

STRATEGIC PLAN 2021-2025

**POSTGRADUATE INSTITUTE OF INDIGENOUS MEDICINE
UNIVERSITY OF COLOMBO
SRI LANKA**

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PREFACE

The Strategic plan for the Postgraduate Institute of Indigenous Medicine, University of Colombo has been prepared as per the instructions contained in the Finance Circular No. 01/2014 for the period 2021-2025.

Director of the Institute

(1) The Director shall be the principal executive officer and the principal academic officer of the Institute. He shall be an ex-officio member of the Board and an ex-officio member of each Board of Study. He shall be entitled to convene, be present and speak at any meeting of any other Authority or body of the Institute but shall not be entitled to vote at any such meeting unless he is a member of such other Authority or body.

(2) It shall be the duty of the Director, in accordance with such directions as may from time to time be lawfully issued to him in that behalf by the Board and each Board of Study, to ensure that the provisions of the Ordinance, the Act or any other appropriate instrument in so far as they relate to the Institute, are duly observed and effect is given to the decisions of the Board and each Board of Study, and exercise all such powers as he may deem necessary for the purpose.

(3) It shall be the duty of the Director to give effect, or to ensure that effect is given to the decisions of the Board and each Board of Study.

(4) The Director shall be the Accounting Officer of the Institute.

(5) The Director shall be responsible for the maintenance of discipline within the Institute.

Board of Management

The Board of Management (BoM) is the principal executive and academic body of the PGIIM and its meetings are held in every month.

(1) The following ex-officio members namely;

(a) the Director;

(b) the Secretary to the Ministry of the Minister assigned the subject of Higher Education or his nominee;

(c) the Secretary to the Ministry of the Minister assigned the subject of Indigenous Medicine or his nominee;

(d) the Secretary to the Ministry of the Minister assigned the subject of Finance or his nominee;

(e) the Commissioner of Ayurveda;

(f) the Immediate Past Director of the Institute;

(g) the Directors of the Institute of Indigenous Medicine, Colombo established under the Act and Gampaha Wickramarachchi Ayurveda Institute recognized under the Act;

- (h) the heads of Siddha Units, University of Jaffna and Eastern University established under the Act;
- (i) the Director of the Bandaranaike Memorial Ayurveda Research Institute.

(2) the following other members, namely: -

- (a) One member each from among specialist grade doctors of Ayurveda, Siddha and Unani systems of Medicine from the Department of Ayurveda elected by the Commissioner of Ayurveda.
- (b) Four members appointed by the commission from among persons who have distinguished themselves in the fields of law, administration and finance.
- (c) Two members nominated by the University Council from among the appointed members of such Council

Subjects to the provisions of the Act and of any appropriate instrument, the Board shall exercise the powers and perform and discharge the duties and functions conferred or imposed on or assigned to, the Institute by this Ordinance.

Academic Boards

The Board of Study shall establish Boards of Study for each of the following systems of Medicine and Specialty Boards under the relevant Boards of Study.

- (a) Ayurveda Medicine;
- (b) Siddha Medicine; and
- (c) Unani Medicine

The decisions related to academic matters, training programmes and examinations are taken by the Boards of Study (BOS) and Specialty Boards (SpB) under the approval of the Board of Management and the Senate. Meetings of all the Board of Studies and Specialty Boards are held once a month.

Finance Committee

The decisions related to financial matters shall be taken as per the UGC financial Circulars and National Procurement Guidelines and recommended to the Board of Management.

Audit Committee

Administrative and Finance matters will be monitored to ensure efficiency, transparency and compliance with national auditable standards and reporting such matters to the Board of Management.

STRATEGIES AND POLICIES

The Institution

The Postgraduate Institute of Indigenous Medicine (PGIIM) is an Educational Institute set up under the University of Colombo as one of its Institutes under the PGIIM Ordinance No.2048/46 of 8th December, 2017 under the provisions of the Universities Act No. 16 of 1978. It thus plays an important role in fulfilling Human Resource requirements for services, universities and the private sector. It is the responsibility of the PGIIM to provide all the required specialists in major specialties of Ayurveda, Siddha and Unani of the Ministry of Health & Indigenous Medicine as per Health Minute and academics for the Institutes of Ayurveda, Unani and Siddha of the Ministry of Higher Education. Accordingly, the PGIIM has taken appropriate measures to commence training programmes to meet the man power requirements of the country.

The operational activities of the PGIIM were commenced in March 2019 after conducting the first meeting of the Board of Management on 25th February 2019. The PGIIM is located at a temporary building of the Ayurveda Teaching Hospital, Borella of the Ministry of Health and Indigenous Medicine as a temporary arrangement until a permanent building is made available to the PGIIM.

Actions have been taken to obtain the necessary approvals from the Boards of Studies, Board of Management, and Senate of the University of Colombo for the MD degree programmes in Ayurveda, Siddha and Unani during the year 2019. Simultaneously, efforts were taken to develop the infrastructure facilities such as modifying and renovating the buildings and procurement of machineries to the PGIIM. In order to strengthen the human resources, the Director and one Senior Assistant Bursar have appointed on contract basis and on permanent basis respectively by the University Grants Commission and the PGIIM and the University of Colombo have taken actions to appoint one Senior Assistant Registrar, three Management Assistants and two Works Aids on assignment basis.

Situation Analysis

a. Internal Factor Analysis

When the internal organizational environment is considered several strengths and weaknesses that are likely to have implications for the postgraduate education at the PGIIM could be identified.

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> ▪ Academic distinctions are well recognized for Public Sector appointments/promotions ▪ Uniqueness of the academic programmes conducted by the PGIIM. ▪ Accepted the one and only PG institute in Sri Lanka to award MD and Board certification for indigenous medicine subjects. ▪ The institution consists the experienced and trained consultants of the Ministry of Indigenous Medicine, Universities and Academic Institutes. ▪ Well established academic links & support of universities and higher education institutes of other disciplines in the country ▪ Being an affiliated institute to the University of Colombo which is world recognized academic institution ▪ Having links with the IIM which is the oldest and well recognized institute of indigenous medicine ▪ Associated with one and only postgraduate institute in Sri Lanka (PGIM) which offer MD programmes and board certificates in the field of medicine ▪ Ability to move into new disciplines and training programmes with multi- | <ul style="list-style-type: none"> ▪ Unavailability of own land or own buildings for the PGIIM and limited space for expansion ▪ Inadequate infrastructure facilities including a library, IT centre, auditorium and lecture halls. ▪ Inadequate number of trainers in the Indigenous Medicine in the Health Ministry ▪ Unavailability of administrative divisions for the PGIIM ▪ Issues link to release and leave of selected trainees by the Ministry of Indigenous Medicine and the University Grants Commission of the PGIIM ▪ Lack of proper guidelines to the trainers and trainees from the Ministry of Indigenous Medicine ▪ Lack of a MOU to select overseas training units to provide mandatory overseas training minimum of one year prescribed in the prospectus |

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|---|---|
| <p>disciplinary approach and Information Technology based.</p> <ul style="list-style-type: none"> ▪ Governing body with enormous experience consisting of top most administrators, academia and eminent persons in the field of Indigenous Medicine backed by Boards of Study with similar eminence. ▪ Located in the heart of the city of the Colombo and easily accessible to the trainees as well as trainers. | <ul style="list-style-type: none"> ▪ Inability to recruit non-academic staff by open competition due to existing recruitment procedures ▪ Lack of necessary full-time Academic staff. ▪ Lack of teaching hospitals and professorial units. ▪ Lack of a good monitoring system applicable to trainees. ▪ Lack of proper mechanism pertaining to appraisals and assessments of trainees. ▪ Lack of proficiency in the English language and Information technology of trainees. ▪ Inadequacy of staff in all the administrative and financial departments at all levels. ▪ Lack of an ethical committee. ▪ Lack of full-time coordinators to all disciplines ▪ Inadequacy of finance for the research activities |
|---|---|

b. External Factor Analysis

Several opportunities and threats that have implications on the academic activities have also been identified. These are as follows.

| Opportunities | Threats |
|--|---|
| <ul style="list-style-type: none"> ▪ Increased demand for Postgraduate Education in indigenous medicine | <ul style="list-style-type: none"> ▪ Sudden changes in regulatory policies on indigenous medical sector. ▪ Trade Union actions of the trainers. |

| | |
|--|---|
| <ul style="list-style-type: none"> ▪ Current tendency of the people of Sri Lanka and overseas for seeking treatments in indigenous medicine sector ▪ Institutionalization of interaction with the Ministry of Health in matters related to Health Policy, Health manpower planning and development etc. ▪ Expansion of training opportunities in the PG training programmes in indigenous medicine for foreign nationals in the region and as well as outside the region ▪ Recognition and acceptance by the WHO to integrate to the national health system ▪ Assistance from overseas experts such as AYUSH Ministry-India, etc. in relevant fields to support the training programmes and examinations to ensure and maintain quality | <ul style="list-style-type: none"> ▪ Lack of coordination of some trainers of the Ministry of Indigenous Health ▪ Lack of awareness among trainers of Ministry of Indigenous Health regarding academic activities and administrative functions of the university sector. ▪ Non availability of cadre projection in the indigenous health sector ▪ Lack of essential facilities at Ayurveda Hospitals in Sri Lanka to provide a high-quality training at international level. ▪ Limited opportunities in the Ministry of Health for Specialists in Indigenous disciplines |
|--|---|

STRATEGIC INTENTION AND DIRECTION

Core values

The values which the institute recognizes as fundamental to its success are excellence underpinned by integrity, collegiality and professionalism. It is these values that help to make the Postgraduate Institute of Indigenous Medicine distinctive and give it its enduring appeal.

- **Lifelong Learning & Critical thinking** – The Institute inculcates life-long learning and critical thinking among students and staff.
- **Academic Freedom** – The Institute provides freedom to teach, conduct research, speak and publish without penalization wherever the search for truth and understanding may lead.
- **Innovativeness and Creativity** – Institute continues to explore and conduct research in search of new knowledge and promote new ventures for human and social upliftment.
- **Integrity** – Achievements of the Institute are based on the transparency of its actions and the integrity of its performance.
- **Professionalism** – The Institute expects all students and staff to perform their duties and obligations with utmost care, honesty, integrity, attention-to-detail and fineness.
- **Responsibility and Accountability** – The Institute operates with a sense of responsibility and accountability.
- **Diversity, Inclusiveness & Equal Opportunity** – The Institute recognizes that its strength and unity comes from by being inclusive and providing equal opportunities to the diverse group of staff and students.
- **Team work, Leadership, Efficiency & Commitment** – The Institute encourages teamwork and leadership among all its employees to achieve goals with highest level of enthusiasm and commitment.

VISION

To be a center of excellence, producing Ayurveda, Unani, Siddha and traditional health specialists of high professional standards, to meet health needs of the country and contribute to regional and world health in a responsive manner.

MISSION

To produce specialists who possess knowledge and skills in Ayurveda, Unani, Siddha and traditional medicine with sound clinical and research competence in order to provide optimum humane health care to the people of Sri Lanka, the region and the world.

GOALS

1. To produce Ayurveda, Unani, Siddha and traditional health professionals to contribute to the fulfill of health needs of the country
2. To create a flexible teaching and learning environment in order to achieve academic excellence in Indigenous Medical Sector
3. To generate a research culture in the field of indigenous medicine
4. To develop an excellent system of governance through efficient and effective administration and financial management
5. To expand infrastructure facilities to ensure quality and to accommodate the growing educational needs of the Institute.

GOALS, OBJECTIVES, STRATEGIES AND ACTIONS

Goal 01- To produce Ayurveda, Unani, Siddha and traditional health professionals to contribute to the fulfill of health needs of the country.

1.1 Objectives:

- 1.1.1. To enhance the training programmes to meet the health care needs nationally and internationally.
- 1.1.2. To establish a mechanism to maintain cordial relationship with stakeholders.

1.2 Strategies

- 1.2.1. Introduction of new MD programmes according to the service minutes of the Indigenous sector of the Ministry of Health.
- 1.2.2. Introduction of PG Diploma, Masters programmes according to the service minutes of the Indigenous sector of the Ministry of Health.

Actions

- Establishment of Curricular Development and Evaluation Committee (CDEC).
 - Preparation of curriculars for new degree.
 - Obtaining the approvals of Board of Management and Senate.
 - Submit the curriculars for the approval of the UGC.
 - Enrolment of students for the MD programmes and other PG programmes.
- 1.2.3. Establishment of links with foreign universities and institutes

Actions

- Establishment of Committee for International Collaborations (CIC)

Goal 02- To create a flexible teaching and learning environment in order to achieve academic excellence in Indigenous Medical Sector

2.1 Objectives:

- 2.1.1. Enhance the quality of the training programmes to meet the health care needs nationally and internationally.
- 2.1.2. To maintain high quality teaching and learning environment
- 2.1.3. To assure the well-functioning of all the specialty board activities
- 2.1.4. Create a healthy and safe learning environment

2.2. Strategies

2.2.1. Establishment of internal quality assurance cell (IQAC)

Actions

- Obtain student feed backs for each study programmes.
- Obtain the feed backs from the trainers.
- Conducting training of trainers' programmes.
- Conducting workshops and short courses and guest lecturer series for trainees.

2.2.2. Establishment of a Library for the PGIIM.

Actions

- Improving the infrastructure facilities of the identified area for the library.
- Purchasing Library Books.
- Recruiting an Assistant Librarian.
- Requesting a cadre provisions for the Library Information Assistant and a Library Attendant.
- Digitalization of the library activities.
- Subscribe for electronic resources.
- Purchase 3 laptops, 1 printer, bar code reader, bar code machine, scanner.
- Purchase Dewey Decimal Classification (DDC) book set.

2.2.3. Establishment of an IT centre for the PGIIM.

Actions

- Improving the infrastructure facilities of the identified area for the IT Centre.
- Recruiting a Technical Officer.
- Purchase IT equipment.
- Requesting cadres for the IT Centre.
- Purchase servers for IT centre.
- Purchase fiber optic cables for PGIIM.
- Establishment of an IT Lab for the PGIIM.
- Introduction of short courses of IT.

- Introduction of LMS in order to delivery of lecturers, recording of lecturers.
- Promote blended learning.

2.2.4. Establishment of an English Language Learning Unit.

Actions

- Establishing links with English Language Teaching Units of the Universities and institutes.
- Introduction of short courses of English.
- Requesting cadres for the English Language Learning Unit.

2.2.5. Improve infrastructure facilities.

Actions

- Purchase furniture, electronic equipment and other necessary equipment on time.
- Identifying suitable spaces for lecture rooms, study rooms and discussion rooms.

2.7. Introduction of mechanism to handle student grievances.

Actions

1. Establishment of student geavences handling committee.

Goal 03- To generate a research culture in the field of indigenous medicine

3.1. Objectives:

- 3.1.1. Encourage trainees to do quality research and initiate dissemination of knowledge by publishing in refereed academic journals, private sector participation, royalty/ income.
- 3.1.2. Make the research findings of the institute available to the wider community.
- 3.1.3. Develop a multi-disciplinary research culture in the institute.

3.2 Strategies

- 3.2.1 Facilitate researchers to carry out their research in a conducive working environment.

Actions

- Subscribe for research journals.
- Conducting workshops on research methodology.

- Conducting awareness programmes on publication of research findings.
- Introduction of rewarding system to encourage researchers.
- Publish a research journal of the PGIIM.
- Encourage trainees to present at research symposiums.
- Organize a conference.

3.2.2 Facilitate collaborative research nationally and internationally in areas which are of mutual interest.

Actions

- Establishment of Research Unit.
- Encouraging research on national and international issues.
- Establishment of Ethics review committee.

Goal 04: To develop an excellent system of governance through efficient and effective administration and financial management.

4.1 Objectives:

4.1.1. To develop an efficient system of governance by the year 2023.

4.1.2. To incorporate modern technology to enhance the efficiency of the administration by the year 2023.

4.1.3. To introduce proper mechanism to make sure the well-functioning of the financial activities of the PGIIM.

4.2 Strategies

4.2.1 Strengthening the Human Resources of the institute by providing enough development opportunities and facilities.

Actions

- Conduct an induction programmes for newly recruited staff members.
- Providing financial assistant to participate for training programmes.
- Organize training programmes for the staff of the PGIIM.
- Requesting new cadres for the PGIIM (two ARs, one AB, one Course coordinator, one Network Manager/System Analyst, two Demonstrators, PA to Director, three Management Assistants, Management Assistant (shroff), one Library Information Assistant and one Library Attendant.

4.2.2 Establishment of an Examination Unit.

Actions

- Preparation of process manuals for conducting examinations.
- Requesting cadres.
- Purchasing furniture and other equipment.
- Identifying a confidential room to handle examination activities.
- Introduction of modern IT systems to maintain a question bank and marking of answer scripts to ensure the confidentiality, transparency and quality.

4.2.3 Establishment of an Academic Unit.

Actions

- Preparation of process manuals for academic activities.
- Requesting cadres.

4.2.4 Establishment of an Administration Unit.

Actions

- Preparation of process manuals for administration and establishment activities.
- Requesting cadres.

4.2.5 Motivating staff by introducing a proper performance management system.

Actions

- Issuing a job description of each employee.
- Introducing a monitoring mechanism to check the quality and quantity of the work of each employee.
- Introducing a rewarding system based on performance.
- Establishment of a Grievances Committee.

4.2.6 Dedicated Web site for the PGIIM

Actions

- Creating links with the University of Colombo and other institutes to get assistant and technical guidelines for creating the web site.
- Introduction of e-procurement.
- Publishing recruitment notices, procurement notices and other administrative notices via web site.

- Uploading all information (guidelines and other related notices) related to the Board of Studies, specialty boards and trainees to the web site.

4.2.7 Improving modern infrastructure facilities and maintenance service to provide conducive working environment for all employees.

Actions

- Provide computers, laptops, printers, telephones, photocopy machines and all other necessary equipment to ensure efficiency.

4.2.8 Strengthening the supplies division of the PGIIM.

Actions

- Preparation of procurement plan and procurement time tables timely.
- Purchasing furniture and other equipment.

4.2.9 Introducing computerized systems for financial management.

Action

- Introducing a computerized accounting system.
- Introducing computerized payroll management system.
- Introducing computerized stores management system.

Goal 05: To expand infrastructure facilities to ensure quality and to accommodate the growing educational needs of the Institute.

5.1 Objectives:

5.1.1 Construction of a new building envisaging the requirements for the next three decades.

5.2 Strategies:

5.2.1 Identifying a suitable land.

Actions

- Preparation and obtain approval of the overall project proposal from UGC and National Planning (land, building, equipment, furniture, staff, etc.).
- Explore the possibility of identifying a block from the existing crown lands/land from a health-related institution in close proximity/ land from a Higher Education Institutions in close proximity or obtaining a private land as a donation.

5.2.2 Appoint a state institution for preparation of a plan for a new building.

Actions

- Preparation of the structural design and building plan ensuring access to differently abled people.
- Construction of the building.
- Procurement of furniture and equipment for new building.

5.2.3 Appointment of a committee to identify the source of funding.

Actions

- Obtaining of expert opinion on financial needs
- Submission of the budget proposal for state, local or overseas donor funding.
- Entering into an agreement to receive the agreed and approve funds.

KEY PERFORMAMANCE INDICATORS(KPI)

Goal 1 -To Produce Ayurveda, Unani, Siddha and Traditional Health Professionals to Contribute to the Fulfill of Health Needs of the Country

Objective 1.1.1: To Enhance the training programmes to meet the health care needs nationally and internationally.

Strategy 1.2.1: Introduction of new MD programmes according to the service minutes of the Indigenous sector of the Ministry of Health systems

1.2.2: Introduction of PG Diploma, Masters programmes according to the service minutes of the Indigenous sector of the Ministry of Health

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|----------------|---|---|---|---------------------|------|------|------|------|-------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1.2.1 1.2.2 | <ul style="list-style-type: none"> Establishment of Curricular Development and Evaluation Committee (CDEC) | Director Chairpersons of the Board of Studies Chairpersons of the Specialty Boards | 1. No of new MD programmes introduced | 4 | 2 | 1 | 0 | 0 | SDG targets - 4.4 |
| | <ul style="list-style-type: none"> Preparation of curriculars for new degree | | 2. No of new Master programmes introduced | 0 | 1 | 1 | 1 | 1 | SDG targets - 4.4 |
| | <ul style="list-style-type: none"> Obtaining the approvals of Board of Management and Senate. | | 3. No of new PG Diploma introduced | 0 | 1 | 1 | 1 | 1 | SDG targets - 4.4 |
| | <ul style="list-style-type: none"> Submit the curriculars for the approval of the UGC | | 4. Frequency of programme and curriculum revision | Once/ five years | | | | | |

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|--|---|--|--|---|----|----|----|----|--------------------------------------|
| | | | | | | | | | |
| | • Enrolment of students for the MD programmes and other PG programmes | | 5. No. of students registered for MD Programmes per year | As per the requirement of the Ministry of Indigenous Medicine | | | | | SDG targets - 4.4, SDG targets - 3.c |
| | | | 6. No. of students registered for non-MD Programmes per year | | 10 | 20 | 25 | 30 | |

1.1.2. To establish mechanism to maintain cordial relationship with stakeholders.

1.2.3. Establishment of links with foreign universities and institutes.

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|----------------|---|---------------------|------|------|------|------|--------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1.2.3 | • Establish of Committee for International Collaborations (CIC) | Director | 1.No of links established with foreign institutes | 0 | 1 | 1 | 1 | 1 | SDG targets - 4.c, |
| | | | 2.No. of International collaborations | 0 | 1 | 1 | 1 | 1 | |

Goal 2 - To Create a Flexible Teaching and Learning Environment in Order to Achieve Academic Excellence in Indigenous Medical Sector

Objective 2.1.1: Enhance the quality of the training programmes to meet the health care needs nationally and internationally.

Strategy 2.2.1: Establishment of Internal Quality Assurance Cell (IQAC)

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|--|--|---------------------|-------------|-------------|-------------|-------------|--|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 2.2.1 | <ul style="list-style-type: none"> Obtain student feedbacks for each study programmes. | Director, Coordinator/ IQAC | Frequency of obtaining feedback from students | Once a year | Once a year | Once a year | Once a year | Once a year | SDG targets - 4.4 SDG targets - 4.3 |
| | <ul style="list-style-type: none"> Obtain the feedbacks from the trainers | | Frequency of obtaining feedback from trainers | Once a year | Once a year | Once a year | Once a year | Once a year | SDG targets - 4.4 SDG targets - 4.3 |
| | <ul style="list-style-type: none"> Conducting training of trainers' programmes | Director | No. of training programmes conducted | 2 | 3 | 3 | 3 | 3 | SDG targets 4.c |
| | <ul style="list-style-type: none"> Conducting workshops, short courses and guest lecturer series for trainees | Director, Chairpersons of Specialty boards | No. of workshops, short courses, guest lecturer series | 2 | 3 | 4 | 5 | 5 | |

Objective 2.1.2: To maintain high quality teaching and learning environment

Strategy 2.2.1: Establish a Library for the PGIIM

2.2.2: Establish an IT center for the PGIIM

2.2.3: Establishment of an English Language Learning Unit

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|--------------------------------|---|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 2.2.1 | <ul style="list-style-type: none"> Improving the infrastructure facilities of the identified area for the library | Director, Asst. Librarian | 1. Level of automation of the library | 10% | 15% | 20% | 30% | 50% | SDG targets 9.1 |
| | <ul style="list-style-type: none"> Purchasing Library Books | Director, SAB, Asst. Librarian | Percentage of students who access library resources | 75% | 80% | 100% | 100% | 100% | Target 4.5 |
| | <ul style="list-style-type: none"> Recruiting an Assistant Librarian | Director, SAR | | | | | | | SDG targets 4.c |
| | <ul style="list-style-type: none"> Requesting a cadre provisions for the Library Information Assistant and | Director, SAR Asst. Librarian | | | | | | | SDG targets 4.c |

| | | | | | | | | | |
|--|---|---------------------------|--------------------------------------|---|----|---|----|----|-------------------|
| | a Library Attendant | | | | | | | | |
| | • Digitalization of the library activities | Director, Librarian Asst. | 2. No of subscriptions for databases | 0 | 1 | 2 | 2 | 3 | SDG targets - 9.c |
| | • Subscribe for electronic resources | Director, Librarian Asst. | 4. No. of e. access of Journals | 2 | 55 | 7 | 10 | 10 | SDG targets - 9.c |
| | • Purchase 3 laptops, 1 printer, bar code reader, bar code machine, scanner | | | | | | | | |
| | • Purchase Dewey Decimal Classification (DCC) book list | | | | | | | | |

| | | | | | | | | | |
|-------|--|--|--|-----|-----|------|------|------|------------------------------------|
| 2.2.2 | <ul style="list-style-type: none"> Improving the infrastructure facilities of the identified area for the IT Centre | Director, SAR, Technical Officer | 1. Completion of the establishment of IT centre with the human and technical resources | 25% | 80% | 100% | 100% | 100% | SDG targets 9.1, SDG targets - 9.c |
| | <ul style="list-style-type: none"> Recruiting a Technical Officer | Director, SAR | | | | | | | SDG targets 4.c |
| | <ul style="list-style-type: none"> Purchase IT equipment | Director, SAR, SAB, Technical Officer | | | | | | | SDG targets - 9.c |
| | <ul style="list-style-type: none"> Requesting cadres for the IT Centre | Director, SAR, | | | | | | | SDG targets 4.c |
| | <ul style="list-style-type: none"> Purchase servers for IT center | Director, SAR, SAB, Technical Officer | | | | | | | SDG targets - 9.c |
| | <ul style="list-style-type: none"> Purchase fiber optic cables for PGIIM | Director, SAR, SAB, Technical Officer | | | | | | | SDG targets - 9.c |
| | <ul style="list-style-type: none"> Establishment of an IT Lab for the PGIIM | Director, SAR, Technical Officer | | | | | | | SDG targets - 9.c |
| | <ul style="list-style-type: none"> Introduction of short courses of IT | Director, SAR, Technical Officer, Coordinators | | | | | | | SDG targets - 9.c |

| | | | | | | | | | |
|-------|--|----------------------------------|------------------------------------|-----|-----|-----|-----|-----|-------------------|
| | <ul style="list-style-type: none"> Introduction of LMS in order to delivery of lecturers, recording of lecturers | Director, SAR, Technical Officer | | | | | | | SDG targets - 9.c |
| | <ul style="list-style-type: none"> Promote blended learning | Director, Coordinators | Percentage of interactive sessions | 30% | 40% | 50% | 60% | 70% | SDG targets - 4.4 |
| 2.2.3 | <ul style="list-style-type: none"> Establishing links with English Language Teaching Units of the Universities and institutes | | No. of links established | 0 | 0 | 1 | • 1 | 1 | SDG targets - 4.4 |
| | <ul style="list-style-type: none"> Introduction of short courses of English | Director | Number of short courses introduced | 0 | 0 | 1 | 1 | 1 | SDG targets - 4.4 |
| | <ul style="list-style-type: none"> Requesting cadres for the English Language Learning Unit | | | | | | | | SDG targets 4.c |

Goal 3 – To Generate a Research Culture in The Field of Indigenous Medicine

Objective 3.1.1: Encourage trainees to do quality research and initiate dissemination of knowledge by publishing in refereed academic journals, private sector participation, royalty/ income.

3.1.2: Make the research findings of the institute available to the wider community.

Strategy 3.2.1. Facilitate researchers to carry out their researches in conducive working environment.

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|------------------------------|---|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 3.2.1 | • Subscribe for research journals | Director, Research Committee | 1. Google Scholar Citations | 0 | 0 | 0 | 0 | 1 | SDG targets 9.5 |
| | • Conducting workshops on research methodology | Director, Research Committee | 2. No. of workshops conducted research methodology | 1 | 2 | 2 | 2 | 2 | SDG targets 9.5 |
| | • Conducting awareness programmes on publication of research findings | Director, Research Committee | 2. No. of awareness programmes conducted | 0 | 0 | 1 | 1 | 1 | SDG targets 9.5 |
| | • Introduction of rewarding system to encourage researchers | Director, Research Committee | No. of awards presented for publishing articles in indexed journals | 0 | 0 | 0 | 1 | 1 | SDG targets 9.5 |

| | | | | | | | | | |
|-------|--|------------------------------|---|---|---|---|----|----|-----------------|
| 3.1.2 | <ul style="list-style-type: none"> Publish a research journal of the PGIIM | Director, Research Committee | 1. Number of Research Journals published | 0 | 0 | 1 | 1 | 1 | SDG targets 9.5 |
| | <ul style="list-style-type: none"> Encourage trainees to present at research symposiums | Director, Research Committee | 3. No. of presentations made nationally, internationally & regionally | 0 | 0 | 2 | 10 | 15 | SDG targets 9.5 |
| | <ul style="list-style-type: none"> Organize a conference | Director, Research Committee | 1. Number of conferences held | 0 | 0 | 0 | 1 | 1 | SDG targets 9.5 |

Objective 3.1.3: Develop a multi-disciplinary research culture in the institute

Strategy 3.2.2: Facilitate collaborative research nationally and internationally in areas which are of mutual interest.

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|-------------------------------------|--|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 3.2.2 | <ul style="list-style-type: none"> Establishment of Research Unit | Director, Chairperson/Research Unit | 1. No. of research Proposals obtained ERC approval | 1 | 1 | 1 | 1 | 1 | SDG targets 9.5 |
| | <ul style="list-style-type: none"> Encouraging research on national and international issues | | | SDG targets 9.5 | | | | | |
| | <ul style="list-style-type: none"> Establishment of Ethics review Committee | | | SDG targets 9.5 | | | | | |

Goal 4 - To Develop an Excellent System of Governance Through Efficient and Effective Administration and Financial Management

Objective 4.1.1: To develop an efficient system of governance by the year 2023.

Strategy 4.2.1: Strengthening the Human Resources of the institute by providing enough development opportunities and facilities.

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/ Target |
|-------|---|--------------------|---|---------------------|------|------|------|------|------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.2.1 | • Conduct an induction programme for newly recruited staff members | Director, SAR, SAB | No. of induction programmes conducted | 1 | 1 | 1 | 1 | 1 | SDG targets 4.c |
| | • Providing financial assistant to participate for training programmes. | Director, SAR, SAB | No. of staff members participated for training programmes | 3 | 5 | 7 | 10 | 10 | SDG targets 4.c |
| | • Organize training programmes for the staff of the PGIIM | Director, SAR, SAB | No. of training programmes conducted | 3 | 3 | 5 | 5 | 5 | SDG targets 4.c |
| | • Requesting new cadres for the PGIIM (two ARs, one AB, one Course coordinator, one Network | | | | | | | | SDG targets 4.c |

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|
| | Manager/System Analyst, two Demonstrators, PA to Director, three Management Assistants, Management Assistant (shroff), one Library Information Assistant | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|

Strategy 4.2.2: Establishment of an Examination Unit.

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|----------------|---|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.2.2 | <ul style="list-style-type: none"> Preparation of process manuals for conducting examination | Director, SAR | No. of manuals prepared on examination activities | 0 | 1 | 1 | 1 | 1 | |
| | <ul style="list-style-type: none"> Requesting cadres | | | | | | | | SDG targets 4.c |
| | <ul style="list-style-type: none"> Purchasing furniture and other equipment | | | | | | | | SDG targets 9.1 |

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|--|--|--|--|--|--|--|--|--|--|
| | <ul style="list-style-type: none"> Identifying a confidential room to handle examination activities | | | | | | | | |
| | <ul style="list-style-type: none"> Introduction of modern IT systems to maintain a question bank and marking of answer scripts to ensure the confidentiality, transparency and quality. | | | | | | | | |

Strategy 4.2.3: Establishment of Academic Unit

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|----------------|--|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.1.3 | <ul style="list-style-type: none"> Preparation of process manuals for academic activities | | No. of manuals prepared on academic activities | 0 | 1 | 1 | 1 | 1 | |

| | | | | | | | | | |
|--|---------------------|--|--|--|--|--|--|--|-----------------|
| | • Requesting cadres | | | | | | | | SDG targets 4.c |
|--|---------------------|--|--|--|--|--|--|--|-----------------|

Strategy 4.2.4: Establishment of an Administration Unit

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|----------------|--|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.1.4 | • Preparation of process manuals for administration and establishment activities | | No. of manuals prepared on administrative activities | 0 | 2 | 3 | 3 | 3 | SDG targets 4.c |
| | • Requesting cadres | | | | | | | | SDG targets 4.c |

Strategy 4.2.5: Motivating staff by introducing a proper performance management system

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|-------------------------------------|-------------------------|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.1.5 | • Issuing a job description of each employee | Director, SAR, SAB, Asst. Librarian | Staff satisfaction rate | 50% | 60% | 70% | 80% | 90% | |
| | • Introducing a monitoring | | | | | | | | |

| | | | | | | | | | |
|--|---|--|--|--|--|--|--|--|--|
| | mechanism to check the quality and quantity of the work of each employee | | | | | | | | |
| | <ul style="list-style-type: none"> Introducing a rewarding system based on performance | | | | | | | | |
| | <ul style="list-style-type: none"> Establishment of Grievances committee | | | | | | | | |

Objective 4.1.2: To develop an efficient system of governance

Strategy 4.2.6: Dedicated Web site for the PGIIM

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|----------------|---|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.2.6 | <ul style="list-style-type: none"> Creating links with the University of Colombo and other institutes to | | Utilization of the web site in operational activities | 0 | 30% | 60% | 100% | 100% | |

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|
| | get assistant and technical guidelines for creating the web site | | | | | | | | |
| | <ul style="list-style-type: none"> • Introduction of E-procurement | | | | | | | | |
| | <ul style="list-style-type: none"> • Publishing recruitment notices, procurement notices and other administrative notices via web site | | | | | | | | |
| | <ul style="list-style-type: none"> • Uploading all information (guidelines and other related notices) related to the Board of Studies, specialty boards and trainees to the web site. | | | | | | | | |

Strategy 4.2.7: Improving modern infrastructure facilities and maintenance service to provide conducive working environment for all employees

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|--------------------|--|---------------------|------|------|------|------|----------------------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.2.7 | <ul style="list-style-type: none"> Provide smart boards, computers, laptops, printers, telephones, photocopy machines and all other necessary equipment to carry on works efficiently | Director, SAR, SAB | Staff satisfaction on modern infrastructure facilities | 50% | 60% | 70% | 80% | 90% | SDG targets 3.4, SDG targets 9.1 |

Objective 4.1.3: To introduce proper mechanism to make sure the well-functioning of the financial activities of the PGIIM

Strategy 4.2.8: Strengthening the supplies division of the PGIIM

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|----------------|--|---------------------|------|------|------|------|------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.2.8 | <ul style="list-style-type: none"> Preparation of Procurement plan and | | Percentage of procurements completed as per procurement plan | 90% | 100% | 100% | 100% | 100% | SDG targets 16.6 |

| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|-----------------|
| | procurement time tables timely | | | | | | | | |
| | <ul style="list-style-type: none"> Purchasing furniture and other equipment | | | | | | | | SDG targets 4.c |

Strategy 4.2.9: Introducing computerized systems for financial management

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|----------------|--|---------------------|------|------|------|------|------------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 4.2.9 | <ul style="list-style-type: none"> Introducing a computerized accounting system | | 1.Level of automation of the financial works | 20% | 40% | 60% | 80% | 100% | SDG targets 16.6 |
| | <ul style="list-style-type: none"> Introducing computerized payroll management system | | | | | | | | SDG targets 16.6 |
| | <ul style="list-style-type: none"> Introducing computerized stores management system | | | | | | | | SDG targets 16.6 |

Goal 5 - To Expand Infrastructure Facilities to Ensure Quality and to Accommodate the Growing Educational Needs of the Institute

Objective 5.1.1: Construction of a new building envisaging the requirements for the next three decades

Strategy 5.2.1: Identifying a suitable land

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|--|---------------------------|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 5.2.1 | <ul style="list-style-type: none"> Preparation and obtain approval of the overall project proposal from UGC and National Planning (Land, building, equipment, furniture, staff etc) | Director, BOM, Land and Building Committee | Approved project proposal | 30% | 100% | - | - | - | |
| | <ul style="list-style-type: none"> Explore the possibility of identifying a block from the existing crown lands/land from a health-related institution in close proximity/land from a Higher Education | Director, BOM, Land and Building Committee | Acquisition of land | 10% | 60% | 100% | - | - | SDG targets 9.1 |

| | | | | | | | | | |
|--|---|--|--|--|--|--|--|--|--|
| | Institutions in close proximity or obtaining a private land as a donation | | | | | | | | |
|--|---|--|--|--|--|--|--|--|--|

Strategy 5.2.2: Appoint a state institution for preparation of a plan for a new building

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|--|---|------------------------|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 5.2.2 | <ul style="list-style-type: none"> 1.Preparation of the structural design and building plan ensuring access to differently abled people | Director and BOM, Land and Building Committee | Well-equipped building | 10% | 30% | 50% | 80% | 100% | SDG targets 9.1 |
| | <ul style="list-style-type: none"> Construction of the building | | | | | | | | |
| | <ul style="list-style-type: none"> Procurement of furniture and equipment for new building | | | | | | | | |

Strategy 5.2.3: Appointment of a committee to identify the sources of funding.

| No | Activity | Responsibility | KPI | Performance Targets | | | | | SDG Goal/Target |
|-------|---|-------------------------------------|-------------------------------------|---------------------|------|------|------|------|-----------------|
| | | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 5.2.3 | <ul style="list-style-type: none"> Obtaining of expert opinion on financial needs | Director and BOM, Finance Committee | Budget proposal | 50% | 100% | - | - | - | SDG targets 9.1 |
| | <ul style="list-style-type: none"> Submission of the budget proposal for state, external local or overseas donor funding | Director and BOM, Finance Committee | Identification of source of funding | 10% | 50% | 100% | - | - | SDG targets 9.1 |
| | <ul style="list-style-type: none"> Entering into an agreement to receive the agreed and approved funds | Director and BOM, Finance Committee | Signing of an agreement/MOU | 10% | 50% | 100% | - | - | SDG targets 9.1 |