**Periodic Institutional Review**

**conducted by the**

**Ministry of Education, Higher Education and Vocational Education**

**2024**

**Institute**

**National Institute of Social Development (NISD)**

**Review Panel**

**Professor Emeritus Deepthi Bandara**

**Professor Indira Nanayakkara**

**Dr. Ranga Rodrigo**

**Mr. K. K. K. Dharmathilaka**

**Mr. T. Dharmarajah**

**National Institute of Social Development (NISD)**

# Contents

# 1  Introduction

## 1.1  Preamble

The development of a quality higher education system is a strategic priority of any nation aiming for prosperity of its subjects. In Sri Lanka, the State has been the only provider of higher education for the most part of the higher education's journey in history. However, State higher education is highly competitive and the number of placements available is always exceeded by the number who qualify for higher education.

In the late 1980s other local providers initiated higher education provision which gathered momentum in the late 1990s and currently, there is a significant number of these providers.  It is imperative that the quality of higher education provision in the country is comparable and of an acceptable standard regardless of the type of provider.  Hence this exercise of conducting periodic reviews of Non-State Higher Education providers was to ensure that such higher education provision is of acceptable minimum standard in order to ensure that all students in Sri Lanka have comparable educational experience when enrolled at a State or Non -State Higher Education Institute.

From 2013, the Ministry of Higher Education has granted degree awarding status to a number of Non-State higher education providers. Currently there are fifteen such Degree Awarding Institutes (DAIs) which have been operational for more than 5 years.  These 15 DAIs were subjected to the 5- year periodic review in this exercise. Guidelines for review of such DAIs had been formulated by a Technical Advisory Committee appointed by the Secretary to the Ministry of Higher Education in 2023.  These guidelines were introduced and explained to the DAIs by the Non-State Division of the Ministry. The Division had then requested the DAIs to submit a Self-Evaluation Report of Compliance (SERC) as was the necessity for the review, which was submitted by the respective DAIs by 31$^{st}$ August 2024.

The objective of the review was to evaluate the compliance by the DAI to the formulated guidelines and to inform the DAI of their status as a DAI which would be permitted to enroll students and continue operation in the future. It was and also to report on any commendations of their operation and to recommend any actions to fulfill essential and necessary requirements.

Sri Lanka's Strategic positioning in the Asia Pacific region provides an excellent opportunity and advantage for her to contribute to the National economy and country's development by maintaining a healthy balance in its' inward/outward student mobility. Thus, in conducting such periodic reviews they also provide opportunity and insight to successful DAIs to aspire in attaining global standards in higher education in the future and attract student populations of diversity in pursuit of lifelong learning.

## 1.2   Appointment of panel by MOHE

In April 2023, the Secretary to the Ministry of Higher Education appointed 3 panels of reviewers to undertake the 5-year periodic reviews.  Each panel comprised 5 members selected on specific qualifications required to conduct such reviews and a chairperson was appointed for each panel.  All reviewers were provided with training on the guidelines for reviewing the SERC by the Non-State Division of the Ministry.

## 1.3   Panel members

The members appointed to the panel to review the NISD were

Prof Deepthi Bandara – Professor Emeritus, University of Peradeniya – Chairperson

Prof Indira Nanayakkara – Professor in Commercial Law, Former Dean, Faculty of Law, University of Colombo -member

Dr. Ranga Rodrigo- Senior Lecturer, Former Head, Dept. of Electronics and Telecommunication Engineering, University of Moratuwa - member

Mr. K. K. K. Dharmathilaka – Registrar, University of Kelaniya - member

Mr. T. Dharmarajah – Practicing Chartered Accountant, Amerasekera Company - Member

## 2 Methodology adopted by Panel for the review

### 2.1 Desk review – Individual

Once the SERC was received by all members of the Panel from the Non-State Division of the Ministry, the chairperson called a zoom meeting to discuss the methodology to be adopted for the successful completion of the review. Hence at this meeting it was decided that each member would first go through the entire SERC individually. Accordingly, each member of the panel perused the SERC for the 7 Prerequisites and the 6 Criteria with all the standards for each criterion which amounted to 42 standards. Each member observed the claim made by the Institution for each standard and then observed the evidence uploaded as hyperlinks to support their claim of compliance through documents pertaining to the institution independently while noting down any other documents necessary which were not available and to be checked at the site visit. Any standard for which a claim was not made was also noted.

### 2.2 Desk review – Panel Discussion on individual reviews

Once the desk review was completed by members individually, regular zoom meetings were called by chairperson where the panel members discussed their observations, and the marks assigned to the standards. The members clarified issues pertaining to the claims and evidence submitted by the Institute and came to a consensus on the final marks for the desk review by the panel. The panel also noted the points for clarification from the desk review and actions to be taken at the site visit.

### 2.3 Site visit

Once the desk review was completed the chairperson of the panel informed the Non-State Division the date for the site visit to NISD. An agenda to be followed at the site visit was also sent to be forwarded to NISD. Information was also sent on the expected slide presentation format to be made by the NISD at the first session with the higher management. Formats for obtaining attendance of stakeholders at the NISD were also sent for forwarding to NISD.

Accordingly, the panel visited the NISD on the 16th of December 2024, and the site visit was conducted following the schedule, and more details were gathered while clarifying points from the desk review while recording attendance of the relevant meeting groups during the site visit (attached as annexures to the final report). The schedule of the site visit is given in Annex 1.

## 2.4  Computation of Compliance

During the desk review and site visit, the computation of marks for compliance was achieved by using the following table given in Table B1 of the guidelines for the 5- year periodic review.

**Table B1: Score Guide for Each Standard**

| Claim of Extent of Achievement by Entity | Documentary Evidence provided to Support the Claim by Entity | Assigned Score | Descriptor | Explanation of the Descriptor |
|---|---|---|---|---|
| Meets the stated requirement | Justified | 3 | Good | No issues |
| Meets the stated requirement | Not Justified | 2 | Adequate | Few issues |
| Below the stated requirement | Justified | 1 | Barely Adequate | Major issues |
| Below the stated requirement | Not Justified | 0 | Inadequate | Not relevant |

Performance of each Criterion was derived by totaling the scores gained in all the standards in respect of the Criterion. The value obtained as the 'raw criterion-wise score' was converted to the 'actual criterion-wise score' using Table B2 provided in the guidelines for the periodic review.

This Table had been proposed in the guidelines recognizing the variance in the relative importance of the 6 criteria in the process. The allotted differential weightages are on a thousand scale. Hence the weightages given in the following Table were used for calculating the 'actual criterion-wise score'.

**Table B2: Differential Weightages of Criteria**

| Criterion Number | Criterion | Weightage on a thousand scale |
|---|---|---|
| 1 | Governance | 150 |
| 2 | Management | 150 |
| 3 | Financial Viability | 250 |
| 4 | Physical Resources | 200 |
| 5 | Academic Planning Process and Quality Assurance System | 150 |
| 6 | Academic and Research Competencies of Staff | 100 |
| Total | | 1000 |

**Performance of a NSHEI for Compliance**

The overall performance of a NSHEI for compliance with the Criteria and standards depends on **two factors**: NSHEI's **overall score** as a percentage and the actual criteria-wise score in relation to the **minimum weighted score** of respective criteria. Weighted minimum score of a criterion represents 60% of the weightage assigned to that criterion on a scale of 1000 in Table 3.

An NSHEI must achieve an overall percentage of at least 70% and score equal to or more than the weighted minimum score for each of all six criteria in order to satisfactorily comply with the requirements.

**Table 3– Weighted Minimum Score for Each Criterion**

| Criterion Number | Criterion | Weighted minimum score* |
|---|---|---|
| 1 | Governance | 90 |
| 2 | Management | 90 |
| 3 | Financial Viability | 150 |
| 4 | Physical Resources | 120 |
| 5 | Academic Planning Process and Quality Assurance System | 90 |
| 6 | Academic and Research Competencies of Staff | 60 |

*Represents 60% of the values given in Table 2

When an NSHEI satisfied both above requirements it was determined that the NSHEI shows compliance with the requirements of the Ministry.

## 3  Institute description

**i. NSHEI reviewed – brief introduction**

The Ceylon Institute of Social Work commenced in 1952, and it was upgraded to the National Institute of Social Development (NISD) in 1992 and was established by Act No. 41 of 1992. It was recognized by the UGC in 2005 as a DAI. The Vision and Mission of NISD was stated.

Offer of a bachelor's degree commenced in 2005. It was upgraded to offer master's degree in 2008 in collaboration with Queen's University, Canada. Currently it offers Diplomas, Bachelors, master's degrees. Other degrees were initiated in 2024.

**ii. Key points declared by Institute**

Key information requested had been provided for the 5 years 2019 – 2023.

The Academic staff numbers have increased from 20 to 28 during this period while the student numbers have increased from 184 to 861. The staff-to-student ratio has changed from 10:1 to 35: 1.

Graduation rates and employment rates were unavailable.

**iii. Methodology adopted to compile SERC**

The SERC compiling process had been initiated in June 2023. A CQA was established allocating 10 M LKR with a Director and Deputy Director mainly to ensure the compilation process.

In compiling the SERC, the following steps have been taken.

Step1: Initial planning and coordination – Senior lecturer, lecturer, Director, Research Assistant

Step 2: Data collection and analysis – for each criterion, compilation of information

Step 3: Evidence gathering – 17 entities were formed – meeting minutes, other data, workshops, documents, minutes of monthly progress meetings were maintained.

Step 4: Outlining the responsibilities of staff for comprehensive coverage of each criterion.

# 4 Final Score Calculation and Decision

## 4.1 Criteria Scoring

**Score guide with descriptors: 0– Inadequate, 1– Barely Adequate, 2 – Adequate, 3 – Good**

### 4.1.1 Pre-requisites

| Prerequisites | Requirement | Examples of Evidence | Observations of evaluators and comment/s |
|---|---|---|---|
| **P1: Registration of Entity** | a. The Entity shall be established and Registered under the provisions of Companies Act No.7 of 2007 (Companies Act) **or** Board of Investment (BOI) Sri Lanka Law No. 04 of 1978 as amended **or** A State Entity shall be established under an Act of Parliament /Cabinet Approval / Gazette Notification or any other relevant legislation.<br><br>b. The Entity shall make available documents conveyed to the relevant Ministry/Authority of any amendment to the information provided during the previous review. | a. Copy of the Certificate of Incorporation/ Approval under BOI Law, Copy Parliament Act / Cabinet Approval / Gazette Notification /Any other relevant document<br><br>b. Amended copy of the Certificate of Incorporation/ Approval under BOI Law, Copy Parliament Act / Cabinet Approval / Gazette Notification /Any other relevant document | NISD was established by the National Institute of Social development Act No. 41 of 1992.<br><br>P1 complied |
| **P2: Objectives of the Entity** | a. Instrument of incorporation of the entity shall include provisions for higher education under the 'Objects Clause' if registered under the Companies Act No 7 of 2007 or in the equivalent section in any other piece of legislation. | a. Copy of the Articles of Association or relevant Act highlighting the relevant clause/s. | Objectives of NISD are well defined under Section 3 (a), (b), (c), (d), (e), (f) and (g). |

| | | | |
|---|---|---|---|
| | b. The Entity shall have teaching/learning, research and outreach in Higher Education as the main objectives. | b. Copy of the incorporation highlighting the relevant objectives | Teaching/learning, research and outreach are depicted in Section 3 (b), (d) and (g). P2 complied |
| **P3: Contact Information** | The Entity shall name a senior staff member of the Entity as its contact person who shall act as the focal point so that he will be responsible for the Institute providing all the necessary documents and communicating with the panel. | Name and designation of contact person, Official telephone numbers, Postal address where official letters can be delivered to, electronic mail address of the Entity, Proposed website. | Available with the documents P3 complied |
| **P4: Deregistration of Entity (Liquidation and Winding up)** | The Articles of Association shall include a clause to specify that prior permission or prior intimation be given to relevant Ministry / Authority before embarking on any action towards liquidation / winding up of the Entity. If there are any other agreements with different partners (academic and financial), they would have to be informed prior to any winding up and their approval also taken before informing to Ministry. | Copy of the Articles of Association highlighting the relevant clause, if registered under the Companies Act, or in the equivalent section in any other piece of legislation | No liquidation and winding-up clause is needed since this is a government owned organization. P4 complied |
| **P5: Operational site of Entity** | The entity shall disclose the type of ownership/possession of the land and building where the operational site/s are situated. | If purchased - Deed of Transfer with extracts from the land Registry, If possessed by way of a State Grant/Vesting - vesting Order/Certificate, If intending to purchase - Agreement to Sell duly registered with extracts from the land Registry, If possessed by way of a lease - Lease agreement duly registered and the relevant extracts from the land registry (The deeds and other documents should be authenticated by a lawyer as to its validity) | Details of operational site were given together with the documents and copies of deeds and connected documents of Divisional Secretary/Katana. P5 complied |

| P6: Academic Programs: | The institute should offer at least one recognized degree program at the time of periodic review. | List of recognized degrees offered by the Institute, and the degrees offered in affiliation with foreign universities (if any). | Conducts two-degree programs as follows.<br>1. Bachelor of Social Works<br>2. Master of Social Works<br>Letter of Secretary/UGC No. UGC/AC/Recog/NISD dated 03-02-2017<br><br>P6 complied |
|---|---|---|---|
| P7: Audited Financial Statements | The institute should demonstrate the financial capacity to operate as a Degree Awarding Institute. | Audited financial statements of at least past three years certified by the Auditor General/Chartered Accountant as applicable. | Audited Financial Statements are provided with the Annual Reports, 2023, 2022, 2021, 2020, 2019<br><br>P7 complied |

## 4.1.2 Criterion 1: Governance

**Scope:** There should be a governance structure with clearly defined hierarchy such as a Board of Governors or Board of Management, an Academic Syndicate (or Senate), Faculty Boards, Academic Departments, and Centers /Units. The composition and functions of such bodies must be clearly defined. Moreover, the roles and responsibilities of relevant officials involved (i.e. Chief Executive Officer, Deans, Heads of Departments, Registrar, Bursar, etc.) who are accountable for administrative, academic and financial matters should be identified and clearly stated.

| Sub Criterion | Standard No. | Standard | Examples of Evidence | Justification for scores by evaluators | Final evaluation score |
|---|---|---|---|---|---|
| 1.1 Governance Structure of the Entity | 1.1.1 | The entity shall disclose its governance structure and profiles of the members. (Annex 1) | • Proposed Organogram which includes main divisions of subjects and responsible officials in-charge of each division<br>• Clear indication of whether local or affiliated | The governance structure of the NISD is comprised of two main bodies: the Governing Council and the Academic Affairs Board. The Governing Council, established by the Act, serves as the highest administrative authority, overseeing all administrative and financial matters while providing strategic direction and final approval for institutional policies and decisions. This Council is chaired by the Secretary of the Ministry and includes eight members appointed by the Minister, each serving a four-year term. The Academic Affairs Board functions as an executive body dedicated to academic matters, focusing on the development of academic policies, program development and quality assurance. The SER claims that its composition includes the Director General of the NISD, academic representatives from state universities, and Divisional Heads of the institute. | 3 |

<table>
<tr><td></td><td></td><td></td><td></td><td>In the 1.1.1 folder, there are three subfolders. The documents in folder 1.1.1.3 cannot be opened. Folder 1.1.1.1 contains both the new and old versions of the organizational structure of NISD. The sub folder 1.1.1.2 contains the curriculum vitae of members of the Governing Councils for the years 2018 to 2024. The new version of the Organogram has specified the divisions of subjects along with the officials responsible for each division. Profiles of the Members of the Governance Body are provided in 1.1.1.2.</td><td></td></tr>
<tr><td></td><td>1.1.2</td><td>The Articles of Association of the Company shall include provision for higher education under the 'Objects Clause'.</td><td>• Copy of the Articles of Association highlighting the relevant clause/s<br>•</td><td>The NISD is not a registered company. Therefore, Articles of Association is not relevant to its operations. It was established under Parliament Act No. 41 of 1992. This Act formally recognizes NISD as an educational entity authorized to confer undergraduate and postgraduate degrees, as specified in Section 3(c). The Institute's specific objectives, detailed in Section 3, encompass the promotion of social work and social development education, as well as the provision of undergraduate and postgraduate courses in these disciplines. The academic authority of the institute is acknowledged in Section 5 of the Act. Accordingly, Sections 3 and 5 of the Act contain provisions related to higher education. SER claims that in 2005, the University Grants Commission (UGC) officially recognized the National Institute of Social Development (NISD) as a degree-awarding institution. This recognition was formalized by an order under Section 25A, which was</td><td>3</td></tr>
</table>

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| 1.2 Delegation of Authority | 1.2.1 | 1.2.1. The Entity shall delegate its academic, administrative and financial powers in accordance with its organogram and its Governing Authority shall be answerable to the Minister in charge of the Subject of Higher Education. (Annex 2) | • Organogram of the Entity may reflect the delegation of financial authority, administration and academic duties <br><br> • | published in the Gazette Extraordinary No. 1395/15 on June 1, 2005. <br><br> The Organogram of NISD clearly illustrates the delegation of authority. It is structured in a three-tier system. The Governing Council is the highest governing body (S. 6 of the Act), followed by the Academic Affairs Board (AAB), which oversees academic matters akin to a university Senate. Heads of Divisions and Departments manage undergraduate and postgraduate academic standards, with academic decisions primarily made by department heads, supported by directors of various divisions. The Faculty Board represents all academic staff. <br><br> Administrative decisions involve collaboration among department heads, directors, the Additional Director General, the Director General, the Governing Council, and the Ministry. <br><br> Financial management follows a structured approval process, initiated by the Governing Council and requiring further approvals from the Director of Administration and Finance, the Additional Director General (Academic), and the Director General. All budget allocations must be approved by the Finance Committee to ensure proper oversight of financial resources. | 3 |

| 1.3 Composition of the Academic Syndicate | 1.3.1 | The Entity shall have an Academic Syndicate which will be the main academic decision-making body where the Chair and 2/3 of the members must be academics who have no conflict of interest with the entity. (Annex 3) | • The Academic Syndicate with a minimum of 07 members <br> • <br> • Profiles of the Academic members who shall have a minimum postgraduate qualification at SLQF level 10 and with 3-year experience in a relevant academic discipline | The SER claims that NISD's Academic Syndicate is referred to as the "Academic Affairs Board" (AAB) established under the provisions of the Act. The Academic Affairs Board is composed of ex-officio members and representatives appointed to ensure a comprehensive and informed perspective. Ex-officio members include the Director-General of the Institute, academic staff members appointed by the Chairman, and representatives from prescribed universities in Sri Lanka. All members of the AAB, including the Chairperson, are academics. The profiles of the academic members are given from 2018 - 2023 and their CVs indicate that most of them possess a postgraduate qualification at SLQF level 10, along with a minimum of three years of experience in a relevant academic discipline. The subfolder 1.3.1.2, containing the profiles of the academic syndicate members, is inaccessible. However, this information was provided at the site visit. | 3 |
|---|---|---|---|---|---|
| 1.4 Disclosures of Changes in the entity since incorporation | 1.4.1 | 1.4.1. Any changes in the governing authority since incorporation shall be informed to the Minister in charge of the Subject of Higher Education. (Annex 4) | • Copy of change of composition certified by the Registrar of Companies (NSHEIs) <br> • Copy of the letter from the Secretary of the relevant line Ministry <br> • Proof of any amendments made to governing framework including the articles of association (if any). | The following changes have taken place from 1952 to the present, according to the SER: <br><br> 1. Established in 1952 as a voluntary organization in the name 'Institute of Social Work in Sri Lanka.' <br> 2. Evolved into the Ceylon School of Social Work in 1964. <br> 3. Renamed the Sri Lanka School of Social Work in 1972 to emphasize its educational focus. <br> 4. Offered in-service training and certificate courses in Child welfare and social work only in English until | 2 |

| | | | | 1978. |
| --- | --- | --- | --- | --- | --- |
| | | | | 5. Introduced a two-year Diploma program in Social Work in local languages in 1978, with curricular improvements guided by the United Nations. 6. Elevated to an independent institution in 1987 by the University Grants Commission. 7. The National Institute of Social Development was established in 1989, approved by the Cabinet. 8. Officially renamed and upgraded by the National Institute of Social Development Act No. 41 of 1992. 9. Granted degree-awarding status by the University Grants Commission in 2005 under Section 25A of the UGC Act. 10. Currently operates as a government establishment under the Ministry of Women, Child Affairs, and Social Empowerment. Some of the changes are outlined in Annexure 1.4.1, titled "Memories of the Past." Additionally, certain changes can be found in Act No. 41 of 1992. | |
| | 1.4.2 | 1.4.2. The Entity shall disclose its status as a public or private company. If private, its status as non-profit or for-profit and of any religious affiliation. | • Copy of the Certificate of Incorporation | Since NISD is not an incorporated company, the requirement of Copy of the Certificate of Incorporation does not apply. | N/A |

| 1.5 Compliance with Acts, Ordinances, Codes, Frameworks and Circulars | 1.5.1 | The governing authority shall comply with the relevant provisions of respective Acts, Ordinances and their amendments, rules and regulations—and Articles of Association where appropriate. | • Proof of compliance as highlighted in the Auditor's report <br> • Universities Act <br> • Companies Act <br> • SLQF <br> • BOI laws and regulations as applicable | The SER claims that NISD complies with various Acts and regulations, including: UGC circulars, the National Education Policy Framework (2020-2030), Management Services Department circulars, and guidelines from the Department of Public Enterprises, SLQF guidelines. <br><br> Key documents and regulations include: <br> - UGC Act: Section 25A of the Universities Act No. 16 of 1978 <br> - University Student Charter – 2012 <br> - Prohibition of Ragging and Other Forms of Violence in Educational Institutions Act No. 20 of 1998 <br><br> All academic programs and activities are aligned with the Sri Lanka Qualifications Framework (SLQF) and national education policies, ensuring high standards. <br><br> To support this, NISD has attached letters issued by specific government institutions, the Universities Act, and the SLQF guidelines under section 1.5.1. <br><br> Annexure 1.5.1. | 3 |
| | 1.5.2 | Strategic Plan / Corporate Plan of the Entity shall align with the National Higher Education Policy Framework | • Alignment to the most recent Higher Education Policy and its amendments | The SER claims that the institute's Strategic Plan and Corporate Plan are aligned with the National Higher Education Policy Framework. Supporting documentation in Annexure 1.5.2 provides evidence of this alignment, specifically with the latest National Higher Education Policy (2022) and its amendments. The folder demonstrates how the entity's Strategic Plan reflects key objectives and | 3 |

| | | | | priorities outlined in the National Higher Education Policy, ensuring consistency with its goals for academic excellence, accessibility, inclusivity and relevance to national and global standards. However, the institute's commitment to aligning its long-term planning and operational strategies with national policy directives has not been adequately addressed. | |
|---|---|---|---|---|---|
| | 1.5.3 | Vision and Mission Statements of Entity shall include clearly and articulate publicly the Entity's commitments to reflect National, Regional and International trends in Higher Education | • Corporate Plan/Strategic Plan | The SER claims that the Vision and Mission of NISD explicitly convey its commitment to social work, focusing on social development and empowerment, in alignment with the objectives of the Ministry of Women, Child Affairs and Social Empowerment.<br><br>The statements presented in Annexure 1.5.3, NISD indicate the institute's dedication to align with national, regional, and international trends in higher education. Although the documentation demonstrates this intent, the alignment is not clearly articulated, requiring refinement to ensure it explicitly reflects the entity's commitments to global and regional academic advancements. | 2 |
| 1.6 Policy and Framework on Internationalization | 1.6.1 | The Entity shall have an explicit policy on alliances with off-shore Universities/HEIs and cross border delivery, international student | • Internationalization plans (examples: research collaborations, exchange of students/staff, academic collaborations, | The annexures in section 1.6.1 indicate that NISD has outlined policies and frameworks regarding internationalization. These annexures demonstrate that NISD is actively engaged in international collaborations, such as research partnerships, student and staff exchanges, academic collaborations and outreach activities. However, | 3 |

| | | recruitment, and staff/student exchange. | outreach activities)<br>• Corporate plan<br>• | there is insufficient evidence of implementation or outcomes of these initiatives. The attachments primarily focus on sending staff to foreign conferences, with no substantial proof of active alliances with foreign universities, cross-border program delivery or the recruitment of international students. | |

## 4.1.3 Criterion 2: Management

**Scope:** The management of a Degree Awarding Institute shall be carried out through the guidance of Standing Committees appointed by the Governing Council/Board of Management, in accordance with the management procedure. Such Committees shall address all issues related to general administration, academic administration, financial management, and disciplinary and welfare matters.

| Sub Criterion | Standard No. | Standard | Examples of Evidence | Justification for scores by evaluators | Final evaluation score |
|---|---|---|---|---|---|
| 2.1 Management of Entity | 2.1.1 | The Entity shall put in place an appropriate organizational structure, governance and management system. | • Proposed Organogram which includes main divisions of subjects and responsible officials in-charge of each division<br>• Clear indication of whether local or affiliated | Claim available. It is a public entity, managed as a public enterprise, functioning as a statutory body under the Ministry of Women, Child Affairs, and Social Empowerment. It is a local entity. Established by an Act.<br><br>A Governing Council, Faculty Boards, Academic Affairs Board (Senate) available. In the new structure there is a DG, Additional DG (Dean) and a Director of Admin and Finance who oversee related matters. Organogram of old and new structures available. Organigram is well defined and documented as a Govt. Institute. Accepted as complied with the guidelines. | 3 |
| 2.2 Corporate/St rategic Plan | 2.2.1 | The Entity shall have a 3 year Corporate/Strategic Plan | • A Corporate/Strategic Plan for 3 years with annual renewal (rolling plan) | Currently there is no Corporate Plan which. is rolling. A CP of 2019-2021 is available. As rolling plans, a revised Action Plan of 2019, and a revised Action Plan of 2021 (decision taken at a GC meeting on 30.9.2021) are available. Common claim with 2.2.2.<br>Need to have and submit a strategic/corporate plan with rolling out plan. Institute depends on the ministry. | 2 |

| | 2.2.2 | Inclusion of mandatory cadre positions for both academic and academic support staff categories according to organogram | • Mandatory cadre positions- Academic and Academic support staff | A Table comprising Position, Qualifications and Job Description is available for Academic Staff (Senior Lecturer, Senior Training Officer, Senior Research Officer, Lecturer, Training Officer, Research Officer). Common claim with 2.2.1. Information is necessary for academic support staff and all required cadre positions | 2 |
|---|---|---|---|---|---|
| 2.3 Human Resource Development | 2.3.1 | Lists of duties for mandatory cadre positions with relevant qualifications required to perform such duties for each position<br><br>* For the conduct of any program, the coordinator must have a qualification higher than the qualification offered or the same qualification with minimum two (02) years of seniority in qualification<br><br>* For monitoring purposes, it is prudent that the HOD of a program have a qualification higher than the qualification offered or the same qualification with minimum two (02) years of post-qualification experience in the same field. | • Lists of duties (job profiles) for each position<br>• Stated qualifications required for each position<br>•<br>• Annex 2.3.1: Mandatory Cadre Positions with Qualifications and Remit (duties) of all officers | Claim available- common for 2.3.1, 2.3.2, 2.3.3. Available with names of officers for Position, Essential qualifications, Job description (Remit) – Academic, Academic Support and Non-Academic Staff<br>Annex 2.3.1 available. Lists of duties and mandatory cadre positions were available to the standard. Accepted as complied | 3 |

| | | | | | |
|---|---|---|---|---|---|
| | 2.3.2 | Inclusion of schemes of recruitment, service conditions and entitlements and promotion procedures | <ul><li>SORs</li><li>Promotion Procedures</li><li>Adherence to the regulations and circulars as issued by the Specified Authority on recruitment and promotions of academic staff.</li><li>Annex 2.3.2: Human Resource Capacity of Proposed/On-going HEI</li></ul> | Summary of existing human resource capacity at NISD available. Academic – 28, Academic support -02, Non-Academic- 64 with a total of 94. SORs of Research Assistant, Registrar, Lecturer, Training Officer, Research Officer, English Instructor, Assistant Registrar, Librarian, Assistant librarian available. Promotion procedures are available. Scheme of Recruitments, promotional procedure together with salaries and cadre were in line with guidelines specified | 3 |
| | 2.3.3. | Inclusion of a Staff Development Plan and Succession Plan for academic and academic support staff grades prepared in line with Corporate/ Strategic Plan | <ul><li>A compulsory Staff Development Program (Including teaching practice) for all academic staff to be completed within 02 years after recruitment</li><li>Succession plan</li></ul> | Staff training for 2018, 2019, 2020, 2021, 2022 available. Names and Programs available. There is no SD program with teaching practice. A succession plan – partly available. Succession plan did not depict sustainability of the institute. | 2 |
| 2.4 Auditing | 2.4.1 | Monitoring and supervision mechanism which includes an Internal Auditing Committee including composition established within the entity or with the assistance of a hired audit | <ul><li>The Internal Audit reports duly certified by the Audit committee on the adequacy and effectiveness of the Entity's internal</li></ul> | Internal Audit Plans of 2019, 2020, 2021, 2022, 2023 available. Content acceptable. Risk register – no signature, Audit and Management Committee reports for 2019- 2023 (4 reports each) available with signatures. Internal auditing process was done and submitted with evidence. Accepted as complied. | 3 |

| | | | | | |
|---|---|---|---|---|---|
| | | firm, if necessary. | controls giving adequate emphasis to the risk factors Audit and management committee reports | | |
| | 2.4.2 | Monitoring and supervision mechanism which includes an External Audit annually | • External Auditor's report as per the Companies Act Sri Lanka Accounting and Auditing Standards Act no 15 of 1995 Or • In the case of State affiliated Higher Education Institutes Auditor General's report as per the National Audit Act | As a Govt. Institute, the Auditor General report was mandated and submitted for evaluation. Accepted as complied. | 3 |
| | 2.4.3 | Composition of an Audit and Management Committee and implementation mechanisms | • Minutes of the Audit and Management Committee | Minutes of audits of 2019 (4), 2020, 2021, 2022, 2023 - 4 each available. 2024 – 01. All signed. The Audit and Management Committee is properly conducted, and minutes were made available. Accepted as complied with the guidelines Common claim for 2.4.1, 2.4.2, 2.4.3 | 3 |
| 2.5 Annual Financial Statements/ Annual Reports | 2.5.1 | In respect of an existing higher education entity availability of Annual Financial Statements / Annual Reports depicting the financial status and the operation of last five | • Financial progress submitted as per standard format to comply with all rules and regulations including the Sri | Annual Reports of 2018 – 2023 available in correct format. Signed. Annual Financial Statements were made available for five years. Similarly, the institute has submitted an annual report as mandated by the Govt. Rule. Accepted as complied with the guideline. Claim available. | 3 |

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| | | consecutive years. | Lanka Accounting Standards certified / confirmed by relevant authority <br> • Annex 2.5.1: Financial Progress submitted as per standard format (Annual Reports) <br> Annual financial statements/ Reports of last five consecutive years. | | |
| 2.6 Investment Plan | 2.6.1 | Availability of an investment plan for possible expansions | Detailed Investment plan – eg. buildings/infrastructure/ | Claim available and good. NISD's own revenue generated from training programs etc. In 2017 there has been a Council proposal for construction of NISD building complex. A business plan for 2025 – 2029 available. A master plan is proposed – no date. Since the NISD depends on the Govt. Grants, it was not a sound investment plan. However, NISD shall have its future developments to meet the need of higher education in future | 2 |

## 4.1.4 Criterion 3: Financial Viability

**Scope:** The Entity shall clearly demonstrate its financial capacity and viability. Further, it must provide assurance and place sureties in place to face contingencies/emergencies and meet the compensations for students and employees if the Entity is faced with suspension of its operation and activities.

| Sub Criterion | Standard No. | Standard | Examples of Evidence | Justification for scores by evaluators | Final evaluation score |
|---|---|---|---|---|---|
| 3.1 Investment Requirement | 3.1.1 | The financial strategy shall be consistent with the Scale of the operation<br><br>(The above figures may vary depending on the nature of the program/s to be offered by the applicant)<br><br>For any additional study program, the investment requirement, which shall be made available for approval<br><br>(Local and Foreign Company is defined as when 51% or more of the shareholding is owned by citizens of Sri Lanka it is considered as a Local Company and vice versa- as certified by the Company Secretary) | • Financial Strategy (current and future - 3 years)<br>• Documents for availability of funds (own funds and/or bank facilities) Note: The above will be applicable to the NSHEIs/Govt. owned companies.<br><br>The above documents should be certified by a Chartered Accountant | • A comprehensive financial strategy is forwarded as a part of SERC.<br>• Documents on the availability of funds and bank facilities have been provided. Bank confirmations were obtained from NSB and People's Bank for bank balances and fixed deposits. NISD has Rs. 139 M in the fixed deposits as at the date of submission of SERC. | 3 |

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|---|---|---|---|---|---|
| 3.2 Projected Investment | 3.2.1 | The proposed financing strategy shall state the minimum investment for Non-Current Assets and Current Assets. | Documents for financial credibility as per the Corporate Plan, Provisions available in Govt. Annual Estimates and projected financial statements certified by a Chartered Accountant<br><br>Annex 3.2.1: Projected Investments for each of the ongoing and proposed programs excluding minimum investment for Local Company / Foreign Company. | • In the annual budget forecast NISD includes a provisional sum of money for capital expenditure. However, they have not forecasted a massive amount of capital expenditure for a longer period, maybe due to the fact that NISD has to follow Treasury Circulars in budgeting of capital expenditure.<br>• The financial forecast is based on a comprehensive analysis of KPIs for each and every division.<br>• The corporate plan has explained the outlines of their strategic directions.<br>• | 2 |
| 3.3 Source of Finance | 3.3.1 | The source of finance shall clearly be stated with the objective of ascertaining financing other than for working capital management. | • The state of equity capital, debt capital and/or any other source: local/foreign Audited Financial statements[1], Bank confirmation, any ownership or lease-hold rights of other assets any pledges, liens on these asserts.<br>• Documentary evidence for any other sources of financing<br>• Share certificates<br>• Debt equity ratios, debt to asset ratios, etc.banking facilities. | • Audited financial statements for the five (05) years ended 31 December 2023 were submitted. Last three (03) consecutive years the audit report issued by the Auditor General has not issued an un-qualified (clean) report due to accounting classifications are not in line with the relevant Sri Lanka Public Sector Accounting Standards.<br>• Bank confirmations of banking facilities and bank accounts have been submitted.<br>• The net assets of the entity were Rs. 177 M at the end of the year 2023. It was reported in the year 2022 Rs. 152 M and 2021 Rs.147M which is a favorable financial status.<br>• Reported Long-term liabilities | 2 |

| | | | | comprise of Loan Fund and employees benefits as at end of 2023 was Rs. 33 M and net equity was Rs. 284 M. Therefore, debt equity ratio and debt to assets ratios are very favorable.<br>• Long-term financial sustainability is reflected in the financial information of the entity. | |
|---|---|---|---|---|---|
| | 3.3.2 | Organization should maintain proper working capital | • Current assets and current liability statements<br>• Bank facilities (short-term)<br>Short term liquidity ratios (current asset ratios, quick asset ratios, etc.) | • As at 31/12/2023 reported the current assets of NISD were Rs.177 M and current liabilities were Rs. 4 M which shows adequate net current position of NISD. Working Capital Ratio was very favorable through how last five (05) financial years. | 3 |
| 3.4 Financial Profile of the Entity | 3.4.1 | The Entity shall make disclosure of Bankers' details and bank confirmations certified by authorized officers of respective banks in the last three consecutive years (up to the date of application) of the Entity. | • Validated Bankers' details and certified bank confirmations of respective banks in the last three consecutive years (up to the date of application) of the Entity.<br>• Audited financial statements (Auditor should be a practicing Charted Accountant) for last three consecutive years (up to the date of application) in the case of the Entity<br>• Bank confirmation should be on existing funds of the entity, any loans obtained, any pledges and liens, banking facilities such as any ODs obtained, etc.<br>a ratio analyses on profitability, liquidity, solvency, and investor-related ratios | • Bank confirmations were submitted.<br>• In the year 2023 NISD has reported a profit/surplus of Rs. 12 M. The corresponding figure for the year 2022 was Rs. 21 M.<br>• Further cash generated from the operations in the year 2023 was Rs. 18 M and the corresponding figure for the previous year was Rs. 34 M. | 3 |

| | 3.4.2 | The Entity shall put in place a proper system to make effective investment decisions. | • Investment decision making committee reports<br>• Relevant Board approvals /Higher authority approvals<br>• Details of the lists of organizations in which investments have been made<br>• Investment appraisals and due diligence reports | • Details of the investment of the entity has been Submitted. | 2 |
|---|---|---|---|---|---|
| 3.5 Alignment of financial forecast with corporate plan | 3.5.1 | The Entity shall make available a financial forecast based on a Corporate Plan / Strategic Plan for the next five consecutive years | • Financial forecast in the corporate plan should include the following:<br>  ➢ Academic development<br>  ➢ Infrastructure development<br>  ➢ Human resource development<br>  ➢ Extra curricula activities<br>  ➢ Corporate Social Responsibility Environment and ethical consideration (The forecast financial statements should include income statements, statements of financial position, cash flow statements and any notes including the assumptions prepared for these statements. These forecasted statements should be certified by a Chartered Accountant.) | • The financial forecast for a period of five (05) years has been included in the report. | 2 |

## 4.1.5 Criterion 4: Physical Resources

**Scope:** The Entity shall have established all physical facilities required to operate as a higher educational Entity. The Entity must have an administrative complex and facilities for educational activities. These include administrative complex/building, lecture rooms, auditorium, student teaching and training laboratories, library, computer facilities, sports and recreational facilities, a cafeteria and rest rooms, and in the case of professional courses, the institution must have its own training Entity facility/hospital or have access to a suitable training facility/hospital, as the case may be. If the training facility /hospital is a government concern, partnership shall have been formalized by means of a Memorandum of understanding and shall be implemented through an Agreement.

| Sub-criterion | Standard No. | Standard | Examples of Evidence | Justification for scores by evaluators | Final evaluation Score |
|---|---|---|---|---|---|
| 4.1 Proposed Master Plan | 4.1.1. | A Master plan depicting all details of the entity | Approved master plan of the entity Annex 4.1.1 – Master Plan of the Entity | The institution is housed in a building (approximately 93,000 square feet) in a 2.1 ha land in Seeduwa. The master plan does not show an increase of building area although the number of students has steadily increased over the last few years. The report says it can accommodate 1500 students. | 3 |
| | 4.1.2. | An approved building plan (existing/new) | Approved building plan – existing/new of the entity with Certificate of Conformity, where relevant Annex 4.1.2: Building Plan of Entity | The plan of the building has been provided. The approval from the Divisional Secretary, Katana has been provided. | 3 |
| 4.2 Intended facilities from other institutes | | 4.2.1. Partner Entity with facilities for specific training needs. | Memorandum of Understanding or Memorandum of Agreements with Training and Internship placement providers. | A number of memoranda of understanding between NISD and local and foreign institutions has been provided. Field placement information (students, and institutions) has been provided. However, most of these institutions are District Secretariats. | 3 |

| | | | Evidence of Industry/internship placement with students' details and placement details | | |
|---|---|---|---|---|---|

## 4.1.6 Criterion 5: Academic Planning and Development Process and Quality Assurance System

**Scope:** The Entity shall clearly demonstrate its capacity to plan and conduct academic training programs that would meet the standards and quality assurance criteria defined by the Specified Authority.*. This includes availability of qualified academic and technical staff for academic development and planning, teaching/training material development, and conduct educational programs and examinations and institutional arrangements for internal and external quality assurance mechanisms and procedures.

* These requirements may vary depending on whether applicable for undergraduate or postgraduate degrees.

| Sub Criterion | Standard No. | Standard | Examples of evidence | Justification of scores by evaluators | Final Evaluation score |
|---|---|---|---|---|---|
| 5.1 Ongoing/ Continuing/ Intended Programs | 5.1.1 | The institute has a clearly articulated process for Curriculum Planning. Justification for the list of Academic Study Program/s that is/are offered during last 5 years and program/s to be offered within the next 5 years. | • List of academic program/s that were offered during the last 5 years and to be offered/continued in next five<br>• (5) years with justification.<br>• Background to the program/s<br>• Tracer studies of programs<br>• Minutes of relevant committee meetings | NISD has satisfied the requirement in 5.1.1, by demonstrating a comprehensive process for curriculum planning and development, as outlined in their submission. The institute has implemented a clear and structured curriculum development process that aligns with both national and international standards for degree programs, adhering to the SCAQA program review and approval process. A Curriculum Development Committee (CDC) has been established to create high-quality, outcome-based curricula in social work and social development, with oversight and input from SLQF experts. Necessary revisions to current programs have been carried out with approvals from the Academic Affairs Board (AAB) and council, supported by allocated resources. These efforts have resulted in updated curricula for the MSW and BSW | 3 |

| | | | | programs, along with a new prospectus and detailed syllabi.

Over the past five years, NISD has offered one undergraduate program (Bachelor of Social Work) and one postgraduate program (Master of Arts). NISD plans to expand its offerings by introducing four new undergraduate programs (B.A. [Hons] in Counseling Psychology, Bachelor of Sociology, B.A. [Hons] in Anthropology, and B.Sc. [Hons] in Gerontology) and two postgraduate programs (Doctor of Philosophy and Master of Philosophy). These proposed programs are fully aligned with the Sri Lanka Qualifications Framework (SLQF), ensuring compliance with all its standards and expectations.

To substantiate these claims, NISD has provided detailed documentation in folder 5.1.1, which includes minutes of curriculum review meetings and comprehensive details of program development. Stakeholder input has been sought through surveys, questionnaires, interviews, and consultations with former students, practitioners, government officials, and service users. NISD has clearly met the criteria set forth and has successfully addressed the stated requirements. | |

| | 5.1.2 | The qualifications and related abbreviations of the programs in operation should comply with the SLQF. | • The given name/s as per the SLQF guidelines<br>• Program qualifications and abbreviations | The qualifications and related abbreviations of the programs in operation should comply with the SLQF. The NISD has submitted the required documentation in accordance with SLQF guidelines as specified in Annex 5.1.2. This includes details of the program qualifications, and their corresponding abbreviations as outlined in Annex 5.1.2. However, the program qualifications and abbreviations are incorrectly stated and require correction to align fully with the SLQF standards. Additionally, the student handbooks for the BSW 2019-2020 and MSW 2020-2021 programs are available, and work is ongoing on the proposed programs. | 2 |
|---|---|---|---|---|---|
| 5.2 Quality Assurance | 5.2.1 | The ongoing and continuing academic study programs shall be in compliance with the Sri Lanka Qualification framework applicable to them | • The structure of the ongoing and continuing study program shows compliance with intended SLQF level.<br>• Copy of a degree certificate/s<br>• Copy of an academic transcript/s | The NISD has submitted documentation to demonstrate compliance with the SLQF for all its programs. This includes details on the structure of ongoing programs, curriculum outlines, mapping of SLQF criteria to degree objectives and program learning outcomes as well as academic transcripts. The documentation is available in folders 5.1.2 and 5.2.1. Although the submission includes an MSW results sheet and a BSW transcript, no degree certificates have been provided. This omission renders the claim incomplete and not fully compatible with the requirement. NISD needs to include copies of the degree certificates to establish full compliance with the SLQF guidelines. | 3 |

| | 5.2.2 | The ongoing and continuing academic study programs should be aligned with relevant Subject Benchmark Statements | • List of Subject benchmarks referred to both local / international<br>• Minutes of Academic syndicate showing reference to adoption of SBMs<br>• benchmarks | NISD claims its commitment to delivering high-quality academic programs aligned with the latest educational standards. The institute has developed all its programs in accordance with the updated 2015 version of the Sri Lanka Qualifications Framework (SLQF) and has adopted the Subject Benchmark Statements (SBS) in Social Work and Counselling, initially implemented by NISD in 2013. Additionally, NISD utilizes the Subject Benchmark in Social Work approved by the Quality Assurance Agency for Higher Education (QAA-UK). Beyond these frameworks, NISD adheres to the QAAC Sri Lanka Code of Ethics for Teachers and aligns its practices with the Global Standard for Social Work Education and Training established by the International Association of Schools of Social Work (IASSW) and the International Federation of Social Workers (IFSW), as well as the IFSW Professional Code of Ethics for social workers.<br><br>In support of its claims, NISD has included the following documentation in subfolder 5.2.2: The Global Social Work Statement of Ethical Principles (IASSW); The Final Report on the Restructuring of NISD Academic Programmes Part I (2012–2013), which includes revisions to the curricula for the Diploma in Social Work and the Diploma in | 2 |

| | | | | Counseling; The Subject Benchmark Statement for Social Work, which outlines the academic standards expected of graduates, detailing the knowledge, skills, and understanding students should possess upon completing their studies and providing a comprehensive description of the discipline. Additionally, the relevant minutes from the Subject Benchmark Panel (located in subfolder 5.2.2.2) reference the proposal and adoption of Subject Benchmark Statements (SBMs). Specifically, item 4.13 of the minutes mentions the proposal of SBMs. However, it is noted that much of the supporting documentation, including the Final Report on Restructuring from 2012–2013, is outdated. While the QAA-UK Subject Benchmark for Social Work is available, further work is necessary to ensure alignment with more current standards and frameworks. NISD must update its documentation and practices to fully meet this requirement. | |
|---|---|---|---|---|---|
| | 5.2.3 | An internal quality assurance framework is available with required procedures in place | • Evidence for compliance with the framework<br>• Resources | The NISD claims a strong commitment to enhancing its internal quality assurance framework, with a policy approved by the Governing Council emphasizing student engagement in quality assurance. The internal quality assurance mechanisms are aligned with the institute's 5-year corporate plan, 3-year strategic plan and annual action | 2 |

| | | | | plans, ensuring a structured approach to maintaining and improving quality. In accordance with UGC standards, NISD established the Center for Quality Assurance (CQA) in 2023, which plays a central role in implementing quality assurance measures. The CQA organizes workshops to improve the quality of responses from service providers and students. Additionally, the Internal Quality Assurance Cell (IQAC) coordinates with the CQA to optimize quality assurance efforts. Since its establishment, the CQA has been responsible for submitting reports to the Faculty Board, Academic Advisory Board (AAB), and the Governing Council for monitoring and quality enhancement processes.

The folder 5.2.3 includes extensive documentation to support this claim: The CQA Strategic Plan for 2023–2025, which aligns with the latest National Higher Education Policy (2022); Appointment letters for the Quality Assurance Unit (QAU) issued in 2022; Relevant Governing Council papers from 2024 and Quality assurance reports from Regional Centers. Although the CQA was formally established in 2023, much of the documented work, including strategic planning and reporting, has been undertaken in 2024, reflecting active and ongoing quality | |
|---|---|---|---|---|---|

| | | | | assurance initiatives. These efforts demonstrate NISD's commitment to maintaining an internal quality assurance framework that complies with national standards and enhances institutional effectiveness. | |
|---|---|---|---|---|---|
| 5.3 Human Resources and Staff Development | 5.3.1 | Adequate human resources availability for conduct of ongoing and continuing academic study programs | • Human Resource Development Plan<br>• Academic cadre positions (Permanent / Visiting/Contract Basis)<br>• Consent from the visiting / contract basis academics specifying the period of availability<br>• Academic /professional qualifications of the staff<br>• Anticipated Staff/student ratio<br>• Staff Development Policy<br>• Relevance of the qualifications of staff to teach subjects<br>• Teaching hours of each lecturer to be verified based on lecture records, payments, from students, evidence for their services, etc<br><br>• Obtaining confirmations from the lecturer itself | The NISD claims that it has established a comprehensive human resource policy and development plan that addresses recruitment, retention, performance appraisal and career development. The distribution of responsibilities across the institute is equitable, supported by a sufficient number of qualified academic and non-academic personnel, in accordance with established work norms. The institute also engages field experts and visiting lecturers to conduct lectures, seminars, and workshops as recommended by the Academic Affairs Board. NISD's staff development policy emphasizes both induction training and ongoing professional development to ensure continuous capacity building among its staff.<br><br>Folder 5.3.1 contains extensive documentation substantiating these claims, including: Human Resource Development Plans (HRD) for 2022 and 2023; Details of academic cadre positions for four bachelor's programs currently in progress; Consent | 2 |

| | | | | forms from visiting and contract faculty, although some lack dates, and others are from July 2024, raising doubts about their consistency. Appointment letters from 2022 are also included. Qualifications of academic staff, which are relevant to the subjects taught; Non-academic qualifications for 64 officers. Anticipated staff-to-student ratios (S:S) from 2019 to 2023: 10:1, 15:1, 23:1, 28:1, and 31:1, indicating progressive adjustment to accommodate increasing student numbers; Teaching hours for lecturers, verified through lecture records, payment evidence, and other documentation; Policy on Human Resource Development (2024); Relevance of staff qualifications, which has been deemed acceptable for the programs offered. Additionally, the NISD Act No. 42 of 1992 provides the legal framework for recruitment processes, granting NISD the authority to hire staff as required.

Although the documentation supports the claim of adequate human resources, certain areas, such as undated consent forms and appointment letters, require further clarification to eliminate discrepancies and ensure full compliance with the stated requirements. | |

| | 5.3.2 | Availability of a staff development policy for human resource development | • Staff development policy<br>• Records of staff development programs in last 5 years | The NISD claims that it has a staff development policy in place to support human resource development. The policy, which became effective on 11.07.2024, outlines the framework for promoting professional growth and capacity building among staff. Documentation in subfolder 5.3.2 includes the staff development policy and records of staff development programs conducted over the last five years. These records indicate the following:2019: Three staff development programs were conducted. 2020: One program was conducted. 2022: One program was conducted. 2023–2024: Two programs were conducted. Staff training programs have included participation at the University of Colombo and other relevant institutions, highlighting the institute's efforts to provide quality training opportunities. Furthermore, the study leave policy, which was developed in 2013, continues to support staff members pursuing higher education or professional development.<br><br>Although the staff development policy is relatively new, the institute has demonstrated a commitment to staff development through documented programs and initiatives over the past five years. The | 2 |

| | | | records of staff development programs for the past five years are not available. | |
|---|---|---|---|---|

## 4.1.7  Criterion 6: Academic and Research Competencies of Staff (Overall)

**Scope:** The Entity shall have a minimum number of academic staff on a permanent basis or on long-term contracts. The academic staff must possess basic and postgraduate qualifications from recognized Universities in the relevant field together with sufficient teaching experience\*. They also should have information and a plan for academic and non-academic cadre positions, a suitable staff development program, and continuing professional development. Moreover, the academic staff should possess competencies and demonstrate continuous engagement in research and development.

\* These requirements may vary depending on if applying for undergraduate or postgraduate degrees.

| Sub Criterion | Standard No. | Standard | Examples of Evidence | Justification for scores by evaluators | Final evaluation Score |
|---|---|---|---|---|---|
| 6.1 Organizational Structure encompassing Research & Development | 6.1.1. | The Entity recognizes post graduate training, research innovation, scholarship, and commercialization as core functions as reflected in the Strategic Plan and organizational structure. | • Strategic Plan- There should be a strategic goal in the plan. Financial Viability -> Budget should include Staff Development as a mandatory feature.<br>• Prospectus/Handbook<br>• Post graduate support -Evidence on postgraduate training facilities and arrangements (leave etc.) | The strategic plan does not explicitly address research, and while the prospectus of postgraduate programs has been provided, the institution has only one Ph.D. holder on staff, which poses a significant challenge to advancing research. The NISD Strategic Plan 2023–2025 highlights four key areas, though their relevance to research is unclear. The Bachelor of Social Work (BSW) handbooks from 2019–2020 and 2020–2021 include research-related courses such as Basic Research Methods, but the final draft of the Master of Social Work (MSW) 2023 prospectus does not highlight research. International postgraduate opportunities are available, but a structured approach to strengthening internal research capacity is needed. | 2 |
| | 6.1.2. | The Entity promotes a research culture and research excellence | • Evidence of Research Committees<br>• MoU/MoA with any National Funding Agencies<br>• Database of research and research publications | The institution has a Research and Publications Division and a Division of Social Development Policy, with action plans available for 2019–2023. A research budget exists, but there is no direct allocation specifically for research, with | 2 |

| | | | | | |
|---|---|---|---|---|---|
| | | | • Staff training budget<br>• Research Budget | funding primarily allocated for printing the institution's journal. While initiatives have been taken to provide research allowances, the primary research goal appears to focus on social work surveys conducted for other organizations. A database of research publications is available, along with three MoUs for collaboration with national agencies and Research Committee documents from 2024. Faculty meeting minutes from 2019 to 2023 and the postgraduate prospectus have been provided. Two staff members have received full scholarships for higher studies, and three others are pursuing Ph.D. degrees through various schemes. The institution's curricula include research-related course modules, but a broader research agenda beyond social surveys is needed to strengthen research capacity and impact. | |
| | 6.1.3. | Entity provides access to postgraduate studies for its academic staff and research students to develop a range of skills and knowledge. | • HR plan for PG studies<br>• SDC activity plan<br>• Percentage of academic staff with postgraduate qualifications | The institution has a staff development policy, though it does not specifically address research. Eight relevant policies, most of which are from 2024, are available, and all staff members hold postgraduate qualifications. While there is no Staff Development Cener (SDC) activity plan, two staff members have been awarded full scholarships for higher studies, and three others are pursuing Ph.D. degrees under various schemes. | 2 |
| 6.2 Industry Relationships | 6.2.1 | Institution has made links with relevant industry/s applicable to the proposed study program/s | • Evidence of staff interaction with Industry<br>• Internship placements<br>• Proposed degree/s relevance to | The report does not provide a claim on staff interaction with industry, but six documents detailing such interactions are available. Internship placements for | 2 |

| | | | the industry/s<br>• MoU/MoA with industry/s | students are documented for 2021/2022, 2023, and 2024. Additionally, there are documents on proposed degrees for 2023 and 2024, as well as three MoUs with international universities from 2019. While there are links for providing training and consultancy services, there appears to be no established links for research collaboration. | |

## 4.2  Table with Scores for the 6 Criteria and Final Score

| Criterion No. | Assessment Criteria | Weight | Raw Score | Converted Actual Score | Weighted Minimum Score | Above WMS (Y/N) |
|---|---|---|---|---|---|---|
| 1 | Governance | 150 | 25 | 139 | 90 | Yes |
| 2 | Management | 150 | 29 | 132 | 90 | Yes |
| 3 | Financial Viability | 250 | 17 | 202 | 150 | Yes |
| 4 | Physical Resources | 200 | 9 | 200 | 120 | Yes |
| 5 | Academic Planning and Development Process and QA | 150 | 16 | 114 | 90 | Yes |
| 6 | Academic and Research Competencies of Staff | 100 | 8 | 67 | 60 | Yes |
| | **Total Score** | **1000** | **104** | **854** | | |
| | **Total Score (%)** | | | **85.40** | 70 | Yes |

## 4.3  Decision – Compliance/Non-Compliance

The NISD has obtained the minimum score of 60% for each of the 6 criteria and a score above 70% as the final score.  Hence the panel declares that the NISD shows compliance with the guidelines of the Ministry of Education, Higher Education and Vocational Education in the periodic institutional review of Degree Awarding Institutes, conducted in 2024 by the Ministry.

# 5 Commendations and Recommendations

**Commendations**

- The SER and related documents clarify that the AAB comprises academic members, who constitute two-thirds of its composition, and confirm that these members are free from any conflicts of interest.

- The institution has demonstrated strong growth and collaboration, with a substantial building area of approximately 93,000 square feet on a 2.1 ha land in Seeduwa.

- Current students and graduates spoke highly of the Institute's commitment and supportive nature to them.

- The dedication and commitment by the director and the staff members of NISD to uplift the quality of education at NISD is greatly appreciated.
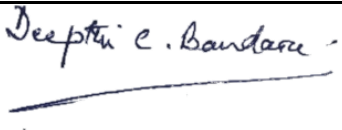
**Recommendations**

- The changes outlined in Annexure 1.4.1, as well as those found in Act No. 41 of 1992, be accompanied by sufficient documentation to substantiate these changes.

- The institute enhances its commitment to aligning its long-term planning and operational strategies with national policy directives to ensure comprehensive integration and effectiveness.

- To refine the documentation to clearly articulate the alignment with the entity's commitments to global and regional academic advancements. This will ensure that the intent is explicitly reflected and understood.

- To strengthen its claim on the internationalization framework, NISD needs to provide additional evidence of established partnerships, ongoing research collaborations, student and staff exchange programs and other internationalization efforts to demonstrate alignment with its stated goals. Currently, the policy framework lacks supporting evidence to validate its execution.

- The institution needs to have and submit a strategic/corporate plan with rolling out plan.

- More information is necessary for academic support staff and all required cadre positions.

- A succession plan to depict sustainability of the institute has to be drawn up.

- A staff development plan with teaching practice for academic staff needs to be designed.

- NISD has its future developments to meet the need of higher education in future with a sound investment plan.

- Given the steady increase in student numbers, the institution should consider expanding its building capacity to accommodate future growth. It is essential to update the master plan to reflect potential expansions in building area.

- Additionally, exploring partnerships beyond District Secretariats for field placements could diversify students' exposure and enhance their practical learning experiences.

- The program qualifications and abbreviations must be reviewed and corrected to ensure full alignment with SLQF standards.

- NISD provide copies of the degree certificates to ensure full compliance with the SLQF guidelines, as the absence of these documents makes the claim incomplete.

- NISD updates its documentation and practices to ensure alignment with current standards and frameworks. This includes revising the outdated supporting documentation, such as the Final Report on Restructuring from 2012–2013, and ensuring that the QAA-UK Subject Benchmark for Social Work is fully integrated with more current standards and frameworks.

- The institute enhances its commitment to staff development by ensuring that comprehensive records of all staff development programs and initiatives from the past five years are documented and maintained. This will not only provide a clearer overview of the institute's efforts but also support future planning.

- Further clarification should be provided for certain areas, such as undated consent forms and appointment letters, to eliminate discrepancies and ensure full compliance with the stated requirements, despite the documentation supporting the claim of adequate human resources.

- The institution should prioritize the development of a comprehensive research strategy within the strategic plan, with clear objectives for expanding research initiatives. This includes allocating dedicated research funding, fostering research collaboration with external organizations, and enhancing internal research capacity by hiring additional Ph.D. holders and supporting current staff in research development.

# 6 Acknowledgements

1. The Review panel conveys its appreciation to the Director General and all academic and other staff members of the NISD for their cooperation and hospitality during the review and especially at the site visit.

2. It also conveys its thanks and appreciation to the Director – Non-State Higher Education Division and other officers of the Ministry of Education who cooperated and assisted the panel throughout the review of NISD.

| | |
|---|---|
| Professor Emeritus Deepthi Bandara<br>Chairperson of review panel | |
| Professor Indira Nanayakkara<br>Member of review panel | |
| Dr. Ranga Rodrigo<br>Member of review panel | |
| Mr. K. K. K. Dharmathilaka<br>Member of review panel | |
| Mr. T. Dharmarajah<br>Member of review panel | |

**List of Annexes**

Annex 1: Periodic Institutional Reviews of NSHEIs-Agenda for Site Visit

Annex 2: Attendance Sheets

Annex 3: Representative Photographs Taken at the Site Visit

# Annex 1: Agenda for Site Visit

**Periodic Institutional Reviews of NSHEIs**

**Panel: Prof Deepthi Bandara, Prof Indira Nanayakkara, Dr. Ranga Rodrigo, Mr. K. K. K. Dharmathilaka, Mr. T. Dharmarajah**

| Time | Activity/Notes |
|---|---|
| 8.30 a.m. | Reviewers' arrival |
| 8.30 – 10.00 a.m. | Opening remarks by the Chairperson of the Panel (5 min)<br><br>Presentation on the Institute by Senior Executive (30 min)<br><br>Brief presentation on the review methodology by Panel (10 min)<br><br>Introductory meeting with senior executive/administrative staff<br><br>The Head of the Institute, key people responsible for Academic Affairs, Legal affairs, financial affairs, Administration, Physical Resources and Student Welfare to be present at this meeting. |
| 10.00 - 11.00 a.m. | Inspection of documents (Evidence) including inspection of LMS, student information management system and any other electronic resources. All evidence should be in electronic format except when such cannot be presented electronically.<br><br>Notes: Documents submitted as evidence in the SERC as well as any additional documents in support of the claims requested by Panel after desk review should be made available in a single location, organized by Prerequisite/Category/Annexes.<br><br>A person to assist with locating information if necessary to be available.<br><br>Working Tea |
| 11.00 – 11.45 a.m. | Meeting with Senior academic/admin staff<br><br>Academics holding administrative responsibilities: Head of the highest academic body, Deans of Faculties, Heads of Departments, Librarian, Senior Admin staff responsible for examination matters and quality assurance. |
| 11.45 a.m. - 12.30 p.m. | Meeting with academic staff (Teaching staff not having administrative responsibilities including instructors, demonstrators) |
| 12.30 - 1.00 p.m. | Lunch |

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|---|---|
| **1.00 – 2.00 pm** | Tour of the facilities (guided tour)<br><br>● Observing learning and related environment (Lecture halls, Labs, Computer lab)<br>● Observing facilities (Health center, Physical Education Centre and Sports facilities, Cafeteria, Library, and other relevant facilities etc.) |
| **2.00 - 2.30 p.m.** | Meeting with current students<br><br>Note: A sample of approximately 35 students across all approved ongoing programs, years of study, and different levels of academic performance, gender and ethnicities to be selected – details to be given to panel in advance of the site visit |
| **2.30 - 3.00 p.m.** | Meeting with graduates<br><br>Note: A sample of approximately 25 graduates across all approved ongoing programs to be selected – details to be given to panel in advance of the site visit.<br><br>A zoom meeting also will be acceptable if some graduates cannot be present in person<br><br>Working Tea |
| **3.00 - 3.30 p.m.** | Meeting with technical staff (Laboratory technical staff, IT, maintenance etc.) |
| **3.30 - 4.15 p.m.** | Private discussion of panel and report writing |
| **4.15 p.m. - 4.45 p.m.** | Wrap up meeting and departure of reviewers |

## Annex 2: Attendance Sheets

NISD

Attendance: Meeting with Senior Executive/ Administrative Staff

Date: 15/12/2024

| Name | Designation | Signature |
|------|-------------|-----------|
| Dr Raveendra Wijeduli | DG. | |
| V. Varun | ADG | |
| V. Jeyemban | D/SST | |
| L. K. Pushpakanthi | D / Admin & Finance | |
| Dinidu Thanshi | Registrar | |
| Deepthi Nisoshika | Senior Training officer | |
| S.S. wedisinghe | Senior Training offiar | |
| B.K.S. Keanerathne | Training officer | |
| Ivonne Jayasekona | Training Offices | |
| S. Balamakthy | Lecturer | |
| T. Thasilee | Lecturer | |
| S. Itenivertut | S/ Reduolter | |
| M.H.I. Sanjasan | Lecturer | |
| K. C. K. De Thabeas | Lecturer | |
| F. Z. M. Maqshood | English Instructor | |

**Attendance: Meeting with Senior Executive/ Administrative Staff**

Date: ...16./.12...../.2.021..

| Name | Designation | Signature |
|------|-------------|-----------|
| J.C. Hettiarachchi | T/c | |
| S. E. mendis | A/o and A/R (*o*) | |
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**Attendance: Meeting with Academic Staff**

Date: 16.12.2024

| Name | Designation | Programme/ Course Modules Taught | Signature |
|------|-------------|-------------------------------|-----------|
| | | | |
| | | | |
| Aloka Manamudali | Lecturer II | BSW | |
| B.K.S. Kenawerathne | Training Officer I | BSW / MSW | |
| H.M.D. Suhodini Hemali | Lecturer I | BSW / MSW | |
| K.C.K. De Thabrew | Lecturer II | BSW | |
| F.Z.M. Maqshood | English Instructor | ENGLISH BSW | |
| A.H.I. Saujeeni | Lecturer | BSW/MSW | |
| H.K. Sandya Sirika | Research office | Research | |
| S.H.N.M. silva | Research Assistant | Research | |
| Nuha Nizar | Assistant lecturer | BSW | |
| PS T.N de. Seram | Assistant Lecturer | BSW | |
| D.O. Meththaringhe | Assistant Lecturer | BSW | |
| S.Balaanakthy | Lecturer I | BSW | |
| Mahesha Thalagedara | Lecturer II | BSW | |

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**Attendance: Meeting with Academic Staff**

Date: .........................................

| Name | Designation | Programme/ Course Modules Taught | Signature |
|------|-------------|----------------------------------|-----------|
| *[signature]* | Dean | Research | *[signature]* |
| K.P.R. Sujani Asangika | Lecturer | BSW. | *[signature]* |
| K.S. wedisinghe | S/TO | Training Officer | S. |
| B.A. Niluka Wijebandara | R/O. | Research | *[signature]* |
| T. Tharshan | Lecturer | School | *[signature]* |
| S. Hairathala | S/Research | Research | *[signature]* |
| Y.M. Wimsath | Training officer | BSW / Diploma Training Lectr | *[signature]* |
| Trousse Jayasekon | *[signature]* | Diploma | *[signature]* |
| Kanchana Adhikari | Training officer | Diploma, Training. | *[signature]* |
| Deepthi Nireshiki | Senior Training officer | BSW | Deepth, |
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Attendance: Meeting with Current Students

Date: 16.12.2024

| Name | Student Registration No. | Programme/ Year | Signature |
|---|---|---|---|
| A.M. Safeek | BSW/2021/T-15 | 2021-2022 | |
| M.A. SAKNA BANU | BSW/2023/24/T-30 | 2023 - 2024 | M.A. SAKNRA BANU |
| J. Praveena | BSW/2023/24/T-18 | 2023 - 2024 | J. Praveena |
| AM. Fathima Hamna | BSW/2023/24/T-24 | 2023 - 2024 | Hamna |
| M.R.V.S. Senevirathne | BSW/23/24/E-14 | 2023 - 2024 | Vithana |
| S. Dilani | BSW/23/24/E-26 | 2023-2024 | |
| H.M.N.H Jayasundara | BSW/23-24/E-25 | 2023 - 2024 | |
| S. Nishadi Pramodya | BSW/22-23/E-26 | 2022 - 2023 | |
| H.K. Nilakshi Bhagya | BSW/23-24/E-44 | 2023 - 2024 | |
| Hiranya Nathasha Dewmini | BSW/22/E-18 | 2022 - 2023 | |
| P.G. Chamodya Rishmi | BSW/23-24/S-40 | 2023 - 2024 | |
| E.D.K.M Edirisinha | BSW/22-23/E-40 | 2022 - 2023 | |
| W.H.B.P Jayathilaka | BSW/22-23/E-42 | 2022 - 2023 | Bhagya |
| T.M.D.U. Thathsarani | BSW/22-23/E-38 | 2022 - 2023 | |
| K.P. Imalka Thotheawmi | BSW/22-23/S-39 | 2022 - 2023 | |

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| Name | Registration | Year | Signature |
|---|---|---|---|
| M. A. F. AFKA | BSW/2022/T-56 | 2022/2023 | |
| A. M. F Nadha | BSW/2022/7-78 | 2022/2023 | Nadha |
| Y. Mifla | BSW/2022/T-48 | 2022/2023 | mifla |
| MK. Kisaoiya Banu | BSW/2022/T-51 | 2022/2023 | kisaoiya |
| B. Hema | BSW/2022/7-37 | 2022/2023 | |
| S. christina | BSW/2022/J-10 | 2022/2023 | |
| J. Loginthy | BSW/2023/2024 T-00 | 2023/2024 | J. Logi |
| H.F. AFRA | BSW/2023/2024 T-10 | 2023/2024 | Afra |
| R.F Shifka | BSW/2023-13 T | 2023/2024 | |
| ?. Raiha | BSW/2023-46 T | 2023/2024 | |
| :. kasthuri | BSW/2024-31 T | 2023/2024 | |
| V. M. P. A. Weerasingha | BSW/2023/24 E-01 | 2023/2024 | |
| Dewmi Samedya | BSW/2023/2024 E-22 | 2023/2024 | |
| H. A. Pomodi Gimhani | BSW/2023/2024 E-18 | 2023/2024 | |
| I. M. N. D Bandara | BSW/2023/2024 E-23 | 2023/2024 | |
| Balraj Arani | BSW/2023/2024 T-05 | 2023/2024 | |
| Sewwandi Hansika | BSW/2023/2024 E-19 | 2023/2024 | |
| K. M. N. D. Kumarasiri | BSW/23-24/E-39 | 2023/2024 | |

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**Attendance: Meeting with Current Students**

Date: ....................................

| Name | Student Registration No. | Programme/ Year | Signature |
|------|--------------------------|-----------------|-----------|
| K. Danaojona Kadawala. | BSW/2022-23/E-35 | 2022 - 2023 | *(signature)* |
| P. M. A. V. Weerasinghe | BSW/2022-24/E-25 | 2022 - 2023 | *(signature)* |
| K.H.M.N C.B. Gunarathna | BSW/2022-23/2532 | 2022 .2023 | *(signature)* |
| W. C. N. Alwis | BSW/2022-23/E-11 | 2022 - 2023 | *(signature)* |
| C. Dharshani | BSW/23/24 - T-23 | 2023-2024 | C. Dharshani |
| M.A.R.M MAHAS | BSW/2020/21 T/41 | 2020 — 2021 | *(signature)* |
| Pirabakaran kirishalini | BSW/2023/T/09 | 2023 - 2024 | P. kirishalini |
| N. Thushan thani | BSW/2023/T/04 | 2023 — 2024 | *(signature)* |
| S. Dharshika. | BSW/2023/T-16 | 2023 —2024 | *(signature)* |
| S. Sahiabiseka | BSW/2021/T-37 | 2021 — 2022 | S-Sahiabiseka |
| M.M.P. Rakseza | BSW/2021/T-190 | 2021 - 2022 | Rakeeja |
| K. Praveen | BSW/2021/T-52 | 2021 - 2022 | KPraveena. |
| g. Kirashanthiny | BSW/2021/T-138 | 2021/2022 | g. |
| L. Priyanka | BSW/2023/T-52 | 2023- 2024 | L. Priyanka |
| M.M.F. SHADHA | BSW/2022/T-34 | 2022/2023 | *(signature)* |

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**Attendance: Meeting with Graduates** - Online Session

**Date:** 15.12.2024

| Name | Year of Graduation | Employer/ Designation | Signature |
|---|---|---|---|
| Thummini de Seram | | | |
| Thuvarakaa | | | |
| Vemui. Brlegoda | | | |
| W M K D Weerasinghe | | | |
| Zaidh | | | |
| Mihisarani | | | |
| M. F. M Zamracth | | | |
| M M. F. Asra | | | |
| Malith Supun | | | |
| N. P Hansa | | | |
| Muha Nijar | | | |
| Prasadi | | | |
| Ishara Seuwandi | | | |
| J. F. Sarjoona | | | |
| J. K. D. Ayodhya. | | | |

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# Participants (43)

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Thummini de Seram (Guest)

Thuvarakaa (Guest)

Venuri Bulegoda (Guest)

W.M.K.D.Weerasinghe (Guest)

zaidh (Guest)

mihisarani (Guest)

# Participants (42)

Search

M.F.H.Zamrooth (Guest)

M.M.F.ASRA (Guest)

Malith Supun (Guest)

N.P.Hasna (Guest)

Nuha Nizar (Guest)

Prasadi (Guest)

60

# Participants (42)

Search

| | | | |
|---|---|---|---|
| IS | Ishara Sewwandi (Guest) | 🎤 | 📹 |
| J | J.F.Sarjoona (Guest) | 🎤 | 📹 |
| | J.K.D. Ayodhya Indeewari (Guest) | 🎤 | 📹 |
| | Kosala Jayanath (Guest) | 🎤 | 📹 |
| LP | Lakshitha prasanna (Guest) | 🎤 | 📹 |
| | M.F.H.Zamrooth (Guest) | 🎤 | 📹 |

# Participants (41)

Search

Fathima Nasra (Guest)

FAYAS UWAIS (Guest)

Fazrin Hameed (Guest)

Hanees Ibrahim (Guest)

HM Henry Mitchel (Guest)

IS Ishara Sewwandi (Guest)

J J.F.Sarjoona (Guest)

## Participants (42)

Q Search

**B**    Binushka's iPhone (Guest)

**CD**    Chathrika Devindi (Guest)

   Damintha Aruna Madusanka (Guest)

**DM**    Deepthini Meththasinghe

**DA**    Dilsha Athauda (Guest)

**F**    Faheed (Guest)

# Participants (43)

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|---|---|---|
| NO | NISD OFFICE (Host) | 🎤 📹 |
| | Chethya Lankani (Guest) | 🎤 📹 |
| A | abdullha | 🎤 📹 |
| AA | Ahamed Athik (Guest) | 🎤 📹 |
| A | Azka (Guest) | 🎤 📹 |
| B | Binushka's iPhone (Guest) | 🎤 📹 |

## Participants (43)
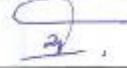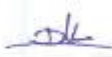
Search

S  Sahir😊 (Guest)

S  Sahlina (Guest)

S  Sarah (Guest)

Saumya C Suresh (Guest)

S  Shashikala hansamali (Guest)

T  Tharmika (Guest)

65

**Attendance: Meeting with Technical Staff**

Date: 2024/12/16

| Name | Designation | Signature |
|------|-------------|-----------|
| P. D. D. Peiris | Chief Management Assistant | |
| 4. Madawalage | Chief Management Asstt | |
| Indika Wijerathna | Computer Programmer | |
| H. M. Upali Herath | Chief Management Assi. | |
| H. L. N. S Liyanage | Chief Managemot Ass'l | |
| D. M. P. Dissanayake | Chief Management Assit. | |
| Fathima Fareeha | Management Assitant | Fareeha |
| Y. M. B. Jayan- | Office Assictants | |
| W. G. Indilca Prasath | Management Assistant | |
| H. K. D. Wijayantha | Management Assistant | |
| J. M. P. Jayaranga | MLS | |
| V. N. S. Silva | M IA III | |
| M. D. Jayasi Sriwali | M/A III | |
| S. A. S. N. Rammatha | Centre Incharge | |
| Taj/Kumal | K. P. S | |

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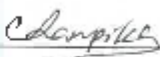
**Attendance: Meeting with Technical Staff**

Date: 16/12/2024

| Name | Designation | Signature |
|---|---|---|
| Y.M. Lauren Jeryadath. | D.V.D. | |
| J.D. Saumidhu | Driver | |
| Laxmeli Wijesghe | MLA IC | |
| Seetha Rathnayaka | M/A | |
| Jifey | Book binder | |
| Roshnie Madewanthi | M A | |
| U-D.D-D Usleshr | Internal Auditor | |
| S. Braunga alendis | Assistant Registrar | |
| Dinidu Tharushe | Registrar | |
| N.Selolaanter | Resea... | |
| R. Dharrxhui | M /A | |
| Nadeeka Priyadarshai | M/A | |
| Rajnidur Mailuatidu | m/A | |
| C. Latthilea | M/A | |
| H.P.S. Jayathilake | M/A | |

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Attendance: Meeting with Technical Staff

Date: 16/12/2024

| Name | Designation | Signature |
|---|---|---|
| A.D. Jayanath | M/A II | |
| Champika Gunasekara | CMA | Champika |
| N.B.L. Kaushalya | Trainee (IT dep) | Bishy |
| P.S.K. Pinto | M/A III | |
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Attendance: Meeting with Technical Staff

Date: 16.12.2024

| Name | Designation | Signature |
|------|-------------|-----------|
| Dr. Raveendra Withanachchi | DG | |
| V. Vasudevan | ADa | |
| M.S.M. Asmiyas | D/Research | |
| V. Jeyanban | D/ | |
| Deepthi Hirosett. | | |
| Dinisha Tharushe | Register | |
| S.E. Merala | A/R. | |
| Lakmini | A.L. (cov) | |
| Indika Wijerathna | Com. Programmer | |
| V. Vanleeur | | |
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**IR SITE VISIT 16.12.2024**

**Wrap up meeting**

| NO. | Name | Designation | Signature |
|-----|------|-------------|-----------|
| 01 | Dr Reveendm Withndaly | DG. | |
| 02 | V. Vamdivam | ADG | V.V |
| 03 | V. Jeyambar | D/S&E | |
| 04 | MS.M.Asmiya | Director Research | AS.A |
| 05 | Dinidu Thangha | Registrar | |
| 06. | S. Eranga Mendis | Assistant Registrar | |
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# Annex 3: Photographs