps will be taken to prepare and hand over Computer accessories and software for 2012 as at 31.12.2012.

Depreciations

Steps have been taken to submit with correct documents with Final Accounts of 2012.

Payments for report writing

Payments for report writing have been made according to circular 2007. Copies of the reports are included in the programme files and can be submitted for auditing when necessary.

Fuel and Repair costs

Daily running notes and monthly performance abstracts have been updated properly and steps will be taken to provide those promptly.

Debtors

Steps will be taken to support the balances for the year 2012.

Creditors

Steps will be taken to support the balances for the year 2012.

2.2.7 Non-Compliance with the Rules and Regulations and Management Decisions

- (a) The Board of Management consists of Ministry Secretaries who are senior public officers and this situation is a result of postponement of meetings due to these officials being busy. Steps are taken to minimize this situation now.

(b) Finance Act No 38 of 1971

- i. Steps will be taken for this in the future.
- ii. Report as at 31/12/2011 was produced to the Board of Management on 24/01/2013 according to section 13(7)A.

(c) Para 2.2 of Chapter ix of the Establishments Code

This has been included as a fee payable upon approval for the public officers working in the Ministries and Departments and performing some tasks at personal level. However, the advisors of the institution obtain allowances for performing the tasks assigned by the institution. A formal payment procedure is available in the Institute for this type of payment. These provisions are specified in this procedure and they pay 10% for the tasks performed by them at personal level.

(d) Financial Regulations of the Government of Sri Lanka

- i. FR 188 (2)
Settled.
- ii. FR 371 (2) (a)
Agree. Unsettled advances of 2008, 2009, 2010, 2011 have been settled properly and steps have been taken to produce the unsettled balances of the previous years to the Board of Management and to settle them.
- iii. FR 1647 (a)
Presently steps being taken to conduct relevant investigations as per FR 1647 (a)

2.2.8 Transactions not confirmed by an adequate Authority

Administration and Disciplinary Procedure of the institution is formulated according to the Employees Ordinance and steps will be taken to prepare the relevant regulations.

2.2.9 Controversial Transactions

Payments for lectures, Co-ordination of Instruction Courses, planning, Software development, Report writing are made according to the circulars for obtaining external services.

3. Financial Review

3.1 Financial Results

4. Operational Review

4.1.1 Training Activities

- (a) i/ii When considering capacity development programme and the refresher courses implemented as compulsory programmes during the years 2012 and 2011, the refresher course conducted for Planning Officers during the year 2010 comprised of 11 modules for 05 days and this 11 modules were used for 06 batches throughout the year. Accordingly, 66 training courses 05 day short courses with 11 modules were conducted for 06 batches and the total number of training days were 330 and the number of training hours is 1980. Further under capacity development programme 03 courses have been carried out consisting of 24 days for 4 groups of class III SLAS officers. The total number of training days are 72. In addition 40 day training programme for 03 groups of Class III SLAS officers were held and the total number days were 120. Further 15 day training were conducted for SLAS officers on merit basis while 80 day training were conducted for officers on limited basis.
- Refresher courses implemented in 2011, consisted of 10 study modules and were continued as 04 groups throughout the year. Accordingly 40 courses have been carried out for 04 groups as 10 short term courses each, lasting for 05 days. They consisted of 200 course days and 1200 hrs. Further under capacity development programme 04 courses have been carried out consisting of 24 days for 4 groups of class 1 SLAS officers. Accordingly No. of course days were 96. Further 30 day courses have been carried out for 6 groups of class III SLAS officers consisting of 180 days in total.
- Further majority of training programmes being held at 2011 and 2010 were carried out for a fee, causing a decrease in the number of courses held in the year. 2/3rd of courses carried out in the year has been conducted on paid basis while only 1/3rd have been conducted free of charge.
- Limited number of lecture halls due to re-orientation and repair of halls.
- (iii) Considerable number of those who have been selected for planned certificate courses have left them. However the relevant heads of departments hold the power to make the selected officers participate in our courses. The inability to release the officers for the courses, personal grounds, and inconvenience to pay course fee and obtaining leave are out of our control.
- (iv) Considerable number who joined the diploma courses have left them. The reason for the same are the inconvenience to pay course fee and obtaining leave, not completing the examinations properly, which are beyond our control.

- (b) (i) In 2011, there was a decision to change the training methodology. 13.5 day courses for training the trainer were carried out in a number of districts. Accordingly 286 trainers have been trained and the total number trained in the year 2011, is 462.
- (ii) According to Sri Lanka Development Administration Ordinance No. 09 of 1982, it is our duty to provide training consultancy services. Accordingly these training consultancy services are carried out according to the requests of the external institutions. These finances are used to cover expenses of the institutions according to the funds provided by the General Treasury.

4.1.2 Conducting

- a) (i)/(ii)/(iii) Although the number of lectures are less under the above observations, instructors are engaged in a number of activities. They are engaged in providing courses, co-ordination, consultations in respect of project reports, supervision and observation of district training programmes, participating in meetings, referring documentation for lectures, preparation of reports and handouts etc.
- b) (i) Although the number of lectures are less under the above observations, they are engaged in a number of activities. They are engaged in providing courses, co-ordination, consultations in respect of project reports, supervision and observation of district training programmes, participating in meetings, referring documentation for lectures, preparation of reports and handouts etc.
- (ii) According to Sri Lanka Development Administration Ordinance No. 09 of 1982, it is our duty to provide training consultancy services. Accordingly these training consultancy services are carried out according to the requests of the external institutions. These finances are used to cover expenses of the institutions according to the funds provided by the General Treasury.
- (iii) Lecturers with expert knowledge had to be employed for certain subject matters. Specially external consultation services have to be obtained in certain modules in Capacity Building Programmes. (Tamil – English)

4.2 Management deficiencies

- (a) Steps will be taken to settle this in the year 2012.
- (b) Admitted. Above construction work was stopped as it was proposed to construct a full fledged training institute in Nuwara - Eliya with the objective of decentralizing training activities after preliminary activities.
- (c) These 13 rooms have been repaired; by now they are allocated for students. The residential facilities in the outside institutions are provided only in instances where the residential facilities have to be provided compulsorily.

- (d) The vehicles 18-2096, GI 4694 have been returned to the relevant institutions. Further though requests have been made for the assignment of vehicle no. 300-4289 it has not yet been approved.

4.3 Inactive and underutilized assets

- (a) These accounts were opened to operate foreign projects received from the outside institutions a few years back and steps have not been taken to close them at the end of the projects. Therefore, this situation occurred and necessary steps have been taken to find necessary information and to close the accounts.
- (b) Steps have been taken to invest extra money temporarily.
- (c) Admitted Arrangements were made to repair these 02 vehicles but later decided to dispose them as it costs a very high amount.

4.4 Non-Economical Transactions

Steps have been taken to pay assessment fees without delay from 2012.

4.5 Identified Losses

- (a) Report including the facts in this regard has been forwarded to Board of Management on 24/01/2013 and a decision was made as continuing these values unnecessary.
- (b) Further action is being taken to obtain this money from the General Treasury. The charges to be levied from the officers who obtained the residential facilities have also been included here.
- (c) (i) Action will be taken to correct this.
(ii) Action will be taken to correct this.

4.6 Staff Administration

- (a) Recruitment procedure has been prepared and steps will be taken to fill the approved vacancies.
- (b) As the number of drivers are short in comparison with the number of vehicles a driver has been recruited on secondment basis for two years.

When amending the number of employees one post with the combination of data exhibitor and data analyst of the same salary scale” and two posts of data exhibitors were proposed to be created.

- (c) Those officers have been informed about taking no pay leave.

4.7 Setting up a fund for Provisions for Gratuity for the Employees.

Only reservations are made and no steps have been made to set up a fund by investing. This has been discussed in Audit and Management meetings and steps will be taken to make investments after the receipt of Management Board Approval according the report of the committee.

5. Accountability and Good Governance

5.1 Corporate Plan

This situation has arisen as certain time was required to amend the corporate plan considering the change of the methodology of education.

5.2 Internal Audit

- (a) Action has been taken to establish the Audit Unit appointing an internal auditor on the approval of Management Board of Management on 22/11/2012.

5.3 Audit and Management Committees

- (a) Presently, implemented properly.
- (b) Steps will be taken to correct this when preparing the annual report from the year 2012.

5.4 Budgetary Control

Maximum efforts are made to forecast estimates according to the corporate plan and action plan. This situation has arisen due to the changes made on the corporate plan 2011.

Steps are taken to forecast the achievable targets with maximum accuracy in preparation of income estimates. However on uncontrollable grounds positive and negative fluctuations may occur. Yet action have been taken to continuously review the income of 2012 and to obtain accurate values for 2012.

5.5 Tabling the Annual Reports

After the auditor General's report 14(2) for 2010 was received and the printing was done, It was forwarded to the line ministry, The ministry of public administration and Home affairs for tabling in parliament. Steps have been taken to present the reprint on schedule in 2012.

6. Systems & Controls

Following the observation of the Auditor General, special attention has been paid to shortcomings the systems and controls field and necessary step will be taken to regularize them with the guidance of the board of Management

B. Wijayaratne
Director