



# Enhancing Governance, Management and Reform in Sri Lankan Universities through Non- Academic Staff Training: ENACT

## ENACT Sustainability Strategy

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*Deliverable 6.7*

*Compiled by: Eastern University, Sri Lanka based on the preliminary sustainable strategy developed by the European Center for Quality, and regular updates with inputs from Sri Lanka partners*

### KA2 ERASMUS+ CAPACITY BUILDING IN THE FIELD OF HIGHER EDUCATION PROGRAMME

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## INTRODUCTION

The sustainability strategy was developed based on the outcomes and insights gained from the sustainability planning and implementation efforts of six Sri Lankan partner universities through the ENACT project, spanning from 15 January 2021 to 20 November 2025.

### Initial Steps

The Sri Lankan partner universities were tasked with:

1. **Reviewing the Project's Relevance to the National Context:**
  - Identifying national initiatives and priorities with which the project could synergize.
  - Ensuring alignment with national goals to facilitate effective dissemination, particularly to public authorities and agencies.
  - Establishing a strategy for maximizing the exploitation of project results.
2. **Reviewing the Project's Relevance to Institutional Contexts:**
  - Assessing alignment with institutional development plans, internationalization strategies, and human resource development objectives.
  - Focusing on the development and training of non-academic staff to create a strong institutional support base and ensure sustainable integration of project outcomes into university operations.
3. **Developing a Preliminary Sustainability Plan:**

With input from partner universities, this plan covered key aspects such as:

  - Integration of ENACT results into long-term human resource and staff development strategies.
  - Design and delivery of training courses for non-academic staff.
  - Identification of staff responsible for post-project exploitation and extension of ENACT results, including their availability and remuneration.
  - Organization and financing of Non-Academic Staff Development Cells created through the ENACT project.
  - Dissemination strategies to share information about the Non-Academic Staff Development Cells and ENACT results with stakeholders, including public institutions and other universities in Sri Lanka.

### Finalization of the Sustainability Strategy

The preliminary sustainability plans informed the identification of common elements to develop the final strategy. This strategy was finalized through continuous collaboration among six Sri Lankan universities and five international partners. It successfully addresses critical challenges in building the capacity of non-academic staff, ensuring long-term integration of project outcomes, and fostering sustainable institutional development.

## RELEVANCE OF THE PROJECT IN THE SRI LANKA CONTEXT

### *Institutional context in higher education*

The Higher Education Sector at the Ministry of Education (MOE) and the University Grants Commission (UGC) are the regulating bodies of higher education in Sri Lanka. The MOE has taken measures to strengthen its institutional framework through the Quality Assurance and Accreditation Council (QAAC) functioning under the UGC. The QAAC's key objective is to ensure excellence in higher education through Quality Assurance.

### *Policy context in higher education*

The main policy objective is to ensure that the Sri Lankan higher education system produces graduates who are competitive in the global job market. Special emphasis is put on partnerships with non-Sri Lankan universities for a two-way exchange of resources in order to increase opportunities for scholarships and international exposure for Sri Lankans.

To achieve excellence in higher education and to produce world-class graduates, it is necessary to update and enhance the knowledge, skills and attitude of the human capital in the university system. The human capital in the university system is identified broadly as academic and non-academic staff. Training opportunities and opportunities for international exposure available to academic staff is high compared to those available for non-academic staff. Yet, according to the 'Sri Lanka University Statistics 2021' the total number of non-academic staff in the Sri Lankan university system (Administrative, other Executive, Technical, Clerical & Allied grade and Primary grade) is 12,397. Without providing proper, relevant and timely training and international exposure to non-academic staff, it is impossible to achieve excellence in higher education. It is necessary to adequately train non-academic staff to support organizational performance and to contribute to achieving the objectives of higher education, while also improving their job satisfaction, motivation and career prospects. In 2010, University Grants Commission Circular No. 937 addressed this issue. One of the goals of the Strategic Plan 2019–2023 of the UGC is to establish clear direction and policy for the professional development of all non-academic staff of the university system.

In that regard, the ENACT project is directly relevant to the objective of improving the functioning and quality of the higher education system in Sri Lanka. It addresses the somewhat neglected training needs of non-academic staff and strives to develop non-academic staff's quality, skills and expertise, while also sharing good practices for human resource development and building sustainable capacity for adequate staff development. Through the envisaged multiplier effects, it is expected that the participating institutions will be able to achieve long-term improvements in human resource development capacity, attitudinal change among non-academic staff, good management practices and a working culture of excellent performance which will affect the overall university performance. Further, efforts will be made to transfer some good practices and knowledge to other Sri Lankan universities to encourage improvement in the broader higher education system.

## RELEVANCE TO INSTITUTIONAL CONTEXTS

### *Eastern University, Sri Lanka (EUSL)*

Eastern University, Sri Lanka (EUSL) strives to achieve its vision of becoming a *world-class knowledge center*, excelling in teaching, learning, and research to enhance community well-being. Its mission focuses on producing skilled graduates with strong moral values and fostering a research culture that supports sustainable global, national, and regional development through local and international linkages while optimizing regional resources.

The success of EUSL, like any university, is deeply tied to the competence and dedication of its non-academic staff. Recognizing this, EUSL has committed to enhancing the skills and professional capabilities of its staff, particularly non-academic staff who have long been overlooked in professional development initiatives.

**Goal 3** of EUSL's strategic framework, *Enhancing Institutional Capacity through Human and Physical Resources*, and its specific objective, **Objective 3.1**: *To create an efficient, effective, and self-assured academic, administrative, and supportive workforce* (<https://www.esn.ac.lk/publications/strategic-plan>), highlight the critical need for a sustainable and comprehensive strategy for non-academic staff training and development.

The ENACT Project, launched in 2021, is a transformative initiative aimed at addressing the long-standing gaps in the skills, training, and professional development of non-academic staff in Sri Lankan universities. This project aligns with EUSL's strategic objectives, focusing on:

- **Improved Governance and Management:** Enhancing institutional efficiency through better-trained non-academic staff.
- **Addressing Critical Challenges:** Filling the void in non-academic staff development through targeted training programs.
- **Sustainability and Growth:** Building a skilled and capable workforce to sustainably support the university's growth and development.

Funded by Erasmus+ and implemented through a collaboration of international and local partners, the ENACT Project has been pivotal in addressing these challenges. By focusing on governance, operations, and human resource development, the project has created a pathway to sustainably enhance the human capital at EUSL.

Through the ENACT Project's interventions, EUSL is poised to build a competent and motivated non-academic workforce, fostering institutional excellence and driving long-term improvements in governance, management, and overall university performance.

### *University of Peradeniya*

The Strategic Plan of the University of Peradeniya in its Goal 4 specifies a strategic action to strengthen administrative and financial management within a sustainable good governance framework by improving efficiency and effectiveness of the existing administrative and financial framework. To achieve it, action has to be taken to fulfil the training needs of staff involved in financial and administrative functions, and provide necessary and suitable training. Therefore in the strategic planning and policy formulation training for non-academic staff involved in General and Financial Administration has made important

in the University of Peradeniya. By establishing Staff Development Center and Staff Development Cell under ENACT Project is significant in achieving the objectives.

### ***University of Ruhuna***

The University of Ruhuna operates a Staff Development Center (SDC) in compliance with University Grants Commission Circular No. 937. The Center is led by a full-time director and functions under the direct supervision of the Vice Chancellor. Its operational and financial management is overseen by a dedicated management committee. The ENACT project is highly relevant to advancing the development and capacity of this Center, enabling it to better address institutional needs and enhance staff development initiatives.

### ***University of Moratuwa***

One of the core values of the University of Moratuwa is Staff & Student Empowerment: Inspiring to embrace new ideas through capacity building of staff for performance excellence and ensuring a learning environment for effective education and creative expression for students for performance excellence (<https://uom.lk/strategic-management-plan-2022-2026>). The ENACT project's plans to support the professional development and the capacity of non-academic staff is directly in line with this value.

### ***Sri Lanka Technological Campus (SLTC)***

SLTC has over 100 persons non-academic staff whose performance and efficiency are vital to achieving the goals and objectives of the university. SLTC also pays attention to the personal and professional development of its workforce and therefore encourages and enables their career development. SLTC aims to get the support of the ENACT project for modernization of governance, financial management and administration at the university and believes this can be achieved via capacity building for non-academic staff.

The project activities will create and support learning opportunities for non-academic staff and facilitate a long-term strategy focused on skills building and development among non-academic staff. The expected impact is to improve the efficiency of non-academic systems, procedures and processes and contribute to better provision of educational services and to increased quality and relevance of the University.

### ***Rajarata University of Sri Lanka***

Rajarata University of Sri Lanka (RUSL) has an operational Staff Development Center (SDC). This center is managed by a Director who directly reports to the Vice Chancellor. Activities of the Staff Development Center are governed by a management committee chaired by the Vice Chancellor.

The five year Corporate Plan of the Rajarata University of Sri Lanka highlights the strategies to Enrich workplace quality and the productivity through capacity building of the staff in the Goal 04. In order to achieve this, action has to be taken to address the training needs of staff involved in administrative activities by providing necessary training.

## SUSTAINABILITY STRATEGY

### *Eastern University of Sri Lanka (EUSL) (Partner 01)*

#### **Integrating ENACT Results into Staff Development**

The Eastern University of Sri Lanka (EUSL) has successfully integrated the outcomes of the ENACT project into its staff development initiatives. Nine trainers at EUSL received transnational training in key thematic areas such as Internationalization, University Governance, and Soft Skills, covering seven core topics identified through pilot training needs analysis and buy-in events:

1. Internationalization in higher education and global best practices in university administration.
2. Modern human resource management practices in higher education.
3. University governance and management.
4. Financial management, accounting, and auditing in higher education.
5. Organizational efficiency and productivity in higher education.
6. 21st-century soft skills.
7. Equality and diversity.

These trainers conducted 24 multiplication training sessions, benefiting 198 non-academic staff members. Based on participant feedback and stakeholder consultations, a comprehensive **Non-Academic Staff Training Curriculum** and supporting resources were developed.

#### **Strategic Plan Integration**

After thorough discussions with stakeholders, the **Non-Academic Staff Training and Development Strategy** was formally integrated into the **University Strategic Plan 2023–2027**. This inclusion ensures alignment with EUSL's long-term goals and institutional priorities.

#### **Strategic Plan 2023–2027: [View Strategic Plan](#)**

- **Goal 3:** Enhancing Institutional Capacity through Human and Physical Resources.
- **Objective 3.1:** To create an efficient, effective, and self-assured academic, administrative, and supportive workforce.
- **Strategy 3.1.1:** Promoting continuous professional development.
- **Activity/University Action Plan 3.1.1.3:** Providing training for staff through the ENACT project.
- **Annual Action Plan Reference (SDC):**  
13: Non-Academic Staff Training (Identified Topics under ENACT project).

This strategic alignment underscores EUSL's commitment to building a skilled and motivated non-academic workforce, ensuring sustainable institutional development and operational excellence.

#### **Establishment of the Non-Academic Staff Development Cell (NASDC)**

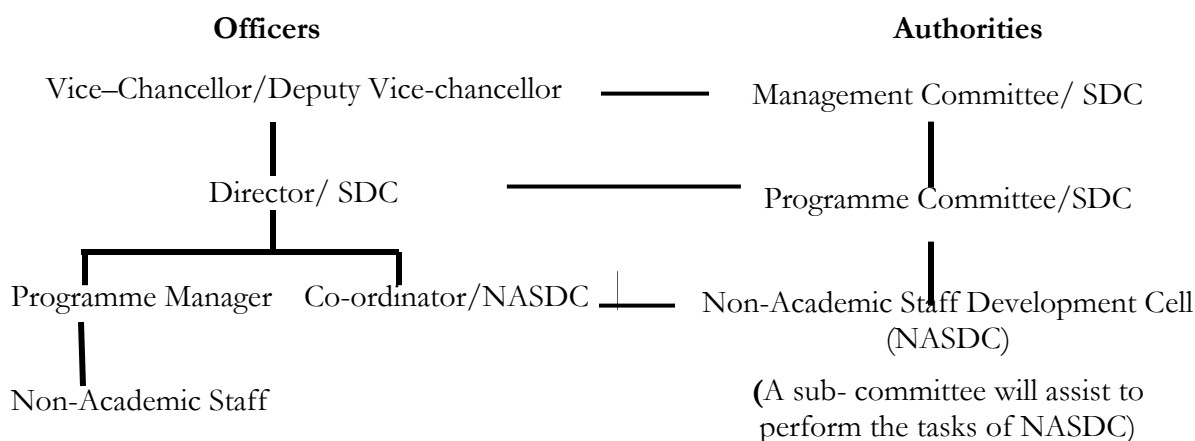
To sustain non-academic staff training, the **Non-Academic Staff Development Cell (NASDC)** was established as a dedicated unit under the Staff Development Centre (SDC). NASDC is equipped with both physical and human resources:

### Personnel:

- Director of SDC: Overall in charge of staff development programs.
- NASDC Coordinator: Manages all non-academic staff training programs.
- Support Staff: Includes a program manager, management assistant, and works aide for administrative tasks.

### Governance and Structure

The structure of NASDC will be:



### Equipment:

- 6 Dell laptops.
- 1 multimedia projector.
- 2 web cameras.
- 1 digital camera.
- 2 laser pointers.
- 1 multifunctional printer.
- Additional resources provided by EUSL.

### Facilities:

- A portion of the SDC and its conference hall are allocated to NASDC for training programs.

### Policy Reforms

- A comprehensive **mandate document** was developed for NASDC.  
[View Mandate Document](#)



## Financial Management

The activities of NASDC are supported through:

1. Annual allocations from the University Grants Commission (UGC) for the SDC.
2. Grants and sponsorships from external organizations.

## Dissemination and Exploitation Plans for the post-implementation period

To ensure the long-term impact and visibility of the ENACT project, EUSL has outlined dissemination and exploitation activities for the post-implementation period:

1. **Internal Dissemination:**
  - Publish updates on non-academic training in the University Newsletter.
  - Provide orientation sessions on the Non-Academic Staff Development Strategy at the start of each NASDC training program.
2. **External Dissemination:**
  - Update ENACT project activities on its website for three years post-implementation.
  - Extend training programs to affiliated institutions (e.g., Trincomalee Campus and Swami Vipulananda Institute of Aesthetic Studies).
  - Collaborate with the **Centre for Industry Community Linkage** to provide training, empowerment, and awareness programs for community groups such as the Women's Society and Youth Society in Savukkady, a model village.
3. **Policy Recommendations:**
  - Recommendations presented to the **Committee of Vice Chancellors and Directors** to encourage system-wide adoption of the strategy.

[View Policy Recommendation](#)

This comprehensive approach ensures that the results of the ENACT project are not only sustained but also serve as a foundation for ongoing improvement in non-academic staff capacity building, both within EUSL and across the wider higher education landscape in Sri Lanka.

## *University of Peradeniya (Partner 02)*

Staff Development Center of the University of Peradeniya involve in providing required systematic training for both the academic and non-academic staff which contribute to achieve goals and objectives of the university. Staff Development Cell under the ENACT project is established with the approval of the Governing Council of the university and it will continue to train non-academic staff in the areas identified at the stake holder events conducted at the university which will also contribute to overall training need of the staff. Staff Development Cell will have a training calendar for a year which will continue in a sustainable manner.

Training programmes are arranged in the following core areas

1. Trends and opportunities in Internationalization for HE in the World- Strategy and Action

2. Project Management- Project costing budgeting and financing
3. Mobility management
4. How to run an International Office
5. Modern Human Resource management practices,
6. University Administration and Financial Management,
7. Networking for learning and transfer of good practices of university administration,
8. Accounting and Auditing in higher education,
9. Modern systems and procedures to improve organizational efficiency and productivity,
10. Development of soft skills of non-academic staff,
11. Managing diversity and promoting equality.

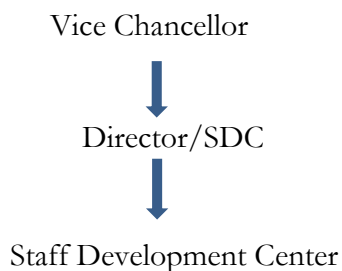
Training workshops and courses are anticipated to benefit 18 directly as trainers and thereby conducting training programmes to around 250 direct and 1500 staff indirectly through dissemination.

Course design will involve input from the Director/SDC, Dean of the Faculty of Management, Registrar and Bursar of the University, the Deputy Registrar of the non-academic establishment, which will be coordinated by the Deputy Registrar/ Human Resource Development Unit under supervision of the Vice Chancellor.

Courses will be delivered in physical lectures with group discussions and Q&A sessions. Resource persons who participate in designing courses will be responsible for session delivering. Director/ SDC and the project team members will be responsible for administration.

- 1) 50% of the equipment budget has been spent for purchasing items and for final stage of procurement for the remaining 50%.
- 2) Staff Development Cell is established under Staff Development Center with the approval of the Governing Council of the University of Peradeniya is in a separate distant building in scenic, calm and quiet environment conducive for learning with all the basic facilities.

3)



- 4) Governing Council approval is obtained to conduct the training under SDC with the supervision of the Director/SDC

Considerable amount of money is allocated to the SDC from the annual budget of the University of Peradeniya for training of staff. On obtaining approval from the Governing Council to conduct training under SDC will include all future training as the trainings are amalgamated to the training calendar of the SDC.

- Resource persons from faculties as Management, Arts etc. will be selected among academic staff.
- Resource persons from General Administration and Financial Administration
- Project Administration team
- One Technical staff member, Audio Visual Technical Officer, Management Assistant and Works Aide

It is planned to deliver ENACT results through the Staff Development Cell through training programmes scheduled throughout the year.

Dissemination will be through publishing details in the University Web, Newsletter, Leaflets, paper articles, and in social media as Facebook, Twitter, and LinkedIn etc.

**It is planned to disseminate information to the UGC for policy development to all universities in Sri Lanka, Public Institutions, ministries (especially Ministry of education,) corporations through official communications and informal communications,**

### ***University of Ruhuna (Partner 06)***

#### *Integrating the ENACT results in staff development at the university*

The overarching goal of the University Staff Development Center is to contribute to the continuous improvement of the university's human resource capabilities in order to foster staff commitment, loyalty, and allegiance to the organization, enhance the required skills and knowledge of staff members across all categories, and integrate cutting-edge technologies and tools into the university's core operations. The Center is called upon to increase knowledge and skills, get more international experience, share best practices, improve staff motivation, and develop better work ethics. As a result, the university's administrative services are expected to improve, and non-academic processes and procedures are expected to be run more efficiently. ENACT initiatives will be implemented through the Staff Development Center. In coordination with the ENACT project, the Staff Development Center will design and deliver training for all categories of non-academic staff with the goal of enhancing technical and professional skills in pertinent core areas.

#### *Plans regarding the design and delivery of courses for non-academic staff*

So far, University of Ruhuna has designed training programs such as certificate courses, short courses, and training workshops in these training areas:

- Trends in Internationalization
- Project management concepts and principles
- Project proposal writing & approval procedure for MoUs & Agreements
- Project costing, budgeting and financing
- How to run an efficient international office

These training workshops and courses are anticipated to directly benefit 50 clerical staff members who are involved in international affairs, and indirectly benefit 43 administrative staff members. More courses will be developed in the course of the project on the basis of the ENACT training curriculum.

These are the expanded course modules/training areas:

Course modules:

- Research Methodology
- Information Technology
- Report writing
- English for office environment

Training workshops:

- Governance and Authority of the University
- Corporate Strategic Planning
- Administrative Legal Procedures
- Asset Management within the University
- Process Improvement - Concepts, Tools & Techniques
- Financial Management Procedures
- Internal Auditing Policy & Practice

Course design involves input from the Dean of the Faculty of Humanities and Social Sciences, the Project Coordinator (Head, Department of Public Policy), the Registrar of the University, the Deputy Registrar of the General Administration, the Senior Assistant Registrar of the Faculty of Humanities and Social Sciences, and the Assistant Bursar (Acting Bursar of the University).

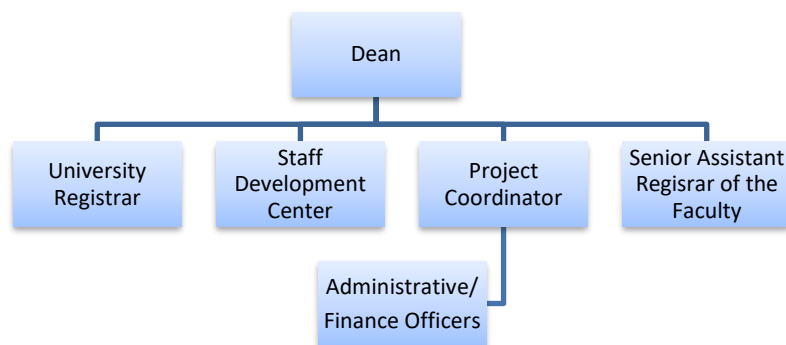
The non-academic staff training will be delivered in face-to-face mode, with group discussions and Q&A sessions. The resource persons who participate in designing courses will be responsible for the delivery of sessions. The Director of SDC and the ENACT project team members will be responsible for administration and management.

*Progress in developing a Non-Academic Staff Development Cell – procurement, venue, planned activities, management structure, regulations and policies necessary for the operation of the Cell*

Procurement of equipment for the Cell, as planned in the ENACT project: 40% of the equipment budget has been spent for purchased items and orders have already been placed for the remaining 60%.

Venue: The Non-Academic Staff Development Cell is established at the Faculty of Humanities and Social Sciences which operates under the university center.

Management structure and lines of accountability:



**Policy reform:** For the Non-Academic Staff Development Cell to start full operation, it is necessary to receive approval by the University Council. The process has started.

#### *Financial sustainability of the Non-Academic Staff Development Cell*

As already mentioned, University of Ruhuna has an operational Staff Development Center which reports directly to the Vice Chancellor and is run by a director who works full-time. A management committee oversees its operational and financial management. The Staff Development Center, including the director, program coordinator, program manager, and other staff, will volunteer their services to run the ENACT Non-Academic Staff Development Cell. The idea is to efficiently support the Cell's work without incurring any capital or additional operation costs, but by rather making use of the resources already available at the university.

The Staff Development Center has specific budgetary allotments, and all funds are managed by the Bursar in accordance with government financial guidelines with the approval of the Finance Committee and the University Council.

#### *Human Resources sustainability of the Non-Academic Staff Development Cell*

To incorporate the Non-Academic Staff Development Cell operations into the next institutional strategic plan, 2023–2027:

- Suitable resource persons will be selected among academic staff
- Resource persons and project administration team – in total 15
- Two technical staff members are already available at the Staff Development Center.

#### *Dissemination and exploitation plans*

Information about the project and about the activities of the Non-Academic Staff Development Cell will be disseminated widely within University of Ruhuna. The following channels of dissemination have been planned:

- Popularization of ENACT results through the Staff Development Center by catering to more non-academic staff and providing a variety of course options on an annual training calendar
- Applying the Non-Academic Staff Development Cell model to every faculty within the university

Information about the project and about the activities of the Non-Academic Staff Development Cell is planned to be disseminated outside the university by informing the CVCD (Committee of Vice-Chancellors and Directors Sri Lanka) about staff development cells that have been designed to cater to non-academic staff and the overall ENACT results through joint training proposals with Sri Lankan partner universities.

## *University of Moratuwa (UoM) (Partner 04)*

*Integrating the ENACT results in staff development at the university*

### Pool of multipliers/trainers through Transnational Trainings

Meeting key deliverables of the ENACT project, the University of Moratuwa got the opportunity to create a pool of trainers who have been trained at the Transnational training programmes held in three EU partner Universities as follows:

- Transnational Training 01 at Masaryk University, Czech Republic (Building skills and capacity to support and cope with internationalization) : 05 Trainers
- Transnational Training 02 at Gottingen University, Germany (modern practices in Human Resource management, university administration and financial management) : 05 Trainers
- Transnational Training 03 at Instituto Superior Tecnico, Portugal (Soft skills building, Equality and Diversity): 05 Trainers (including 02 repeaters from ToT 1)

Accordingly, a total of 13 no.s of Administrative and Financial Officers of the University have been trained as trainers. Being heads of different administrative and financial divisions of the University, this pool has a big potential of acting as multipliers in training other subordinate non-academic staff of the University meeting a key sustainability strategy of the ENACT at the University of Moratuwa. The members of the pool have already given their tremendous contribution in conducting six multiplication training programmes covering the thematic training areas of Internationalization, Human Resource Management, University Administration/governance, Financial Management, and Soft Skills which resulted in the training of 177 non-academic staff members. As described under the Actions Plans of the NASDC briefed below, this pool of trainers is to be expanded with other volunteer staff of the University who have the skill and potential of delivering training sessions. An expanded pool of trainers with numerous training skills would significantly contribute to the sustainability of the ENACT project.

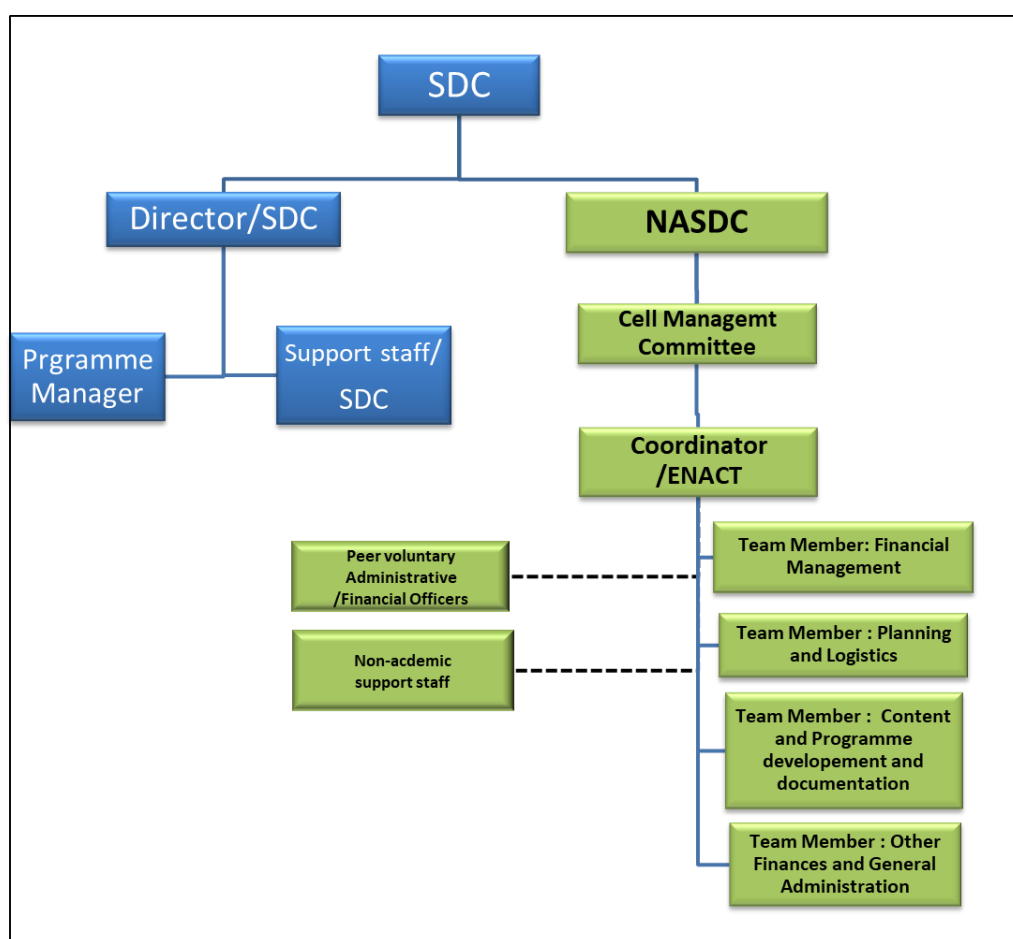
### Non-academic Staff Development Cell and appointment of responsible persons

With the approval of the Governing Authority of the University, a Non-academic Staff Development Cell (NASDC) has been established as a sub-structure of the Staff Development Centre of the University. The key objective of the cell is to create a sustainable structure dedicated to the design, delivery, and assessment of training for non-academic staff of the University and to harmonize the University's non-academic staff development strategy with the overall strategy and vision for growth, excellence, and performance. The Cell has been initially equipped with the essential items (06 No.s of Laptop Computers, Color Printer, Smart Board, Conference sound system, Camera unit for conference system) purchased under the financial provisions of the Equipment component of the ENACT budget. However, with the approval of relevant officers of the University, the other available resources such as class rooms, computer laboratories have already been used as venues for conducting multiplication training sessions organized by NASDC.

The structure and the responsibility of the cell have been clearly spelled out in its mandate document. (<https://dms.uom.lk/s/obkddaeRP57CWJ5>)

The ENACT Team of the University consisting of following members have been entrusted to work as the staff of the Cell to implement its actions achieving its goals and objectives through their respective capacity in the Cell Management Committee.

- Mr. D.L.D. Jayantha, Registrar: Project coordinator
- Mr. K.A. D. Pushpakeerthi, Bursar: Member
- Mrs. Y.L.D. Nandasena, Deputy Registrar: Member
- Mrs. C.Y. Munaisinghe, Senior Assistant Registrar: Member
- Ms. A.N. Samaranayake, Senior Assistant Bursar: Member



The actions of the NASDC have already been incorporated into the activity calendar of the University Staff Development Centre. These actions include following key actions:

- Planning, Organizing, Conducting, and Evaluating multiplication training sessions
- Conducting stakeholder discussions in evaluating the dynamic training needs and updating the training need repository
- Actions on expanding the pool of trainers
- Discussion with University management on continuous funding support for the future training sessions

- Expanding physical infrastructure of NASDC for enhanced training environment

#### Non-academic Staff Training Curriculum and Frequent Training Needs analysis

The preliminary training curriculum developed at the beginning of the ENACT project has been updated with the inputs received at the following instances/milestones of the ENACT project towards preparing the final curriculum.

- Preliminary needs analysis
- Stakeholder consultations
- Experience of conducting multiplication training sessions
- Feedback received at the feedback sessions conducted at the end of each multiplication training sessions
- Material received from participation of transnational training
- Material used by the trainers of the University of Moratuwa at the delivery of their multiplication training sessions

Accordingly, an updated training curriculum describing 21 training modules covering the 07 thematic training areas of ENACT has been developed as a base document for planning future training programmes under NASDC and preparing its action plans. However, as per the Action Plans of NASDC, the Training needs surveys has to be done in consultation with all relevant stakeholders in an identified frequency and the analysis of the feedback of such surveys are to be done to incorporate dynamic needs of the training areas of non-academic staff of the University to enable its staff cope up with the modern world.

#### Enhancing multiplication trainings towards Asynchronous delivery

So far, the delivery of multiplication training sessions have been carried out under the synchronous mode where the participants and the trainers meet each other at the same time either physically or online through technologies such as Zoom. However, along with the increased demand for the training programmes and the difficulties in gathering the targeted audience at the same time, the need of a training model where the participants could access the training materials and follow the training programme independently at their own pace has arisen in order to meet the sustainability of ENACT at UoM.

The ENACT team under their discussions on NASDC activities, it has been identified that *LearnOrg* the current Learning Management System (LMS) of the university which is manually used by the undergraduates and postgraduate students to access their course modules online could be extended to deliver ENACT multiplication training sessions to any interested non-academic staff. Further, it has also been identified that the conversion of a significant number of training resources into video clips would enable the active participation of trainees. Accordingly, the delivery of asynchronous training sessions via LMS and the conversion of the current training material into audio/video enabled material will be implemented under the future action plans of NASDC of UoM in order to ensure its sustainability.

Such action would enhance the target audience including the non-academic staff members of non-ENACT partner Universities in the country contributing to the ultimate goal of the ENACT project.



### Financial aspects

Continuation of the initiatives of the ENACT project specially during the post project period has been a challenge for the University as the budgetary provisions of ENACT will not be available after the closure of the project. Following aspects would mitigate the risk of financial matters ensuring the sustainability of ENACT at UoM.

- Obligations of the ENACT trainers who have been trained at the transnational training programmes for the delivery of multiplication training sessions
- Attraction of peer administrative staff or academic staff to act as future trainers on a voluntary basis. Due recognition among relevant parties will be given for such volunteers such as issuance of Letters of Commendations.
- Continuous logistic support from the University management for conducting training sessions
- Arrangements for utilizing funds from the generated income of the University upon receipt of necessary approvals.
- Improving the design and delivery of the training programmes towards asynchronous training programmes through *LearnOrg*, the Learning Management System of the University with the assistance of the Centre for Information & Communication Services (CITeS) of the University.

### Non-academic Staff Development and Training Strategy

<https://dms.uom.lk/s/aAmwW4a4GrBPKGg>

Under the guidance of the ENACT project, a non-academic staff training and development strategy has been drafted. With the inputs of the relevant stakeholders, a comprehensive non-academic staff development training and development strategy including the proposed strategic changes and solutions presented in a clear readable document has been finalized as the platform to ensure the sustainability of the ENACT project at the University of Moratuwa.

### *Dissemination and exploitation plans*

Following dissemination and exploitation actions would help ensuring sustainability of ENACT:

- As initiated under ENACT, the information on the actions taken by NASDC at UoM will be updated in the ENACT Website. The UoM website will maintain the link to the ENACT main project website. The technical assistance on maintenance/updating the relevant pages of the ENACT website would be provided by UoM with required administrative authorities granted from the host of the website (Sri Lanka Technological Campus- SLTC)
- Continuous publication of news articles on *Bimonthly UOM*, the E-news letter of UoM to keep the stakeholders in touch with actions implemented under ENACT even during the post project period.
- Continuous use of the dedicated email account of [enact.uom@gmail.com](mailto:enact.uom@gmail.com) for all internal/external email communication of ENACT.
- Continuous discussions at relevant internal forums such as the Senior Management Committee, Meeting with Heads of Departments, etc. for updating its progress or to get the views of relevant stakeholders.

## *Sri Lanka Technological Campus (SLTC) (Partner 03)*

### *Integrating the ENACT results in staff development at the university*

The Staff Development Cell (SDC) that will be established at SLTC will be providing the required systematic training for both the academic and non-academic staff, thereby contributing to achieving the goals and objectives of the university. The SDC under the ENACT project will continue the training and development of the non-academic staff after the project completes.

### *Plans regarding the design and delivery of courses for non-academic staff*

Training programs are at present developed in the following subject areas:

- Internationalization for HE in the World- Strategy and Action
- Project Management- Project costing budgeting and financing
- Mobility management
- Career Development
- Soft Skills Training and Development

These training workshops and courses will benefit non-academic staff across all faculties, departments, and offices of SLTC. Course design will involve input from the **Chair of the Non-Academic Staff Development Committee (SDC)** and incorporate advice from top management. Training will be conducted face-to-face, including group discussions and Q&A sessions. A teaching and training panel will deliver the sessions, with resource persons responsible for both designing and delivering the courses. The Chair of the Non-Academic SDC will oversee the administration and management of the programs.

### *Progress in developing a Non-Academic Staff Development Cell – procurement, venue, planned activities, management structure, regulations and policies necessary for the operation of the Cell*

Procurement of equipment for the Cell, as planned in the ENACT project: Purchase was completed for all the planned equipment

Venue: The Staff Development Cell is established with the approval of the President and will be located at the research building of the Campus.

Management structure and lines of accountability: Council → Chief Executive Officer → Officer Chair of Non-Academic Staff Development Committee → NASDC

Policy reform: The SLTC Council approval is obtained to conduct the training under SDC with the supervision of the Chair of Non-Academic Staff Development Committee

### *Financial sustainability of the Non-Academic Staff Development Cell*

As a non-state University, SLTC Research University will allocate some money each year to continue the activities proposed in the ENACT project. The activities initiated by this project will be incorporated into the plans of the university.

### *Human Resources sustainability of the Non-Academic Staff Development Cell*

The following persons will sustain the activities of the SDC:

- Resource persons will be selected among academic staff

- Resource persons from top management, general administration and financial administration will be involved in the provision of training
- The SLTC ENACT Project team will continue to be responsible for administration.
- A technical staff member will be involved

#### *Dissemination and exploitation plans*

Information about the project and about the activities of the Non-Academic Staff Development Cell will be disseminated widely within SLTC. The following channels of dissemination have been planned:

- ENACT results will be disseminated through the Staff Development Cell through training programmes and workshops. Trainings will be conducted online as well as onsite
- Details will be published on the university website, International Affairs Office website, as well as through a newsletter
- Email announcements will be used to disseminate further information.

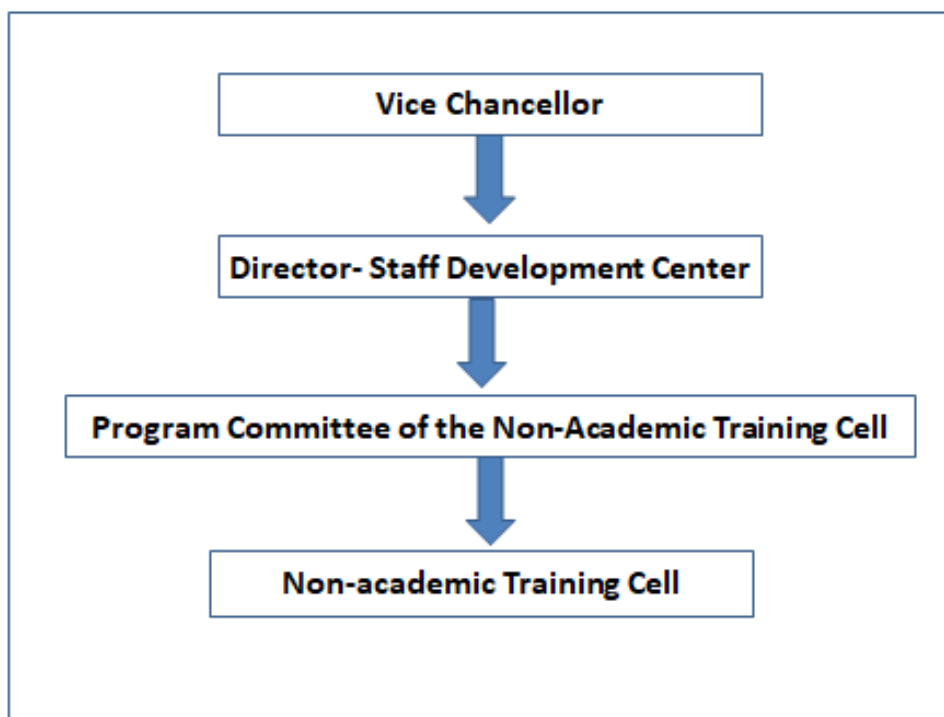
Information about the project and about the activities of the Non-Academic Staff Development Cell is planned to be disseminated outside the university by means of collaborative activities. SLTC will collaborate with UGC, Ministry of Higher Education, other SL universities and foreign universities in conducting events and programs related to non-academic staff development and training. SLTC will seek the support of resource persons and experts from other institutions in conducting such programs.

### ***Rajarata University of Sri Lanka (Partner 05)***

#### **Establishment of the Non-academic Training Cell**

Training programs for non-academic staff members are conducted through the Non-academic Training Cell (NACT), a dedicated facility to train non-academic staff was established under the Staff Development Center of the University. Establishment of this Non-academic Training Cell is approved by the governing body of the university and supported by ENACT project funding with necessary equipment. This cell is dedicated to identify training needs of non-academic staff through regular communication with key stakeholders, to plan training activities, conduct training and to evaluate the effectiveness of those training programs with key stakeholders. The Non-academic Training Cell is managed by the SDC through the Director of SDC and then will report to the management committee of the SDC and to the Vice Chancellors advisory committee. There is a separate program committee for the cell to plan and execute training programs. This committee is consists of non-academic staff members as representatives.

#### *Hierarchical Position of the Non-academic Training Cell in the University*



#### *Scope of the training programs*

Training programs of the non-academic Training Cell will be conducted based on the training curriculum of for non-academic staff. This curriculum is approved by the management committee of the Staff Development Center and by the Vice Chancellors Advisory Committee of the University.

#### Internationalization in Higher Education

- *Trends in Internationalization of the HE in the world - Trends and Opportunities*
- *Strategy and Action for Internationalization*
- *Maintaining International Office and its roles*
- *International Collaborations and MOUs*
- *Proposal writing and working with International agencies / HEIs*

#### Modern Practices in University Administration and Governance

- *Financial Management*
- *Human Resource Management and Current Trends in Human Resources Management*

- *Good Governance*
- *Strategic Management and Sustainability of University programs*
- *Project Management*

#### Soft Skills and Diversity

- Communication skills
- Equality, Diversity and Inclusion in the university sector
- Time Management
- Change Management
- Leadership

#### Monitoring and Evaluation

The non-academic Training Cell will submit a monthly progress report to the Vice Chancellors advisory committee through the Director SDC. The suggestions and recommendation from the advisory committee will be incorporated to the activities by SDC director.

Following each training program, a post training evaluation questionnaire will be distributed to the participants. The collected feedback will be analyzed and formulated as a brief report. Feedback from participants will be used by the program committee to improve quality of the training activities.

#### *Sustainability*

Financial sustainability of the Non-academic Training Cell will be ensured by utilizing the service of already trained ENACT trainers and internal staff members as resource persons ( from the SDC resource pool). In addition to that training programs of the Cell will be included in the annual action plan of the SDC.