2026-2030

National Institute of Co-operative Development

Strategic Plan 2026-2030

Ministry of Trade, Commerce, Food Security and Co-operative Development

National University for Cooperative Studies by 2030

Centre of Excellence for Cooperative studies in Sri Lanka by 2028

Strategic Plan 2026-2030

National Institute of Co-operative Development

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STRATEGIC PLAN

National Institute of Co-operative Development (NICD)
2026– 2030

1. Executive Summary

The National Institute of Co-operative Development (NICD) stands at a critical juncture in its institutional evolution, with a unique opportunity to reposition itself as a nationally and internationally recognized center of excellence in co-operative education, research, and capacity development. In response to emerging national development priorities, global shifts in co-operative and social enterprise education, and the increasing demand for specialized higher education in the co-operative sector, NICD envisions a structured transformation into a financially self-sustaining, academically credible, and globally connected higher education institution by 2029 (Government of Sri Lanka, 2020; International Co-operative Alliance [ICA], 2022). This transition is intended to culminate in the establishment of NICD as the **National Co-operative University in Sri Lanka by 2030**, aligned with national human capital development and inclusive economic growth objectives (World Bank, 2019).

This Strategic Plan provides a comprehensive and phased roadmap to guide NICD's transformation over the medium term. It is grounded in Sri Lanka's national co-operative development policies, higher education reform agenda, and public sector modernization framework, while drawing on international best practices in co-operative education, university governance, and institutional sustainability (Ministry of Education, 2020; UNESCO, 2021). The Plan recognizes NICD's existing institutional strengths—including its statutory mandate, sectoral relevance, and national reach—while pragmatically addressing current challenges related to academic recognition, governance structures, infrastructure utilization, financial dependency, and limited international engagement (UGC Sri Lanka, 2022).

A central pillar of this Strategy is **academic expansion and quality enhancement**. NICD will progressively transition from a training-oriented institute to a higher education provider offering accredited diploma, undergraduate, and postgraduate programs in co-operative management, social entrepreneurship, agribusiness, finance, governance, and related disciplines. This expansion

will be supported by curriculum modernization, outcomes-based education frameworks, faculty development, research promotion, and compliance with national quality assurance and accreditation requirements (UGC Sri Lanka, 2022; UNESCO, 2018). Strategic academic partnerships with recognized local universities will be pursued as an interim mechanism to ensure academic legitimacy and credit transferability, while NICD advances toward autonomous degree-awarding status (World Bank, 2019).

Equally critical to this transformation is **national and international institutional affiliation**. NICD will actively pursue collaborative agreements with Sri Lankan universities, regional co-operative institutions, and internationally reputed universities and development agencies. These partnerships will facilitate joint academic programs, staff and student exchanges, collaborative research initiatives, and exposure to global best practices, positioning NICD within regional and international academic and co-operative networks (ICA, 2022; ILO, 2021).

The Strategic Plan places strong emphasis on **governance and institutional reform** to support NICD's expanded mandate. Governance structures will be strengthened through enhanced academic oversight mechanisms, improved financial management systems, performance-based management practices, and greater institutional autonomy within the public sector framework. These reforms are essential to ensure accountability, transparency, and effective decision-making as NICD transitions toward university-level status (OECD, 2020; Ministry of Public Administration, 2021).

Infrastructure optimization and digital transformation form another key focus area. Existing physical assets will be upgraded and rationalized to support academic delivery, research activities, residential programs, and income-generating initiatives. Simultaneously, NICD will invest in digital learning platforms, academic management information systems, and online delivery models to expand access, improve operational efficiency, and enhance institutional resilience in a rapidly evolving education landscape (UNESCO, 2021; World Bank, 2020).

Finally, the Plan outlines a clear pathway toward **financial sustainability**. NICD will progressively reduce reliance on government recurrent funding by diversifying revenue streams through tuition-based academic programs, professional certifications, consultancy services,

competitive research grants, international collaborations, and strategic utilization of institutional assets. A robust financial sustainability framework will ensure long-term viability while safeguarding affordability, equity, and public sector values (OECD, 2020; World Bank, 2019).

Through the effective implementation of this Strategic Plan, NICD aims to emerge by 2029 as a credible, self-sustaining higher education institution, and by 2030 as the **National Co-operative University**, playing a transformative role in human capital development, co-operative sector modernization, and inclusive socio-economic development in Sri Lanka (Government of Sri Lanka, 2020; ICA, 2022).

2. Introduction

The National Institute of Co-operative Development (NICD) occupies a unique and strategically important position within Sri Lanka's institutional and educational landscape. As the only state institution mandated to provide co-operative education, training, research, and professional development at the national level, NICD has, for decades, played a central role in strengthening the co-operative movement and supporting the human resource needs of co-operative societies across the country (Government of Sri Lanka, 2018; Ministry of Co-operatives, 2020). Through its training programs, capacity-building initiatives, and advisory services, NICD has contributed significantly to improving governance standards, operational efficiency, and professional competence within the co-operative sector (International Labour Organization [ILO], 2021).

The co-operative sector remains a vital pillar of Sri Lanka's socio-economic development, particularly in areas such as rural development, agriculture, financial inclusion, consumer services, and inclusive entrepreneurship (World Bank, 2019; International Co-operative Alliance [ICA], 2022). In this context, NICD's mandate extends beyond conventional training functions to include the promotion of co-operative values, democratic governance, social equity, and community-based economic development. As national development priorities increasingly emphasize inclusive growth, social enterprise development, and sustainable livelihoods, the relevance of specialized co-operative education has become more pronounced than ever before (Government of Sri Lanka, 2020; ILO, 2021).

Building on this legacy and responding to emerging national and global trends in higher education, NICD is now strategically positioned to evolve into a degree-awarding, university-affiliated institution. This shift reflects the growing demand for academically recognized qualifications in co-operative management, social entrepreneurship, agribusiness, finance, governance, and related disciplines, as well as the increasing importance of applied research and innovation in development-oriented education (UNESCO, 2018; World Bank, 2020). It also acknowledges the need to modernize educational delivery by integrating research, innovation, and evidence-based policy engagement into NICD's core institutional functions (OECD, 2020).

While NICD has traditionally focused on serving employees and office bearers of co-operative societies, the proposed institutional evolution significantly broadens its scope and potential impact. The Institute aims to extend its academic and professional offerings to the wider youth population, emerging entrepreneurs, and professionals seeking specialized knowledge aligned with co-operative and social enterprise models. In doing so, NICD will contribute to addressing youth unemployment, fostering entrepreneurship, and developing a skilled workforce capable of supporting both co-operative and mixed-economy development pathways (World Bank, 2019; UNESCO, 2021).

This transition is closely aligned with ongoing reforms in Sri Lanka's higher education sector, which encourage institutional diversification, industry relevance, flexible learning pathways, and alternative routes to degree-level qualifications within the public sector (Ministry of Education, 2020; University Grants Commission [UGC], 2022). Through structured academic affiliations with recognized universities, adherence to national quality assurance frameworks, and phased institutional capacity development, NICD seeks to establish itself as a credible and respected higher education provider contributing to national human capital development objectives (UGC Sri Lanka, 2022).

This Introduction sets the foundation for the Strategic Plan by reaffirming NICD's statutory mandate while clearly articulating the rationale for institutional transformation. It underscores the Institute's commitment to preserving its public service mission and co-operative values, while simultaneously embracing academic rigor, innovation, and financial sustainability. This balance between legacy and transformation constitutes the guiding principle of NICD's strategic direction

over the coming years, as it works toward becoming a nationally recognized and internationally connected institution serving the evolving needs of Sri Lanka's co-operative sector and broader economy (Government of Sri Lanka, 2020; ICA, 2022).

3. Vision, Mission, Values and Objectives

Vision

"To be the Centre of Excellence in Co-operative and Social Entrepreneurship Studies in Sri Lanka."

Mission

" To develop competent, innovative, and ethically grounded human resources for the co-operative and social enterprise sectors through accredited higher education, professional training, research, and knowledge dissemination in a self-sustainable manner"

NICD shall empower co-operative professionals, entrepreneurs, youth, and community leaders by enhancing knowledge, skills, attitudes, and democratic values required for effective co-operative governance, entrepreneurship, and service delivery. The Institute shall function as a national center for co-operative education and development, contributing to policy formulation, institutional strengthening, and sector modernization through academic excellence, applied research, and strategic national and international collaboration.

Core Values

1. **Commitment to Co-operative Principles**
   Upholding democratic governance, equity, transparency, accountability, and member participation in all institutional activities.
2. **Academic Quality and Integrity**
   Ensuring high standards in teaching, learning, assessment, research, and professional conduct in compliance with national quality assurance frameworks.

3. **Innovation and Entrepreneurship**
   Promoting creativity, critical thinking, and entrepreneurial capabilities to support sustainable co-operative and social enterprise development.
4. **Inclusiveness and Social Equity**
   Providing equitable access to education and capacity development while promoting social responsibility and community empowerment.
5. **Research and Knowledge Advancement**
   Generating, disseminating, and applying knowledge to support evidence-based policy, effective management, and sectoral development.
6. **Collaboration and Partnership**
   Engaging constructively with local and international universities, co-operative institutions, government agencies, and development partners.
7. **Institutional Sustainability and Accountability**
   Ensuring effective governance, financial sustainability, responsible resource utilization, and continuous institutional improvement.

Objectives

1. Achieve Academic Quality & SLQF Alignment

Ensure all NICD academic programmes comply with Sri Lanka Qualification Framework (SLQF) standards and recognized national quality assurance mechanisms.

2. Pursue Academic Governance Systems

Establish transparent, accountable, and university-standard academic governance structures (Senate-equivalent, Academic Syndicate, QA mechanisms).

3. Obtain University Affiliations & Partnerships

Develop formal collaborations with national and international universities for joint, dual, pathway, and research-linked programmes.

4. Continue Academic Pathways (Credit Transfer & RPL)

Provide flexible learner progression through credit transfer systems, Recognition of Prior Learning (RPL), and multiple entry/exit pathways.

5. Expand Academic Portfolio Expansion

Diversify NICD's academic offerings into sector-relevant, interdisciplinary, and market-responsive fields.

6. Undertake Research, Innovation & Knowledge Development

Strengthen applied research, innovation, publications, and policy engagement in co-operative, social enterprise, and development sectors.

7. Realize Teaching Excellence & Digital Transformation

Enhance teaching quality through modern pedagogy, blended learning, LMS platforms, digital academic management systems, and technology integration.

8. Attain Financial Sustainability & Resource Mobilization

Build financial resilience through diversified income streams, consultancy, partnerships, and efficient resource utilization.

9. Develop Institutional & Human Resource Capacity Development

Develop qualified academic and administrative staff, modern infrastructure, and institutional systems to meet higher education standards.

10. Undertake Monitoring, Evaluation & Performance Management

Implement systematic monitoring, evaluation, and performance review mechanisms to ensure accountability and strategic progress.

11. Complete University Transition & Legal Readiness

Achieve institutional, legal, and academic readiness for NICD's transition into a degree-awarding higher education institution / future university.

12. Achieve Graduate Employability & Social Impact

Ensure NICD graduates demonstrate high employability, professional competence, ethical leadership, and measurable contribution to co-operative and community development.

6. Strategic Priorities & Goals

Short-Term Goals (2025–2027)

Goal 1- Strengthen institutional capacity for education, training, research, consultancy, and partnerships

Goal 2- Achieve **SLQF alignment and international** recognition for diploma programs

Goal 3- Establish **national and foreign university affiliations** for joint delivery of:

- ✓ Degree programs
- ✓ Advanced diploma pathways
- ✓ Credit transfer systems

Goal 4- Expand NICD's academic portfolio into sector-specific and interdisciplinary programs

Goal 5- Strengthening academics professionalism, governance, QA systems, and financial controls

Medium-Term Goals (2027–2029)

Goal 6- Operate NICD as an affiliated higher education institution linked to:

- ✓ National universities
- ✓ Foreign universities (Asia, Europe, Commonwealth)

Goal 7- Introduce degree-level programs in:

- ✓ Co-operative Management
- ✓ Social Entrepreneurship
- ✓ Community Development
- ✓ Co-operative Banking & Finance

Goal 8- Achieve financial self-sustainability by 2029

Goal 9- Complete institutional readiness for university status conversion

Long-Term Goals (Vision 2030)

Goal 10- Promote and establish NICD as the National Co-operative University (NCU) in Sri Lanka

Goal 11- Become a regional hub for co-operative education, research, and policy advisory services with international recognition

Goal 12- Offer undergraduate, postgraduate, and professional qualifications which demonstrate higher employability

Goal 13 – Function as a resource centre for cooperative information generation and exchange through library, research and archives.

Goal 14 – Introduce new models of cooperative organisations and market mechanisms for the developing future generation of cooperatives

4. Environmental Scan (SWOT Analysis) & Present Situational Analysis

4.1 Environmental Scan (SWOT Analysis)

Strengths

1. Authorized by an Act of Parliament to award academic qualifications, providing a strong legal and statutory foundation.
2. The only state institution mandated to provide co-operative education, training, and capacity development at the national level.
3. A clearly defined market for co-operative education and professional training.
4. A serene, conducive, and academically appropriate learning environment.

5. Strategically located within an educational zone in the central region of the country with easy accessibility.
6. Well-equipped essential physical infrastructure, including computer laboratories, library facilities, hostels, comfortable lecture halls, printing facilities, canteen services, audio-visual equipment, and other common amenities.
7. Strong state sponsorship and institutional recognition as a public-sector entity.
8. Availability of qualified academic and non-academic staff with experience in co-operative education and training.
9. Availability of land for future expansion and infrastructure development.
10. A modern auditorium with seating capacity exceeding one thousand, suitable for national-level academic and professional events.
11. Continuous guidance, supervision, and policy direction provided by the state.
12. Well established linkages with international organizations and networks in the co-operative sector.
13. Long-standing institutional reputation and trust among co-operative and public-sector stakeholders.
14. Nationwide reach through co-operative networks, enabling access to a geographically dispersed learner base.

Weaknesses

1. Under the existing Act, the highest academic qualification that can be awarded is limited to diploma level.
2. Inadequate staffing and the absence of most essential job categories for income-generating, marketing, and commercial operations.
3. A relatively limited traditional target market compared to broader higher education institutions, primarily focused on co-operative employees.
4. Inability to cater Tamil-medium academic programs.
5. Availability of institutional framework that does not leads to cultivate sound academic culture.
6. Erosion of collective responsibility and co-operative values among certain segments of staff.

7. Insufficient financial resources for capital investment, infrastructure development, and maintenance.
8. Inadequacy of internal control systems
9.
10. Lack of internationally recognized accreditation or certification for co-operative-related academic programs.
11. Underutilization and poor maintenance of existing physical and institutional resources.
12. Lack of specialized in-house academic and research staff to independently deliver advanced and diversified academic programs.
13. Outdated technology, teaching tools, and laboratory equipment.
14. Limited availability of sector-specific and market-driven academic programs aligned with emerging co-operative and social enterprise needs.
15. High staff turnover due to low salary structures and limited career progression opportunities.
16. Outdated pricing structures when offering physical facilities and services to external users.
17. Lengthy, rigid, and impractical recruitment and approval procedures under public-sector systems.
18. Weak marketing, branding, and public awareness strategies, particularly beyond the co-operative sector.
19. Limited digital learning infrastructure and online program delivery capacity.

Opportunities

1. Significant potential to expand co-operative education and training services in the Northern and Eastern Provinces of Sri Lanka.
2. Virtual monopoly in the knowledge market for government officers related to the development and regulation of cooperative organizations
3. An emerging education market among children of co-operative employees and co-operative society members.
4. Entrepreneurial and capacity development opportunities arising from new government co-operative and social enterprise policies.

5. Availability of local and international co-operative organizations for partnerships, joint programs, and technical collaboration.
6. Opportunities to establish academic affiliations and collaborative arrangements with national universities and higher education institutions.
7. Potential to expand education, training, research and consultancy services to other government institutions and public-sector organizations.
8. Government willingness to revise existing co-operative laws, rules, and regulations, that enable to uplift future expansion of NICD academic affairs.
9. Growing demand within the co-operative sector for specialized, sector-specific knowledge and professional qualifications.
10. Increasing national focus on social and solidarity economy, social entrepreneurship, inclusive growth, and alternative economic models.
11. Expansion potential through digital learning platforms, blended delivery, and distance education models.
12. Availability of international funding, grants, and technical assistance for co-operative development, education, and research.

Threats

1. Likely Establishment of co-operative training centers at provincial and regional levels, increasing competition.
2. Uncertainty in government allocations for capital and recurrent expenditures.
3. Price-based competition from private and semi-government institutions offering similar programs at lower fees.
4. Possible restructuring of public enterprises, which may require revisions to institutional mandates and strategic plans.
5. Low attractiveness of the co-operative sector to qualified professionals due to comparatively lower salaries and perceived job insecurity.
6. Limited financial capacity of co-operative societies to allocate funds for staff training and higher education.
7. Rapid changes in higher education delivery models and learner expectations, increasing pressure to modernize.

8. Competition from private universities and professional institutes with stronger branding and marketing capabilities.

Present Situational Analysis

The SWOT analysis indicates that NICD possesses strong statutory legitimacy, national relevance, physical infrastructure, and sectoral trust. However, institutional limitations related to academic scope, financial sustainability, staffing, and modernization constrain its growth potentials. At the same time, policy reforms, demand for sector-specific expertise, and opportunities for academic affiliation and digital expansion create a favorable environment for transformation. Addressing internal weaknesses while strategically leveraging external opportunities will be critical to NICD's transition into a degree-awarding, university-affiliated institution and its long-term aim of becoming the National Co-operative University (NCU) for Co-operative studies.

5. PESTLE Analysis - NICD

P Political	E Economical	S Social	T Technological	L Legal	E Environmental
• Government policy changes in Sri Lanka. • Government regulations related to education, research, and co-operative development activities. • Current local tax policy. • Trade policies • Sri Lankan political stability. • Changes in government laws. • Changes in International laws • Budgetary changes. • Trade restrictions. • IMF conditions on the SOEs applicable to NICD	• Unstable inflation rate. • Volatile exchange rates. • Domestic Economic growth. • Disposable income. • Local unemployment rate. • Sri Lankan Gross Domestic Product (GDP)	• Population growth of Sri Lanka. • Division of Urban-rural • Co-operative members Population in Sri Lanka. • Community health • Age, gender ratio with co-operative sector. • Gender equality • Co-operative Entrepreneurship factors. • Lifestyle attitudes of people • Sri Lankan cultural barriers. • Public perceptions towards co-operatives.	• Innovation level of NICD and Co-operative sector. • Automation. • Technological awareness. • Cyber security. • Technological change. • Internet coverage and speed. • Keeping up with the rapidly changing modern technology.	• Government circulars and regulations. • Government acts. • Co-operative laws in Sri Lanka. • Labor laws. • Contract law. • Occupational safety. • Consumer rights. • fair treatment of co-operative enterprises, and transparency in operations. • Co-operative ethical standards	• Weather conditions in Sri Lanka. • Effects of climate change. • Sri Lankan environmental policies. • Public perception on environment. • Applicability of 4R. • Eco-friendly practices. • Effects of pollution. • Environment Sustainability.

6. Assumptions

In addition to the previously stated assumptions, the following assumptions underpin the successful implementation of this Strategic Plan:

1. **Regulatory approvals required for local and foreign university affiliations can be secured by 2026–2027**

   It is assumed that the necessary approvals, clearances, and no-objection certifications from the University Grants Commission (UGC), the Ministry of Education, and other relevant regulatory bodies will be obtained within the planned timeframe. This includes approvals for academic collaborations, joint or twinning programs, credit transfer arrangements, and faculty exchanges with both local and internationally recognized universities. Timely regulatory approvals are critical to enabling NICD's phased academic expansion and ensuring academic credibility during the transition period.

2. **The University Grants Commission (UGC) and relevant authorities will recognize NICD's progressive transition model**

   This Strategic Plan assumes that the UGC and other oversight authorities will acknowledge and support NICD's proposed phased transition from a training institute to a degree-awarding higher education institution. Recognition of a progressive or staged development model—where academic programs are initially offered through affiliations and gradually move toward autonomous status—will be essential to maintaining regulatory compliance while allowing institutional innovation and capacity building.

3. **Demand exists for co-operative-focused degree programs**

   The Plan assumes sustained and growing demand for specialized academic programs in co-operative management, social entrepreneurship, agribusiness, co-operative finance, governance, and related fields. This demand is expected to originate from multiple segments, including employees and leaders of co-operative societies, school leavers seeking alternative higher education pathways, professionals in the public and private sectors, and students from the South Asian and regional co-operative movements.

Adequate demand is essential for program viability, enrollment growth, and long-term financial sustainability.

4. **Government policy support will continue for NICD's transition toward a national co-operative university**

   It is assumed that continued policy-level support will be provided by the Government of Sri Lanka for NICD's institutional transformation, in line with national development priorities related to inclusive growth, co-operative sector modernization, skills development, and higher education reform. Such support may include enabling policy decisions, legislative facilitation, transitional funding, and administrative backing, particularly during the period leading up to NICD's formal recognition as a national-level co-operative university.

5. Introducing amendments to the NICD Act will be achieved in order to facilitate the elevation of NICD to University status. Current NICD is ambiguous on the mandate to introduce graduate programmes which needs to be clarified in specific terms; the representation of the former Sri Lanka Institute of Cooperative Management (liquidated now) is absent, hence there is a need to bring an academic person to fill the post.

7.Strategies

7.1. Institutional Strategies

1. Academic Quality & Standards Strategy

Implement SLQF alignment, QA systems, curriculum review cycles, and assessment moderation to ensure nationally and internationally recognized academic standards.

2. Academic Governance & Institutional Reform Strategy

Establish university-level academic governance structures (Academic Syndicate, Senate-equivalent, IQAU) to ensure transparency, accountability, and academic autonomy.

3. University Affiliation & Partnership Strategy

Develop structured national and international university partnerships for joint degrees, dual programs, curriculum validation, and academic mobility.

4. Flexible Learning Pathways Strategy

Operationalize Credit Transfer, Recognition of Prior Learning (RPL), and multiple entry/exit systems to widen access and support lifelong learning.

5. Academic Portfolio Diversification Strategy

Expand programs into interdisciplinary and sector-driven fields such as social entrepreneurship, co-operative finance, digital management, community leadership, and sustainable development.

6. Research & Innovation Development Strategy

Establish research clusters, promote applied research, publications, policy engagement, and consultancy services to position NICD as a knowledge hub.

7. Teaching Innovation & Digital Transformation Strategy

Adopt blended learning, LMS platforms, digital academic systems, and technology-enabled teaching methodologies to improve access and quality.

8. Marketing, Outreach & Student Recruitment Strategy

Strengthen branding, stakeholder engagement, regional outreach, industry linkages, tracer studies, and public awareness campaigns to expand enrollment and visibility. Creating model village coop marketing centres in the rural areas . Introducing new model of cooperative enterprises Create care givers cooperatives after providing NVQ certificate training programmes; Establishing Business Incubation centres after training and working with large cooperative organisations; supporting government project to create new models of Production and Marketing Cooperatives

9. Financial Sustainability & Resource Mobilization Strategy

Diversify income through consultancy, executive education, facility utilization, research grants, partnerships, and cost-recovery pricing models.

10. Human Resource & Institutional Capacity Strategy

Develop academic and administrative staff competencies, research qualifications, leadership skills, and modern infrastructure. Placement of staff in cooperatives whenever necessary.

11. Legal, Policy & University Transition Strategy

Amend NICD Act, ensure UGC compliance, develop academic regulations, and achieve legal readiness for degree-awarding and university status.

12. Monitoring, Evaluation & Performance Management Strategy

Implement KPIs, audits, staff appraisal systems, mid-term reviews, and external evaluations to ensure accountability and strategic progress.

7.2.Corporate-Level Strategies

Corporate-level strategies define the overall direction of NICD's institutional development and guide decisions related to scope, growth, and long-term positioning. In the context of NICD's proposed transformation into a higher education institution and future national co-operative university, three complementary corporate-level strategies are adopted: **Stability, Growth, and Diversification**.

1. Stability Strategy

The Stability Strategy focuses on preserving NICD's core institutional identity, legal mandate, and public service responsibilities while the organization undergoes structural and academic transformation.

Under this strategy, NICD will continue to fully discharge its statutory responsibilities as stipulated under **Act No. 01 of 2001**, ensuring uninterrupted delivery of mandated training, advisory, and capacity-building services to the co-operative sector. This approach safeguards institutional legitimacy, stakeholder trust, and policy continuity during the transition period.

At the same time, NICD will protect and reinforce its core mandate in co-operative education by maintaining priority focus on co-operative values, democratic governance, member-driven enterprise development, and sector-specific capacity building. Stability at the corporate level

ensures that institutional expansion does not dilute NICD's foundational mission, but rather strengthens its role as the national anchor institution for co-operative development.

In order to become self-financed and self-managed development institution, the NICD would re-engineer the academic and hospitality divisions as well as logistics and physical facilities division treating them as profit centers.

2. Growth Strategy

The Growth Strategy is designed to systematically expand NICD's academic reach, institutional capacity, and national relevance in response to evolving labor market demands and sectoral needs.

Central to this strategy is the introduction of new, market-responsive academic programs at diploma, undergraduate, and postgraduate levels. These programs will be aligned with the skills requirements of the co-operative sector, public sector institutions, social enterprises, and development-oriented organizations. Academic offerings will be informed by labor market analysis, stakeholder consultations, and national development priorities to ensure graduate employability and sector relevance.

In parallel, NICD will expand its delivery modes to improve accessibility and inclusiveness. This includes strengthening regional centers, enhancing residential training and academic facilities, and scaling up online and blended learning platforms. By adopting flexible and technology-enabled delivery models, NICD will be able to reach a wider student base, including rural learners, working professionals, and regional participants, thereby supporting both enrollment growth and national capacity development.

3. Diversification Strategy

The Diversification Strategy aims to broaden NICD's academic and professional scope beyond its traditional niche, while remaining conceptually aligned with its co-operative and development-oriented ethos.

Under this strategy, NICD will expand its program portfolio into complementary and interdisciplinary areas such as **social entrepreneurship**, **community leadership**, **sustainable**

development, and **public sector management**. These fields are closely connected to co-operative principles and respond to contemporary challenges in governance, inclusive development, environmental sustainability, and institutional effectiveness.

Diversification will enable NICD to attract a more diverse student population, including youth, development practitioners, local government officials, and professionals seeking public-interest-oriented education. It will also strengthen NICD's role as a multidisciplinary institution capable of contributing to policy discourse, applied research, and leadership development across the broader socio-economic landscape.

Importantly, diversification will be pursued in a phased and strategic manner to ensure academic quality, resource adequacy, and institutional coherence, avoiding mission drift while enhancing resilience and long-term sustainability.

7.3.Alignment of the 12 Institutional Strategies with Corporate-Level Strategies

The following twelve strategies operationalize NICD's corporate-level direction—**Stability, Growth, and Diversification**—and collectively support its phased transition into a recognized higher education institution and, ultimately, the **National Co-operative University (NCU)**. Each strategy contributes differently, but cohesively, to institutional consolidation, expansion, and long-term sustainability.

1. Academic Quality & Standards Strategy

Corporate Alignment: Stability | Growth

This strategy ensures that all academic offerings meet nationally and internationally recognized standards through alignment with the Sri Lanka Qualifications Framework (SLQF), structured quality assurance systems, regular curriculum review cycles, and assessment moderation. It

safeguards academic credibility during institutional transition (Stability) while enabling the expansion of degree-level programs and university affiliations (Growth).

2. Academic Governance & Institutional Reform Strategy

Corporate Alignment: Stability

This strategy establishes transparent, accountable, and autonomous academic governance structures, including the Academic Syndicate, Senate-equivalent bodies, and the Internal Quality Assurance Unit (IQAU). It strengthens institutional legitimacy, decision-making integrity, and compliance with UGC norms, providing a stable governance foundation for NICD's transformation.

3. University Affiliation & Partnership Strategy

Corporate Alignment: Growth | Diversification

This strategy operationalizes national and international university partnerships for joint degrees, dual programs, curriculum validation, faculty exchange, and academic mobility. It supports rapid academic expansion (Growth) while enabling entry into new interdisciplinary and globally benchmarked program areas (Diversification).

4. Flexible Learning Pathways Strategy

Corporate Alignment: Growth

By implementing credit transfer, Recognition of Prior Learning (RPL), and multiple entry and exit pathways, this strategy widens access to higher education for working professionals, mature learners, and co-operative practitioners. It directly supports enrollment growth, inclusivity, and lifelong learning objectives.

5. Academic Portfolio Diversification Strategy

Corporate Alignment: Diversification

This strategy expands NICD's academic offerings into interdisciplinary and sector-responsive fields such as social entrepreneurship, co-operative finance, digital management, community

leadership, and sustainable development. Diversification strengthens NICD's relevance beyond its traditional training mandate while remaining aligned with its co-operative ethos.

6. Research & Innovation Development Strategy

Corporate Alignment: Growth | Diversification

This strategy establishes research clusters, promotes applied research, policy engagement, publications, and consultancy services. It positions NICD as a national knowledge hub for co-operative development and social enterprise, supporting academic reputation (Growth) and broadening institutional impact and revenue sources (Diversification).

7. Teaching Innovation & Digital Transformation Strategy

Corporate Alignment: Growth

Through the adoption of blended learning, Learning Management Systems (LMS), digital academic administration, and technology-enabled pedagogies, this strategy improves access, delivery efficiency, and teaching quality. It enables NICD to scale programs nationally and regionally while supporting flexible learning models.

8. Marketing, Outreach & Student Recruitment Strategy

Corporate Alignment: Growth

This strategy strengthens NICD's institutional visibility through branding, stakeholder engagement, regional outreach, industry linkages, tracer studies, and public awareness campaigns. It supports enrollment expansion, feedback-driven program improvement, and stronger alignment with labor market outcomes.

9. Financial Sustainability & Resource Mobilization Strategy

Corporate Alignment: Stability | Growth

This strategy diversifies NICD's income through consultancy services, executive education, research grants, partnerships, facility utilization, and cost-recovery pricing models. It ensures

financial resilience (Stability) while generating resources required for academic expansion and infrastructure development (Growth).

10. Human Resource & Institutional Capacity Strategy

Corporate Alignment: Stability | Growth

This strategy focuses on developing academic and administrative staff competencies, research qualifications, leadership skills, and modern infrastructure. It stabilizes institutional performance during transition while building the human capital required for university-level teaching, research, and governance.

11. Legal, Policy & University Transition Strategy

Corporate Alignment: Stability

This strategy addresses amendments to the NICD Act, UGC compliance, development of academic regulations, and legal readiness for degree-awarding and university status. It provides the statutory and policy foundation necessary to legitimize all growth and diversification initiatives.

12. Monitoring, Evaluation & Performance Management Strategy

Corporate Alignment: Stability

This strategy introduces KPIs, academic and financial audits, staff appraisal systems, tracer surveys, mid-term reviews, and external evaluations. It ensures accountability, continuous improvement, and evidence-based decision-making across all strategic areas.

7.4. Strategic Integration and Positioning

Together, the Stability, Growth, and Diversification strategies provide a balanced corporate-level framework that allows NICD to preserve its statutory mandate, expand its academic footprint, and evolve into a modern, responsive, and sustainable higher education institution. This integrated

approach supports NICD's long-term vision of becoming the **National Co-operative University (NCU)** while continuing to serve national development objectives and public sector values.

Broadening the scope of co-operative services, expand the educational opportunities, conducting public awareness about the programmes offered, obtain feedback from the participants of the programmes, do tracer surveys on progress/destinations of the participants

7.5.Strategic Alignment: Institutional Strategies and Corporate-Level Strategies

No.	Institutional Strategy	Core Focus	Stability	Growth	Diversification	Contribution to NICD–NCU Transition
1	Academic Quality & Standards Strategy	SLQF alignment, QA systems, curriculum review, assessment moderation	✓	✓	—	Ensures nationally and internationally recognized academic standards required for degree awarding and university status
2	Academic Governance & Institutional Reform Strategy	Academic Syndicate, Senate-equivalent bodies, IQAU, transparency	✓	—	—	Establishes autonomous and accountable academic governance aligned with UGC norms
3	University Affiliation & Partnership Strategy	National & international university partnerships, joint/dual degrees	—	✓	✓	Enables recognized degree delivery during transition and builds global academic credibility
4	Flexible Learning Pathways Strategy	Credit transfer, RPL, multiple entry/exit pathways	—	✓	—	Expands access, inclusivity, and lifelong learning opportunities
5	Academic Portfolio Diversification Strategy	Interdisciplinary and sector-driven programs	—	—	✓	Broadens academic scope while remaining aligned with co-operative and development ethos
6	Research & Innovation Development Strategy	Research clusters, applied research, policy engagement, consultancy	—	✓	✓	Positions NICD as a national knowledge hub and strengthens academic reputation
7	Teaching Innovation & Digital Transformation Strategy	Blended learning, LMS, digital academic systems	—	✓	—	Enables scalable, flexible, and technology-enabled academic delivery

8	Marketing, Outreach & Student Recruitment Strategy	Branding, regional outreach, tracer studies, stakeholder engagement	—	✓	—	Increases enrollment, visibility, and labor-market responsiveness
9	Financial Sustainability & Resource Mobilization Strategy	Consultancy, executive education, grants, asset utilization	✓	✓	—	Strengthens financial resilience to support academic expansion
10	Human Resource & Institutional Capacity Strategy	Staff development, leadership, infrastructure	✓	✓	—	Builds university-level academic and administrative capacity
11	Legal, Policy & University Transition Strategy	NICD Act amendment, UGC compliance, academic regulations	✓	—	—	Provides statutory and regulatory foundation for degree-awarding and university status
12	Monitoring, Evaluation & Performance Management Strategy	KPIs, audits, appraisals, tracer surveys, reviews	✓	—	—	Ensures accountability, quality improvement, and strategic control

7.6.Strategic Alignment with objectives and Goals

Strategic Objective	Aligned NICD Strategy	Key Strategic Focus	Short-Term Goals (2025–2027)	Medium-Term Goals (2027–2029)	Long-Term Goals (Vision 2030)
1. Academic Quality & SLQF Alignment	Academic Quality & Standards Strategy	SLQF alignment, QA systems, curriculum review, assessment moderation	SLQF alignment of diploma programs; QA policies operational	Degree-level programs aligned with SLQF	Full academic credibility as NCU
2. Academic Governance Systems	Academic Governance &	Academic Syndicate, Senate-equivalent, IQAU	Establish governance bodies and QA units	Mature academic autonomy under UGC norms	University-standard governance

	Institutional Reform Strategy				
3. University Affiliations & Partnerships	University Affiliation & Partnership Strategy	National & international university collaborations	MoUs with national & foreign universities; joint delivery	Operate as affiliated HEI	Internationally recognized university
4. Academic Pathways (Credit Transfer & RPL)	Flexible Learning Pathways Strategy	Credit transfer, RPL, multiple entry/exit	Design articulation & RPL frameworks	Fully operational pathways to degrees	Lifelong learning ecosystem
5. Academic Portfolio Expansion	Academic Portfolio Diversification Strategy	Interdisciplinary, sector-driven programs	Introduce new diplomas & advanced diplomas	Launch degree programs in priority fields	Broad UG & PG portfolio
6. Research, Innovation & Knowledge Development	Research & Innovation Development Strategy	Applied research, policy studies, consultancy	Establish research clusters & outputs	Funded research & policy impact	Regional research hub
7. Teaching Excellence & Digital Transformation	Teaching Innovation & Digital Transformation Strategy	Blended learning, LMS, digital systems	LMS and digital academic systems	Scaled blended & online delivery	Smart university model
8. Financial Sustainability & Resource Mobilization	Financial Sustainability & Resource Mobilization Strategy	Consultancy, executive education, asset utilization	Cost-recovery pricing & revenue streams	Achieve financial self-sustainability	Financially resilient NCU
9. Institutional & Human Resource Capacity Development	Human Resource & Institutional Capacity Strategy	Staff qualifications, leadership, infrastructure	Staff upskilling & systems strengthening	University-level academic capacity	High-performing academic workforce
10. Monitoring, Evaluation & Performance Management	Monitoring, Evaluation & Performance Management Strategy	KPIs, audits, tracer studies, reviews	M&E framework & KPIs established	Performance-driven culture	Continuous institutional excellence

11. University Transition & Legal Readiness	Legal, Policy & University Transition Strategy	Act amendments, UGC compliance	Draft legal & regulatory frameworks	Institutional readiness completed	Establish NCU
12. Graduate Employability & Social Impact	Marketing, Outreach & Student Recruitment Strategy *(with academic linkage)*	Employability, tracer studies, stakeholder engagement	Industry linkages & tracer studies	High graduate employability	National & regional social impact

8.Activities, Sub-Activities, Outputs & Outcomes

To achieve our institutional goals of enhancing academic quality, expanding access to education and training, strengthening infrastructure, and improving service delivery, we have developed a comprehensive framework of **Activities, Sub-Activities, Key Outputs, and Expected Outcomes**. Each **Main Activity** represents a strategic priority area; corresponding **Sub-Activities** outline the specific actions required to operationalize these priorities. **Key Outputs** describe the measurable deliverables that will result from completing these actions, while **Expected Outcomes** highlight the intended impact on learners, staff, and stakeholders. This structured approach ensures clarity of purpose, accountability, and alignment with our mission to foster a responsive, inclusive, and high-performing cooperative education and training ecosystem.

8.1. Academic Development & University Affiliation

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
1.1 SLQF Alignment & Quality Assurance	• Map programs to SLQF • Revise curricula (OBE) • Develop academic regulations • Establish IQAU	• SLQF-aligned curricula • Academic & QA manuals • IQAU operational	• National recognition of programs • Regulatory compliance • Improved academic credibility
1.2 National University Affiliations	• Identify partner universities • Sign MoUs • Joint curriculum development • Faculty exchange	• Signed MoUs • Joint degree programs • Faculty exchange initiated	• Degree access through NICD • Strengthened national academic legitimacy
1.3 Foreign University Partnerships	• Identify foreign universities • Secure approvals • Develop dual/top-up degrees • Launch international certifications	• MoUs with foreign universities • Dual/top-up degree programs • International certificates	• International recognition • Enhanced graduate mobility
1.4 Credit Transfer & RPL	• Develop RPL policy • Define articulation pathways • Train staff on RPL	• RPL & credit transfer framework • Progression routes defined	• Increased access for professionals • Faster degree completion
1.5. International relationship	• Establish and strengthen partnerships with ICA, CICTAB, NEDAC, IDACA and VAMNICOM • Formalize collaborations through MoUs and agreements • Organize joint training programs, seminars, and conferences • Facilitate expert exchanges and technical cooperation	• MoUs with ICA, CISTAP, NADC, and VAMNICOM • Joint international programs and events conducted • Expert exchange and technical assistance initiatives	• Strengthened international cooperation and visibility • Access to global best practices in cooperative education • Enhanced institutional reputation and capacity building

	• Participate in international cooperative forums and networks		

8.2. Research & Innovation

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
2.1 Research Governance & Culture	• Develop research policy • Establish research clusters • Integrate research into teaching	• Research policy approved • Thematic research clusters	• Research-oriented institutional culture
2.2 Faculty Research Capacity	• Research training workshops • Support postgraduate studies • Research-based appraisal	• Trained academic staff • Higher-qualified faculty	• Increased research output • Improved academic standards
2.3 Applied & Policy Research	• Conduct sector studies • Partner with ministries & donors • Publish research outputs	• Research reports & policy briefs • Funded research projects	• Evidence-based policy influence • National research leadership

8.3. Legal, Governance & Quality Assurance

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
3.1 Amend NICD Act	• Draft legal amendments • Stakeholder consultations • Cabinet & Parliamentary approval	• Amended NICD Act	• Legal authority for degree awarding • Institutional autonomy

3.2 Academic Governance Structures	• Establish Academic Council • Create Senate-equivalent body • Develop bylaws	• Functional academic governance bodies	• Improved academic oversight • UGC-compliant governance
3.3 Quality Assurance Systems	• Internal & external audits • Student feedback systems • Accreditation preparation	• QA audit reports • Improvement plans	• Continuous quality improvement • Accreditation readiness

8.4. Human Resource Development

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
4.1 HR Capacity Development	• Recruit academic staff • Train administrative staff • Implement performance appraisal	• Enhanced staff profile • Appraisal system in place	• University-ready workforce • Improved accountability

8.5. Infrastructure & Digital Transformation

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
5.1 Physical Infrastructure Upgrade	• Renovate hostels & classrooms • Improve asset maintenance	• Upgraded facilities	• Improved learning environment • Increased residential capacity
5.2 Digital Systems & Learning Systems	• Implement LMS & SIS • Digitize administration • Launch online programs	• LMS & SIS operational • Online/blended courses	• Expanded access • Operational efficiency
5.3 Establish Cooperative Data base systems with Millenium IT	• Collected Data • Establish Data base of Cooperative societies	NICD-Cooperative Data center	Improved Data base planning and Decisions for all economic development

8.6. Financial Sustainability

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
6.1 Asset Optimization	• Commercialize hostels • Rent auditorium & facilities	• Revenue from assets	• Reduced government dependency
6.2 Executive Education & CPD	• Design CPD programs • Market to professionals	• CPD programs launched	• Sustainable income streams
6.3 Consultancy & Advisory Services	• Establish consultancy unit • Secure paid assignments	• Consultancy unit operational	• Financial resilience • Sectoral impact

8.7. Monitoring, Evaluation & University Transition

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
7.1 Performance Monitoring (KPIs)	• Define KPIs • Quarterly & annual reviews	• KPI reports	• Evidence-based management
7.2 Strategic Reviews	• Mid-term review (2027) • Final review (2029)	• Review reports	• Readiness for university status
7.3 University Status Application	• External evaluations • Submit UGC application	• Evaluation & application documents	• Establishment of National University (2030)

8.8. Academic Activities

S/No	Activity	Sub Activities	Key Output	Expected Outcome
1	Review and update existing diploma and certificate curricula to align with current cooperative sector needs	• Conduct sector needs assessments • Review and revise curricula using OBE approach • Update learning outcomes &	Updated, market-relevant curricula	Improved relevance and employability of graduates

		assessments • Obtain academic & regulatory approvals		
2	Introduce new certificate and diploma programmes in emerging areas (Digital Co-ops, Green Economy, Social Enterprise)	**Diploma Programmes:** • HND in Cooperative & Social Enterprise Management • Advanced Diploma in Cooperative Development • Diploma in Cooperative Development • Diploma in Business Management, HRM, Auditing, Marketing, Microfinance, Cooperative Law, Bank Management, Accountancy, Taxation, Secretarial Practice • Advanced & Diploma in English for Professionals • HND in ICT **Certificate Programmes:** • ICT NVQ 03–05, Marketing, Microfinance, Accounting, Taxation • Research Methodology for Cooperative Studies • Cyber Security, Network Design, Software Testing • Digital Marketing, Web Design, Python, AI, MySQL • Practical English, Mobile Photography, Care Giver Cooperatives **Short-term / Need-based Training:** • Auditing, Accounting, Banking, Microfinance, HR, Marketing, Risk Management	Expanded academic & training portfolio	Future-oriented, demand-driven cooperative education system

		• ICT, Digital Transformation, Excel, Cyber Security • Cooperative Governance, Director Boards, School Cooperatives • Special sector programmes (Fisheries, Samurdhi, Youth, Women, SLAS, Education, Textile etc.)		
3	Develop standardized training manuals and teaching guides	• Develop manuals for diplomas, certificates & short courses • Prepare lesson plans & assessment guides • Academic validation & standardization	Standardized manuals & guides	Consistent, high-quality teaching delivery
4	Strengthen lecturer capacity through Training of Trainers (ToT) programmes	• Identify competency gaps • Conduct ToT programmes • Engage national & international experts • Monitor teaching performance	Enhanced academic delivery capacity	Improved teaching effectiveness
5	Introduce blended and e-learning modules for selected programmes	• Develop LMS-based content • Introduce ICT-based learning delivery • Train staff on LMS usage • Pilot blended learning	Increased access & flexibility	Wider reach & inclusive learning
6	Establish academic quality assurance and internal review mechanism	• Develop QA framework • Establish internal review committees • Conduct periodic academic audits	Improved academic standards	Compliance, credibility & continuous improvement
7	Strengthen student assessment, evaluation, and feedback systems	• Standardize assessments • Improve feedback mechanisms • Conduct exams & certification ceremonies	Transparent assessment system	Increased trust & academic integrity
8	Expand academic partnerships with universities and professional bodies	• MoUs with universities & institutions • Joint programmes & guest lectures • Academic & faculty exchanges	Strong academic collaborations	National & international recognition
9	Conduct annual academic research, seminars, and knowledge-sharing forums	• Research studies & publications • Research Symposium	Knowledge generation & dissemination	Strong research culture

		• Performance Evaluation Competition • New Year Coop Fair		
10	Introduce student tracking and alumni database system	• Digitize student & alumni records • Develop tracking & reporting tools	Improved academic planning	Data-driven decision-making
11	Establish Tamil Faculty at Vavuniya	• Recruit Tamil-medium academic staff • Develop Tamil curricula & materials • Deliver programmes in Tamil	Tamil Faculty operational	Inclusive access & regional equity
12	Establish Regional Training Center at Nathandiya, Gale and Gampha	• Infrastructure development • Deploy trainers & staff • Conduct regional programmes	Regional Training Centre established	Improved regional outreach
13	Introduce & develop Business Incubation Models (BIC) through MPCSs	• Design cooperative-based incubation models • Support cooperative entrepreneurs • Link finance, training & markets	Functional BIC model	Entrepreneurial cooperatives
14	Strengthen academic publications & research outputs	• Comprehensive Research Compendium – 02 • Sri Lanka Journal of Cooperative Studies (Refereed – English) – 02	Peer-reviewed publications	Academic visibility & credibility
15	Strengthen library & knowledge management systems	• KOHA LMS implementation • Cloud server installation • Cooperative databases • Publications & binding divisions • Newspaper section • Digitization of rare cooperative books (PDF)	Modern digital library system	Knowledge access & preservation

8.9.Infrastructure & Facilities Development

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
Renovate and maintain classrooms, hostels, and auditoriums	• Renovation of classrooms • Maintenance of hostels • Upgrading auditoriums • Periodic facility inspections	Renovated and maintained academic facilities	Improved physical learning and accommodation facilities
Upgrade library, laboratories, and training halls	• Modernize library infrastructure • Upgrade laboratories • Improve training halls and equipment	Upgraded library and training facilities	Enhanced learning and training environment
Implement safety, accessibility, and environmental improvements	• Improve campus safety systems • Introduce accessibility features • Implement environmental sustainability measures • Conduct compliance assessments	Safety and compliance reports Upgraded campus standards	

8.10.Full utilization of existing physical resources

Main Activity – Sub-Activities – Key Outputs – Expected Outcomes

Main Activity	Sub-Activities	Key Outputs	Expected Outcomes
Optimize institutional facilities and rental services	• Rent institutional buildings • Manage rental agreements • Monitor facility usage and income	Rental agreements executed Facility usage records	Increased institutional revenue Optimal utilization of assets

Provide institutional facilities and support services	• Lecturer hall bookings • Hostel accommodation services • Auditorium bookings • Circuit bungalow bookings • Food supply services • Audio-visual equipment provision • Transport facilities (bus)	Booking schedules Occupancy and usage reports Service delivery records	Improved service delivery Efficient facility utilization
Establish a modern working environment and rehabilitate assets	• Assess institutional assets • Rehabilitate and upgrade facilities • Modernize office environment • Maintain asset inventory	Upgraded assets Modern working facilities	Improved work efficiency Enhanced staff productivity

8.12. Mapping of Activities to NICD Goals, Objectives, and SDGs

Main Activity	Goal No.	Specific Goal	Linked Objectives	Relevant SDGs
8.1 Academic Development & University Affiliation	Goal **Short-Term (2025–2027):** Goal 1, 2, 3, 4, 5 **Medium-Term (2027–2029):** Goal 6, 7 **Long-Term (2030):**	Align all NICD programs with SLQF and national QA standards, establish functional academic governance, and develop national and international university partnerships for dual degrees and credit transfer	1. Academic Quality & SLQF Alignment 2. Academic Governance Systems 3. University Affiliations & Partnerships 4. Academic Pathways (Credit Transfer & RPL) 11. University Transition & Legal Readiness 12. Graduate Employability & Social Impact	SDG 4 – Quality Education SDG 8 – Decent Work & Economic Growth SDG 17 – Partnerships for the Goals

	Goal 10, 11, 12			
8.2 Research & Innovation	**Short-Term:** Goal 1, 4, 5 **Medium-Term:** Goal 6, 7 **Long-Term:** Goal 11	Establish research clusters, integrate research into teaching, publish applied and policy research, and strengthen knowledge-sharing forums	6. Research, Innovation & Knowledge Development 7. Teaching Excellence & Digital Transformation 12. Graduate Employability & Social Impact	SDG 4 – Quality Education SDG 9 – Industry, Innovation & Infrastructure SDG 16 – Strong Institutions
8.3 Legal, Governance & Quality Assurance	**Short-Term:** Goal 5 **Medium-Term:** Goal 9 **Long-Term:** Goal 10	Amend NICD Act to enable degree awarding, implement functional academic governance bodies, and ensure quality assurance readiness	2. Academic Governance Systems 10. Monitoring, Evaluation & Performance Management 11. University Transition & Legal Readiness	SDG 16 – Peace, Justice & Strong Institutions SDG 4 – Quality Education
8.4 Human Resource Development	**Short-Term:** Goal 1, 5 **Medium-Term:** Goal 9	Recruit and train academic and administrative staff, implement HR capacity-building and performance appraisal systems to meet university standards	7. Teaching Excellence & Digital Transformation 9. Institutional & Human Resource Capacity Development	SDG 4 – Quality Education SDG 8 – Decent Work & Economic Growth
8.5 Infrastructure & Digital Transformation	**Short-Term:** Goal 1, 5 **Medium-Term:** Goal 8, 9	Upgrade classrooms, hostels, labs, and libraries; implement LMS/SIS and online learning platforms; digitize administrative processes for efficiency	7. Teaching Excellence & Digital Transformation 8. Financial Sustainability & Resource Mobilization 9. Institutional & Human Resource Capacity Development	SDG 4 – Quality Education SDG 9 – Industry, Innovation & Infrastructure SDG 11 – Sustainable Cities & Communities

8.6 Financial Sustainability	**Short-Term:** Goal 5 **Medium-Term:** Goal 8	Optimize institutional assets for revenue, launch executive education, CPD, and consultancy services to ensure financial resilience	8. Financial Sustainability & Resource Mobilization 9. Institutional & Human Resource Capacity Development	SDG 8 – Decent Work & Economic Growth SDG 12 – Responsible Consumption & Production
8.7 Monitoring, Evaluation & University Transition	**Medium-Term:** Goal 9 **Long-Term:** Goal 10	Develop KPI-based monitoring, conduct mid-term and final strategic reviews, and prepare for university status application	10. Monitoring, Evaluation & Performance Management 11. University Transition & Legal Readiness	SDG 16 – Strong Institutions SDG 4 – Quality Education
8.8 Academic Activities	**Short-Term:** Goal 2, 4 **Medium-Term:** Goal 7 **Long-Term:** Goal 12	Update and expand curricula, strengthen lecturer capacity, implement blended learning, conduct research, seminars, and alumni tracking to improve graduate employability	1. Academic Quality & SLQF Alignment 5. Academic Portfolio Expansion 7. Teaching Excellence & Digital Transformation 12. Graduate Employability & Social Impact	SDG 4 – Quality Education SDG 8 – Decent Work & Economic Growth SDG 10 – Reduced Inequalities
8.9 Infrastructure & Facilities Development	**Short-Term:** Goal 1, 5 **Medium-Term:** Goal 9	Renovate classrooms, hostels, and auditoriums; upgrade labs and libraries; enhance campus safety, accessibility, and environmental sustainability	7. Teaching Excellence & Digital Transformation 9. Institutional & Human Resource Capacity Development	SDG 4 – Quality Education SDG 11 – Sustainable Cities & Communities
8.10 Full Utilization of Existing Physical Resources	**Short-Term:** Goal 5 **Medium-Term:** Goal 8	Optimize institutional facilities for rentals, events, and accommodation; provide support services efficiently; rehabilitate and modernize campus assets	8. Financial Sustainability & Resource Mobilization 9. Institutional & Human Resource Capacity Development	SDG 8 – Decent Work & Economic Growth SDG 12 – Responsible Consumption & Production

9. Operational Plans

The Strategic Plan will be operationalized through detailed **annual operational plans**, which will translate strategic objectives into time-bound, measurable, and resource-backed actions. These operational plans will ensure systematic implementation, monitoring, and accountability throughout NICD's transition toward university-level status.

Each annual operational plan will be aligned with the approved strategic priorities, government planning and budgeting cycles, and regulatory requirements, and will be subject to periodic review and adjustment based on implementation progress and external developments.

9.1.Key Components of Annual Operational Plans

1. **University Affiliation Milestones**

   Annual plans will specify clear milestones related to academic affiliations with national and foreign universities. These will include timelines for signing MoUs, program approvals, regulatory clearances, commencement of joint or dual degree programs, and evaluation of partnership effectiveness. Milestones will be aligned with UGC guidelines and NICD's phased transition model.

2. **Academic Program Rollout Schedules**

   Operational plans will detail the phased introduction of new diploma, undergraduate, postgraduate, and professional programs. This will include curriculum development timelines, accreditation and approval processes, faculty deployment, student intake targets, and delivery modalities (on-campus, regional, residential, and online). Program rollout will be prioritized based on demand, institutional capacity, and strategic relevance.

3. **Human Resource Development and Recruitment Plans**

   Each operational plan will outline human resource strategies required to support academic expansion and governance reforms. This will include staff training and upskilling

programs, recruitment of qualified academic and administrative personnel, succession planning, and performance management initiatives aligned with university-level standards.

4. **Infrastructure and Digital Systems Upgrades**

   Operational plans will identify priority investments in physical infrastructure and digital systems, including classrooms, hostels, libraries, laboratories (where applicable), learning management systems, student information systems, and administrative automation. Implementation schedules will be linked to academic expansion and financial capacity to ensure efficient resource utilization.

5. **Budget and Revenue Projections**

   Annual budgets will be prepared in alignment with operational priorities and financial sustainability objectives. Operational plans will include projected expenditures, anticipated revenue from academic programs, consultancy, asset utilization, and external funding, as well as funding gaps and mitigation measures. Financial projections will support evidence-based decision-making and accountability.

9.2. Monitoring, Review, and Accountability

Implementation of operational plans will be monitored through defined Key Performance Indicators (KPIs), regular management reviews, and reporting to the governing authority and relevant ministries. Mid-year and annual reviews will be conducted to assess progress, address implementation challenges, and recalibrate plans as necessary.

9.3. Strategic Linkage

Through structured annual operational planning, NICD will ensure that its long-term strategic vision is translated into actionable outcomes, enabling a controlled, transparent, and results-oriented transition toward becoming a self-sustaining, academically credible National Co-operative University.

10. Evaluation, Control & Performance Appraisal

To ensure successful implementation of its Strategic Plan and the transition toward a National Co-operative University, NICD will establish a comprehensive performance management and evaluation framework. This framework will integrate strategic oversight, operational monitoring, financial control, and staff performance appraisal to maintain accountability, transparency, and continuous improvement.

10.1. Strategic Key Performance Indicators (KPIs)

NICD will develop **multi-tier KPIs** that directly link operational outcomes to strategic goals, including:

- Progress toward academic program development, accreditation, and university affiliations
- Student enrollment, retention, and graduation rates in co-operative-focused programs
- Research output, publications, and funded projects
- Financial sustainability indicators, including revenue diversification and cost recovery
- Institutional capacity development, including HR training and faculty qualifications
- Infrastructure utilization and digital transformation milestones

These KPIs will be monitored quarterly, and results will inform management decision-making, corrective action, and resource allocation.

10.2. Annual Academic and Financial Audits

NICD will conduct **internal and external audits** to ensure compliance with national higher education standards, financial regulations, and quality assurance frameworks. Key audit activities include:

- Academic program quality and curriculum compliance
- Assessment and examination integrity
- Financial management, expenditure, and revenue reporting
- Asset utilization and maintenance effectiveness

Audit findings will be reported to the Governing Council, Academic Council, and relevant government authorities to enhance transparency and accountability.

10.3. Staff Performance Appraisal Linked to Institutional Targets

NICD will implement a performance appraisal system for academic and administrative staff that links individual objectives to institutional strategic priorities. Components include:

- Academic staff: research productivity, teaching effectiveness, curriculum development, student mentorship, and participation in university affiliation initiatives
- Administrative staff: operational efficiency, project management, financial stewardship, and support for institutional reforms
- Performance outcomes will inform promotions, professional development plans, and recognition schemes, fostering a culture of accountability and continuous improvement.

10.4. Mid-Term and Final Strategic Reviews

NICD will conduct structured strategic reviews to evaluate progress against medium- and long-term objectives:

- Mid-Term Review (2027): Assess progress on program rollout, university affiliations, infrastructure upgrades, research outputs, and financial sustainability; identify gaps and recommend corrective actions.
- Final Strategic Review (2029): Evaluate overall achievement of strategic goals, readiness for degree-awarding or university status, and alignment with national higher education requirements.

These reviews will be undertaken by internal management teams in consultation with external advisors and stakeholders.

10.5. External Evaluations Prior to University Status Application

Before formally applying for National Co-operative University status, NICD will commission external evaluations to validate:

- Academic quality, governance structures, and faculty capacity
- Research output and innovation impact
- Financial sustainability and resource management
- Institutional readiness for autonomous university operations

External evaluators may include representatives from the UGC, recognized universities, international partners, and independent accreditation bodies. Findings will guide final adjustments to ensure NICD meets statutory, regulatory, and international standards.

10.6.Strategic Outcomes

Through the implementation of this multi-tier evaluation and control framework, NICD will:

- Maintain alignment between strategic objectives and operational performance
- Ensure transparency, accountability, and effective resource utilization
- Strengthen institutional readiness for university-level recognition
- Foster a performance-oriented culture among staff and leadership
- Continuously improve academic, financial, and administrative processes

This performance management framework provides a robust mechanism for monitoring, evaluating, and guiding NICD's transformation, ensuring it achieves its vision of becoming a credible, sustainable, and globally connected National Co-operative University by 2030.

11.Strategic Roadmap Summary (2026–2030)

The following roadmap outlines the **key milestones, strategic priorities, and operational focus areas** for NICD's transformation from a training institute into the National Co-operative University by 2030. Each phase is designed to build institutional capacity, academic credibility, and financial sustainability in a phased, results-oriented manner.

Period	Key Milestones & Strategic Focus
2026–2026	**SLQF Alignment, Staffing, and QA Systems**- Align all programs with the Sri Lanka Qualifications Framework (SLQF)- Strengthen internal quality assurance mechanisms- Recruit academic and administrative staff in line with university-level requirements- Develop internal policies for research, teaching, and governance- Upgrade digital systems and infrastructure for academic management
2026–2027	**National & Foreign University Affiliations**- Sign MoUs with recognized Sri Lankan universities for joint degree programs- Establish partnerships with foreign universities for dual degrees, top-up programs, and international certifications- Implement credit transfer and Recognition of Prior Learning (RPL) frameworks- Strengthen faculty development programs and collaborative research initiatives
2027–2028	**Launch of Degree Programs**- Roll out undergraduate and postgraduate programs in co-operative management, social entrepreneurship, agribusiness, finance, governance, and related fields- Introduce executive education, professional certification, and continuing professional development (CPD) programs- Implement academic governance structures (Academic Council, Senate-equivalent) and internal quality assurance protocols- Begin applied research projects aligned with national and sectoral priorities
2029	**Financial Self-Sustainability**- Achieve diversified revenue streams through tuition, consultancy, research grants, executive education, and optimized asset utilization- Ensure hostel, auditorium, and physical infrastructure are fully operational and revenue-generating- Conduct mid-term strategic review to assess institutional readiness for university-level operations- Strengthen internal financial management and performance monitoring systems

2030	**Establish National Co-operative University**- Complete legal and statutory amendments to enable degree awarding and autonomous academic governance- Submit formal application to University Grants Commission (UGC) for university status- Conduct external evaluations to validate academic quality, governance, research capacity, and financial sustainability- Officially transition NICD into the National Co-operative University, fully operational and internationally connected

Strategic Alignment

Each milestone aligns directly with NICD's **corporate-level and Institutional Strategies**. The roadmap ensures a **phased, evidence-based transition**, balancing institutional legacy, sectoral relevance, academic rigor, and operational sustainability.

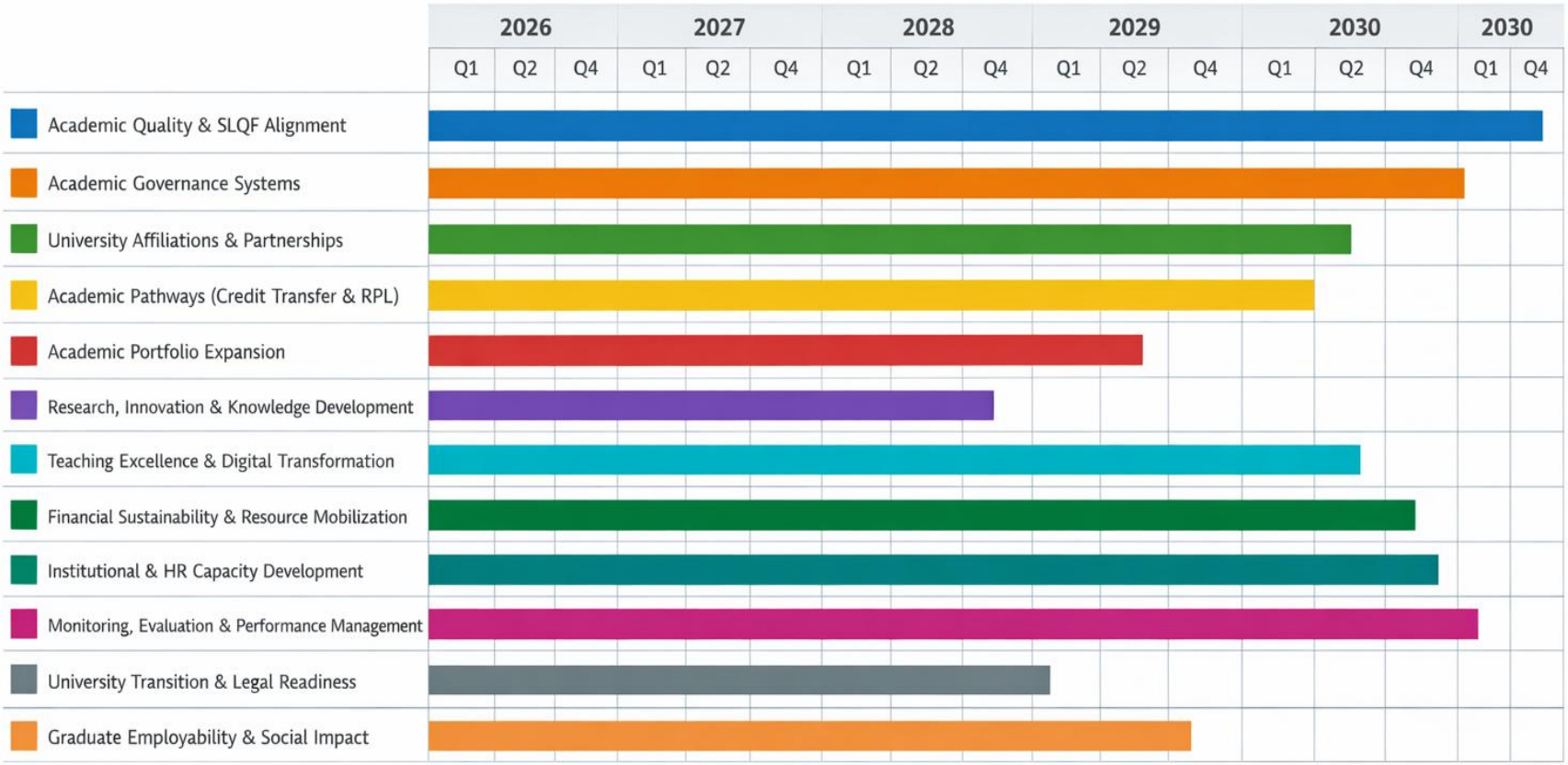
- **SLQF alignment and QA systems** support credibility and regulatory compliance.
- **University affiliations** build interim academic legitimacy and international exposure.
- **Program launches** operationalize academic expansion and research integration.
- **Financial sustainability** secures long-term viability.
- **University establishment** marks the culmination of NICD's transformation as a nationally recognized, autonomous, and globally connected higher education institution.

NICD Strategic Roadmap and Operational Plans & Milestones (2026–2030)

Year/Quarter	Key Strategies & Initiatives	Operational Plans & Milestones	Evaluation & Checkpoints
2026 Q1–Q4	SLQF Alignment, QA Systems, Staffing & Recruitment	Map programs to SLQF, recruit academic/admin staff, establish IQAU policies	Internal QA audit, staff appraisal baseline
	National/International University Affiliations, Faculty Development	Sign MoUs with national/ International universities, joint curriculum development, staff training	Academic Council review, mid-year KPI check
2026–2027	Foreign University Affiliations, International Collaboration	Sign MoUs for dual/top-up degree programs, implement credit transfer & RPL systems	External advisor feedback, annual KPI review

2027 Q1–Q4	Launch Degree Programs, Executive management development program & Professional Certifications	Roll out undergrad & postgrad programs, launch CPD courses, strengthen digital learning	Mid-term strategic review (2027), accreditation checks
2028 Q1–Q4	Research & Innovation Expansion	Initiate applied research, establish consultancy/advisory services, organize research conference	Research output assessment, QA audits
2029 Q1–Q4	Financial Sustainability, Operational Maturity	Optimize hostels/auditorium, full tuition revenue, strengthen financial management	Final strategic review (2029), external financial audit
2030 Q1–Q4	University Establishment & Legal Approval	Complete NICD Act amendments, submit UGC application, external evaluation for university status	External evaluation, official designation as National University of Co-operative Sector

Activities Plan



Mapping Explanation:

- **Academic Quality & SLQF Alignment** → Covers SLQF compliance, QA systems.
- **Academic Governance Systems** → Internal academic governance & oversight.
- **University Affiliations & Partnerships** → National & foreign affiliations.
- **Academic Pathways** → Credit transfer, RPL (Recognition of Prior Learning).
- **Academic Portfolio Expansion** → Launching new UG/PG programs.
- **Research, Innovation & Knowledge Development** → Research centers, innovation projects.

Mapping Explanation:

- **Teaching Excellence & Digital Transformation** → Modern teaching tools, hybrid learning.
- **Financial Sustainability & Resource Mobilization** → Renting facilities, endowments, revenue streams.
- **Institutional & Human Resource Capacity Development** → Staff recruitment, HR systems.
- **Monitoring, Evaluation & Performance Management** → KPI tracking, audit systems.
- **University Transition & Legal Readiness** → Legal approval, university establishment process.
- **Graduate Employability & Social Impact** → Career services, social engagement programs.

Strategy / Activity	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4	2028 Q1	2028 Q2	2028 Q3	2028 Q4	2029 Q1	2029 Q2	2029 Q3	2029 Q4	2030 Q1	2030 Q2	2030 Q3	2030 Q4
SLQF Alignment & QA Systems																				
Staffing & Recruitment																				
National University Affiliations																				
Foreign University Affiliations																				
Launch Degree Programs (UG/PG)																				
Research & Innovation Expansion																				
Financial Sustainability Measures																				
University Establishment & Legal Approval																				

Impact

Impact Final Result):

NICD established as a self-sustaining, accredited, and internationally connected National Co-operative University, supporting inclusive economic development in Sri Lanka.

This long-term impact as achieved:

- **NICD becomes a fully established National Co-operative University** — not just a training institute, but a recognized higher education institution dedicated to cooperative studies, research, and professional development.
- **Self-sustaining:**
  NICD will generate stable and diversified internal revenue (e.g., tuition fees, training services, rentals, partnerships, consultancy), reducing dependence on government or external funding. The institution will be financially resilient and capable of sustaining operations, growth, and quality improvements independently.
- **Accredited:**
  The programs and academic standards of NICD will meet national and international quality assurance benchmarks (e.g., SLQF, university accreditation), ensuring that its qualifications are recognized by employers, universities, and professional bodies both locally and abroad.
- **Internationally Connected:**
  NICD will have formal linkages and academic partnerships with reputable foreign universities, cooperative organizations (like ICA, CISTAP, NADC, VAMNICOM), and global networks. This enables student and faculty exchanges, joint research, dual degrees, and international certification pathways.
- **Supporting Inclusive Economic Development:**
  Through its academic programs, research, community engagement, cooperative enterprise development, incubation models, and professional training, NICD will contribute to broader economic growth that includes underserved groups, rural

communities, youth, women, and small cooperative enterprises. Its graduates and research outputs will directly support sustainable livelihoods and inclusive development goals in Sri Lanka.

Conclusion

The Strategic Plan (2026–2029) of the National Institute of Co-operative Development (NICD) presents a comprehensive and phased roadmap to transform the Institute into a nationally and regionally recognized centre of excellence in co-operative education, training, research, and policy advisory services. Anchored in the NICD Act No. 01 of 2001 and aligned with national higher education and co-operative development priorities, the Plan responds proactively to evolving sectoral demands and global educational standards.

In the **short term (2026–2027)**, the Strategic Plan prioritizes strengthening NICD's institutional capacity for education, training, research, consultancy, and strategic partnerships. Key interventions include achieving **SLQF alignment and international recognition** for diploma programmes, expanding NICD's academic portfolio into sector-specific and interdisciplinary areas, and establishing national and foreign university affiliations for the joint delivery of degree programmes, advanced diploma pathways, and credit transfer systems. Concurrently, the Plan emphasizes strengthening governance structures, quality assurance mechanisms, and financial controls to ensure institutional credibility and compliance.

The **medium-term phase (2027–2029)** focuses on positioning NICD as an **affiliate higher education institution** formally linked with national universities and selected foreign universities in Asia, Europe, and the Commonwealth. During this period, NICD will introduce **degree-level programmes** in Co-operative Management, Social Entrepreneurship, Community Development, and Co-operative Banking and Finance, addressing critical skills gaps in the co-operative and social economy sectors. A central objective of this phase is to achieve **full financial self-sustainability by 2029**, supported by diversified revenue streams, demand-driven programme delivery, and optimal utilization of institutional resources. Simultaneously, NICD will complete all institutional, academic, and regulatory preparations required for conversion to university status.

Looking beyond the Plan period, the **long-term vision towards 2030** is to promote and establish NICD as the **National Co-operative University of Sri Lanka**, serving as a regional hub for co-operative education, applied research, and policy advisory services. This vision includes offering undergraduate, postgraduate, and professional qualifications with international recognition, strengthening South–South and North–South academic cooperation, and contributing to inclusive, sustainable socio-economic development at national and regional levels.

Successful implementation of this Strategic Plan will require strong leadership, effective inter-divisional coordination, robust partnerships, and continuous monitoring and evaluation. With committed execution and adaptive management, NICD is well positioned to enhance its national impact, achieve financial and academic sustainability, and emerge as a leading institution shaping the future of the co-operative movement in Sri Lanka and beyond.

Annexure -01-Activities Budget

Institutional Goal	Goal 5 (2025–2027): Strengthening academic professionalism, governance, QA systems, and financial controls						**SDG NO.**	SDG 16 – Peace, Justice & Strong Institutions .SDG 4 – Quality Education							
Objectives	Obj. 2 – Academic Governance Systems Obj. 10 – Monitoring, Evaluation & Performance Management														
Programs / Activities(8.3. Legal, Governance & Quality Assurance)			**Estimated Cost (Rs.Mn)**	**KPI**	**Baseline (2026)**		**2027**		**2028**		**2029**		**2030**	
					P	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F (Rs.Mn)**	**P**	**F (Rs.Mn)**
1	8.3.1 Amend NICD Act• Draft legal amendments • Stakeholder consultations • Cabinet & Parliamentary approval		0.7	**Completion of draft amendment document Number of legal review meetings with Attorney General's Dept./Legal Draftsman Number of**	1	0.05	1	0.3	1	0.2				
2	8.3.2 Academic Governance Structures• Establish Academic Council • Create Senate-equivalent body • Develop bylaws		**0.9**	**Academic Council formally constituted Senate-equivalent structure established Academic Governance Bylaws approved Number of Academic Council meetings per year % of academic policies approved through governance**	1	0.1	1	0.2	1	0.2	1	0.2	1	0.2
3	8.3.3 Quality Assurance Systems• Internal & external audits • Student feedback systems • Accreditation preparation		**0.9**	**Number of internal academic audits conducted annually Number of external QA reviews conducted Implementation of digital student**	1	0.1	1	0.2	1	0.2	1	0.2	1	0.2
			2.5		**3**	**0.2**	**3**	**0.7**	**3**	**0.6**	**2**	**0.4**	**2**	**0.4**

Corporate Plan (2026 - 2030)

Institutional Goal	Goal 1 (2025–2027): Strengthen institutional capacity for education, training, research, consultancy, and partnerships	**SDG NO.**	SDG 9 – Industry, Innovation & Infrastructure. SDG 4 – Quality Education
Objectives	Obj. 6 – Research, Innovation & Knowledge Development Obj. 9 – Institutional & Human Resource Capacity Development		

	Programs / Activities-(8.2. Research & Innovation)	Estimated Cost (Rs.Mn)	KPI	Baseline (2026)		2027		2028		2029		2030	
				P	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)	P	F (Rs.Mn)	P	F (Rs.Mn)
1	8.2.1 Research Governance & Culture• Develop research policy • Establish research clusters • Integrate research into teaching	**2.20**	**Research Policy approved by Governing Board Number of thematic research clusters formed Establish Research Ethics Review Committee (RERC) % of programmes**	1	**0.5**	1	**0.5**	1	**1.0**	1	**1.0**	1	1
2	8.2.2 Faculty Research Capacity• Research training workshops • Support postgraduate studies • Research-based appraisal	**2.7**	**Number of research workshops conducted per year % of academic staff attending research training % of faculty**	1	**0.1**	1	**0.50**	1	**1.00**	1	**1.0**	1	1
3	8.2.3 Applied & Policy Research• Conduct sector studies • Partner with ministries & donors • Publish research outputs	**0.9**	**Number of applied/sector research studies completed annually Number of formal**	1	**0.1**	1	**0.20**	1	**0.20**	1	**0.2**	1	.0.2
4	8.2.4.Research Abstracts (15 numbers annually)	**0.9**	**Number of journal issues published annually Number of peer-**	15	**0.05**	15	**0.20**	15	**0.20**	15	**0.2**	15	0.2
5	8.2.5.Research Journals (04 numbers annually)	**2.5**	**issues published annually Number of peer-**	4	**0.05**	4	**0.50**	4	**0.50**	4	**0.5**	4	0.5
6	8.2.6.Research Publications	**2.5**	**Number of publications per year (Scopus/peer-reviewed/local) Number published**	2	0.05	2	0.5	2	0.5	2	0.5	2	0.5

Institutional Goal	Goal 5 (2025–2027): Strengthening academic professionalism, governance, QA systems, and financial controls	SDG NO.	SDG 16 – Peace, Justice & Strong Institutions .SDG 4 – Quality Education
Objectives	Obj. 2 – Academic Governance Systems Obj. 10 – Monitoring, Evaluation & Performance Management		

Programs / Activities(8.3. Legal, Governance & Quality Assurance)		Estimated Cost (Rs.Mn)	KPI	Baseline (2026)		2027		2028		2029		2030	
				P	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)	P	F (Rs.Mn)	P	F (Rs.Mn)
1	8.3.1 Amend NICD Act• Draft legal amendments • Stakeholder consultations • Cabinet & Parliamentary approval	0.7	Completion of draft amendment document Number of legal review meetings with Attorney General's Dept./Legal Draftsman Number of	1	0.05	1	0.3	1	0.2				
2	8.3.2 Academic Governance Structures• Establish Academic Council • Create Senate-equivalent body • Develop bylaws	0.9	Academic Council formally constituted Senate-equivalent structure established Academic Governance Bylaws approved Number of Academic Council meetings per year % of academic policies approved through governance	1	0.1	1	0.2	1	0.2	1	0.2	1	0.2
3	8.3.3 Quality Assurance Systems• Internal & external audits • Student feedback systems • Accreditation preparation	0.9	Number of internal academic audits conducted annually Number of external QA reviews conducted Implementation of digital student	1	0.1	1	0.2	1	0.2	1	0.2	1	0.2
		2.5		3	0.2	3	0.7	3	0.6	2	0.4	2	0.4

Institutional Goal	Goal 1 (2025–2027): Strengthen institutional capacity for education, training, research, consultancy, and partnerships	SDG NO.	SDG 4 – Quality Education. SDG 8 – Decent Work & Economic Growth
Objectives	Obj. 9 – Institutional & Human Resource Capacity Development Obj. 7 – Teaching Excellence & Digital Transformation		

Programs / Activities(8.4 HR Capacity Development)		Estimated Cost (Rs.Mn)	KPI	Baseline (2026)		2027		2028		2029		2030	
				P	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)
1	8.4.1 HR Capacity Development• Recruit academic staff • Train administrative staff • Implement performance appraisal	10	% of approved academic positions filled % of academic staff with Master's/PhD qualifications Maintain optimal student–academic ratio Number of administrative staff training programs conducted annually % of administrative staff trained annually Performance appraisal system approved and operational % of staff evaluated annually % of appraisal outcomes	2	2	2	2	2	2	2	2	2	2
2	8.4.2. Staff members foreign training - CICTAB	5	Number of international training programmes identified annually Number of staff members trained abroad annually Number of countries engaged for training % of returning staff conducting internal knowledge-sharing sessions % of foreign-trained staff applying new skills in institutional projects Number of formal training agreements signed	2	1	2	1	2	1	2	1	2	1

Institutional Goal	Goal 1 (2025–2027): Strengthen institutional capacity for education, training, research, consultancy, and partnerships . .Goal 9 (2027–2029): Complete institutional readiness for university status conversion	**SDG NO.**	SDG 9 – Industry, Innovation & Infrastructure SDG 4 – Quality Education
Objectives	Obj. 1 – Academic Quality & SLQF Alignment Obj. 7 – Teaching Excellence & Digital Transformation Obj. 9 – Institutional & Human Resource Capacity Development		

	Programs / Activities(8.5. Infrastructure & Digital Transformation)	**Estimated Cost (Rs.Mn)**	**KPI**	**Baseline (2026)**		**2027**		**2028**		**2029**		**2030**	
				P	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F (Rs.Mn)**	**P**	**F (Rs.Mn)**
1	8.5.1 Physical Infrastructure Upgrade• Renovate classrooms • Improve asset maintenance	**9**	**renovated no of classrooms upgraded with modern facilities (smart boards, seating, ventilation) % classroom and hostel occupancy Establish preventive maintenance plan & asset register Average time taken to resolve facility complaints no of planned maintenance budget utilized**	1	1	1	2	1	2	1	2	1	2
2	8.5.2 Digital Systems & Learning Systems• Implement LMS & SIS • Digitize administration • Launch online programs	**5.4**	**Learning Management System operational % of academic staff actively using LMS Student Information System fully operational % of administrative processes digitized Reduction in manual documentation Number of fully online/blended programs launched % of students enrolled in online/blended courses**	1	3	1	1	1	1	1	0.2	1	0.2
3	8.5.3 Establish Cooperative Data base systems with Millenium IT•Collected Data •Establish Data base of Cooperative societies	**3.5**	**Develop standardized cooperative data collection template % of registered cooperative societies captured in database Functional cooperative database platform established with Millennium IT Frequency of database updates % data validation accuracy Number of research**	1	1		0.5		1		1		
		9.8		3	5	2	3.5	2	4	2	3.2	2	2.2

Institutional Goal		Goal 6 (2027–2029): Achieve financial self-sustainability by 2029 Goal 5 (2025–2027): Strengthening academic professionalism, governance, QA systems, and financial controls				**SDG NO.**		SDG 16 – Peace, Justice & Strong Institutions SDG 8 – Decent Work & Economic Growth							
Objectives		Obj. 8 – Financial Sustainability & Resource Mobilization Obj. 10 – Monitoring, Evaluation & Performance Management													
Programs / Activities(8.6. Financial Sustainability)		**Estimated Cost (Rs.Mn)**	**KPI**	**Baseline (2026)**		**2027**		**2028**		**2029**		**2030**			
				P	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F (Rs.Mn)**	**P**	**F (Rs.Mn)**		
1	8.6.1 Asset Optimization(hostels Rent auditorium & facilities)	**150**	**Hostel occupancy rate Annual hostel revenue Number of external bookings (events/training groups) Online booking system established**	1	26	1	28	1	30	1	32	1	1		
2	8.6.2 Executive Education & CPD(Design CPD programs) • Market to professional(Continuing Professional Development).	**2**	**Number of CPD programs developed Accreditation/approval obtained Participant satisfaction rate Number of professionals enrolled**			12	0.5	12	0.5	12	0.5	12	0.5		
3	8.6.3 Consultancy & Advisory Services(• Establish consultancy unit)Identifying training needs of professionals Developing short courses, workshops, seminars, or certificate programs Preparing course content and learning materials Setting learning outcomes and assessment methods	**2.4**	**Consultancy framework approved Consultancy team formed Service portfolio developed Number of consultancy contracts Consultancy revenue**	10	0.6	10	0.6	10	0.6	10	0.6	10	0		
4	8.6.7.Eco-farm management through collectives using institute land	**2.4**	**Land area cultivated Farmer collectives formed Crop yield per acre Annual income generated Student involvement Sustainability**			1	0.8	1	0.9		1		1.5		
		158.8		11	26.6	24	29.9	24	32	23	34.1	23	3		

Institutional Goal	Goal 5 (2025–2027): Strengthening academic professionalism, governance, QA systems, and financial controls							**SDG NO.**	SDG 16 – Peace, Justice & Strong Institutions Quality Education				
Objectives	Obj. 10 – Monitoring, Evaluation & Performance Management Obj. 2 – Academic Governance Systems												
Programs / Activities(8.7. Monitoring, Evaluation & University Transition)		**Estimated Cost (Rs.Mn)**	**KPI**	**Baseline (2026)**		**2027**		**2028**		**2029**		**2030**	
				P	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F (Rs.Mn)**	**P**	**F (Rs.Mn)**
1	8.7.1 Performance Monitoring (KPIs)• Define KPIs • Quarterly & annual reviews	**1.7**	**Approved KPI framework developed Department-wise KPIs established Quarterly performance reports completed Achievement rate of KPIs Annual performance evaluation completed Improvement actions implemented**	2	0.02	2	0.05	2	0.05	2	0.05	2	0.075
2	8.7.2 Strategic Reviews (• Mid-term review (2027) • Final review (2029)	**1.5**	**Completion of mid-term evaluation report Strategic objectives progress rate Final strategic evaluation report completed Overall strategic goal achievement**	2	0.02	2	0.05	2	0.05	2	0.05	2	0.075
3	8.7.3 University Status Application• External evaluations • Submit UGC application	**0.08**	**External quality audit conducted Compliance with regulatory standards Completion of required documentation Submission to University Grants Commission**	2	0.05								
		3.28		6	0.09	4	0.1	4	0.1	4	0.1	4	0.15

Institutional Goal	Goal 2 (2025–2027): Achieve SLQF alignment and international recognition for diploma programs .Goal 3 (2025–2027): Establish national and foreign university affiliations for joint delivery & credit transfer systems. Goal 12 (Vision 2030): Offer undergraduate, postgraduate, and professional qualifications with higher employability	**SDG NO.**	SDG 4 – Quality Education. SDG 17 – Partnerships for the Goals.SDG 8 – Decent Work & Economic Growth
Objective No.	Obj. 1 – Academic Quality & SLQF Alignment Obj. 5 – Academic Portfolio Expansion Obj. 12 – Graduate Employability & Social Impact Obj. 7 – Teaching Excellence & Digital Transformation		

	Programs / Activities(8.8 Academic Activities)	Estimated Cost (Rs.Mn)	KPI	Baseline (2026)		2027		2028		2029		2030	
				p	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)	P	F (Rs.Mn)	P	F (Rs.Mn)
1	8.8.1.Conduct Higher National Diploma, Advanced Diploma,secrateriate practice diploma and Diploma programmes in Co operative Development and Management	**188.53**	No. of programmes conducted annually Student enrollment rate Completion rate	1	32.02	1	35.22	1	38.74	1	35.67	1	46.88
2	8.8.2.Implement certificate and NVQ programmes (ICT, Accounting,Auditing, Taxation, Digital Marketing,reaserach methodology,AI basics)	**90.5**	No. of certificate/NVQ courses conducted	1	14.82	1	16.3	1	17.93	1	19.72	1	21.69
3	Conduct short term professional training for co operative officers and board members	**173.1**	No. of officers/board members trained	1	37.31	1	41.04	1	45.14	1	49.65		
4	8.8.3.Conduct examinations, assessments, and certificate awarding ceremonies	**21.0**	Exams conducted on schedule Certificates awarded	1	4	1	4	1	4	1	4.5	1	4.5
5	8.8.4.Review and update existing diploma and certificate curricula to align with current co operative sector needs	**2.5**	% programmes reviewed	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5
6	8.8.5.Introduce new certificate and diploma programmes in emerging areas (Digital Co ops, Green Economy, Social Enterprise and Care givers)	**2.5**	No. of new programmes introduced	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5
7	8.8.6.Develop standardized training manuals and teaching guides	**2.5**	No. of manuals developed	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5
8	8.8.7.Establish academic quality assurance and internal review mechanism	**0.1**	QA framework approved Committees established No. of audits conducted	1	0.02	1	0.03						
9	8.8.8.Expand academic partnerships with universities and professional bodies	**3.0**	No. of active MoUs No. conducted	2	1	2	1	2	1				
10	8.8.9.Conduct annual academic research, seminars, and knowledge sharing forums	**0.25**	No. of events conducted No. of publications Refereed issues	1	0.05	1	0.05	1	0.05	1	0.05	1	0.05

11	8.8.10.Introduce student tracking and alumni database system	**5**	Database operational	1	1	1	1	1	1	1	1	1	1
12	8.8.11.Strengthen lecturer capacity through Training of Trainers (ToT) programmes	**2.5**	No.of Training ProgramConducted	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5
13	8.8.12.Introduce blended and e-learning modules for selected programmes.• Develop LMS-based content • Introduce ICT-based learning delivery • Train staff on LMS usage	**0.8**	LMS content developed Staff trained on LMS Blended learning pilot	1	0.2	1	0.2	1	0.2	1	0.2		
14	8.8.13.Establish academic quality assurance and internal review mechanism.• Develop QA framework • Establish internal review committees • Conduct periodic academic audits	**0.1**	QA framework established Internal review committees	1	0.02	1	0.02	1	0.02	1	0.02	1	0.02
15	8.8.14.Strengthen student assessment, evaluation, and feedback systems. • Standardize assessments • Improve feedback mechanisms • Conduct exams & certification ceremonies	**5**	Assessment standardization Feedback mechanism effectiveness	1	1	1	1	1	1	1	1	1	1
16	8.8.15.Expand academic partnerships with universities and professional bodies. • MoUs with universities & institutions • Joint programmes & guest lectures • Academic & faculty exchanges	**10**	MoUs signed Joint programmes delivered Guest lectures & workshops	1	2	1	2	1	2	1	2	1	2
17	8.8.16.Conduct annual academic research, seminars, and knowledge-sharing forums.• Research studies & publications • Performance Evaluation Competition • New Year Coop Fair • Research Symposium	**10**	Research studies conducted Publications Knowledge-sharing events Participation	1	2	1	2	1	2	1	2	1	2
18	8.8.17.Introduce student tracking and alumni database system• Digitize student & alumni records • Develop tracking & reporting tools	0.45	Database operational	1	0.05	1	0.1	1	0.1	1	0.1	1	0.1
19	8.8.18.Establish Tamil Faculty at Vavuniya• Recruit Tamil-medium academic staff • Develop Tamil curricula & materials • Deliver programmes in Tamil	5	Tamil programmes launched	1	1	1	1	1	1	1	1	1	1
20	8.8.19.Establish Regional Training Center at Nathandiya• Infrastructure development • Deploy trainers & staff • Conduct regional programmes	5	No. of active MoUs No. conducted Tamil programmes launched Center operational	2	1	2	1	1	1	1	1	1	1
21	8.8.20.Introduce & develop Business Incubation Models (BIC) through MPCSs• Design cooperative-based incubation models • Support cooperative entrepreneurs • Link finance, training & markets	5	Model framework developed No. of coops supported No. of partnerships	4	1	4	1	4	1	4	1	4	1
22	8.8.21.Strengthen academic publications & research outputs• Comprehensive Research Compendium – 02 • Sri Lanka Journal of Cooperative Studies (Refereed – English) – 02	0.25	No. of events conducted No. of publications Refereed issues published	2	0.05	2	0.05	2	0.05	2	0.05	2	0.05
23	8.8.22.Strengthen library & knowledge management systems• KOHA LMS implementation • Cloud server installation • Cooperative databases • Publications & binding divisions • Newspaper section • Digitization of rare cooperative books (PDF)	0.151	% courses on LMS No. of staff trained No. of pilot courses Database operational System operational Server installed No. of books digitized Databases subscribed/developed	1	0.051	1	0.05	1	0.05				
		533.181		29	100.591	29	109.06	27	118.28	24	120.96	22	84.29

Institutional Goal	Goal 1- Strengthen institutional capacity for education, training, research, consultancy, and partnerships	SDG NO.	SDG 4 – Quality Education SDG 11 – Sustainable Cities & Communities
Objectives	7. Teaching Excellence & Digital Transformation 9. Institutional & Human Resource Capacity Development		

	Programs / Activities(8.9.Infrastructure & Facilities Development)	Estimated Cost (Rs.Mn)	KPI	Baseline (2026)		2027		2028		2029		2030	
				P	F(Rs.Mn)	P	F(Rs.Mn)	P	F(Rs.Mn)	P	F (Rs.Mn)	P	F (Rs.Mn)
1	8.9.1.Renovate and maintain classrooms, hostels, and auditoriums• Renovation of classrooms • Maintenance of hostels • Upgrading auditoriums office complex,security hut,Toilet fit Reparing ,RH house,Behaind exam diviasion,D hostel, construting retaining wall ofbackside of D,E,F,G hostels,NICD & water board Boundary,reparing water leakage of Exam division from foot bath close to exteranal Audit office, Reparing B hall,ICT,cafeteria Roofing .improvement works of buildings	**149.45**	**Classroom renovation completed,canteen Hostel maintenance Auditorium upgrades Facility inspections Facility satisfaction**	1	36.5	1	32.85	1	29.56	1	26.6	1	23.94
2	8.9.2.Upgrade library, training halls• Modernize library infrastructure • Upgrade laboratories • Improve training halls and equipment	**33.485**	Library modernization Laboratory upgrades Training hall	1	8.215	1	7.39	1	6.6	1	5.94	1	5.34
3	8.9.3.Implement safety, accessibility, and environmental improvements• Improve campus safety systems • Introduce accessibility features • Implement environmental sustainability measures • Conduct compliance assessments	**10**	Campus safety improvements Accessibility features implemented Environmental	1	2	1	2	1	2	1	2	1	2
		192.935		3	46.715	3	42.24	3	38.16	3	34.54	3	31.28

Institutional Goal(5) (08)B1:P9	Goal 8- Achieve financial self-sustainability by 2029 Goal 5- Strengthening academics professionalism, governance, QA systems, and financial controls	**SDG NO.**	SDG 8 – Decent Work & Economic Growth SDG 12 – Responsible Consumption & Production
Objective No. 07	8. Financial Sustainability & Resource Mobilization 9. Institutional & Human Resource Capacity Development		

	Programs / Activities(8.10.Full utilization of existing physical resources)	**Estimated Cost (Rs.Mn)**	**KPI**	**Baseline (2026)**		**2027**		**2028**		**2029**		**2030**	
				P	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F(Rs.Mn)**	**P**	**F (Rs.Mn)**	**P**	**F (Rs.Mn)**
1	8.10.1.Optimize institutional facilities and rental services• Rent institutional buildings • Manage rental agreements • Monitor facility usage and income	**0.25**	Rental income generated Occupancy rate Rental agreement management Facility utilization monitoring Client satisfaction	2	0.05	2	0.05	2	0.05	2	0.05	2	0.05
2	8.10.2.Provide institutional facilities and support services• Lecturer hall bookings • Hostel accommodation services • Auditorium bookings • Circuit bungalow bookings • Food supply services • Audio-visual equipment provision • Transport facilities (bus)	**0.1**	Service availability Booking efficiency Facility usage tracking Quality of support services Timeliness of services	12	0.02	12	0.02	12	0.02	12	0.02	12	0.02
3	8.10.3.Establish a modern working environment and rehabilitate assets• Assess institutional assets • Rehabilitate and upgrade facilities • Modernize office environment • Maintain asset inventory	**0.15**	Asset assessment completed Facility rehabilitation Office modernization Asset inventory accuracy Staff satisfaction	12	0.03	12	0.03	12	0.03	12	0.03	12	0.03
		0.5		26	0.1	26	0.1	26	0.1	26	0.1	26	0.1

Consolidated Budget (LKR Million)

Main Activities	2026	2027	2028	2029	2030	Total (2026–2030)
8.1 Academic Development & University Affiliation	2.80	4.10	3.60	3.40	3.60	**17.50**
8.2 Research & Innovation	0.85	2.40	3.40	3.40	3.40	**13.45**
8.3 Legal, Governance & Quality Assurance	0.20	0.70	0.60	0.40	0.40	**2.30**
8.4 HR Capacity Development	3.00	3.00	3.00	3.00	3.00	**15.00**
8.5 Infrastructure & Digital Transformation	5.00	3.50	4.00	3.20	2.20	**17.90**
8.6 Financial Sustainability	26.60	29.90	32.00	34.10	3.00	**125.60**
8.7 Monitoring, Evaluation & University Transition	0.09	0.10	0.10	0.10	0.15	**0.54**
8.8 Academic Activities	100.06	109.06	118.28	120.96	84.90	**533.26**
8.9 Infrastructure & Facilities Development	46.71	42.24	38.16	34.54	31.28	**192.93**
8.10 Full Utilization of Existing Physical Resources	0.10	0.10	0.10	0.10	0.10	**0.50**
Total						**LKR. Million 918.98**

Note:Summary Explanation of Consolidated Budget (2026–2030)

The total projected budget requirement for the period 2026–2030 amounts to LKR 918.98 Million.

The largest allocation is for Academic Activities (LKR 533.26 Mn), which reflects NICD's core mandate in education, training, NVQ programmes, and university transition activities. This allocation is largely expected to be supported through course fees and programme-based income generated by NICD.

The second highest investment is in Infrastructure & Facilities Development (LKR 192.93 Mn) to strengthen physical capacity, modernize facilities, and support expansion toward university status. These capital improvements are expected to enhance institutional capacity and improve revenue generation in the medium to long term.

Financial Sustainability initiatives (LKR 125.60 Mn) are allocated for revenue-generating and long-term income development strategies. These investments are designed to increase NICD's internally generated income and reduce dependency on external funding sources.

Moderate allocations are directed toward strategic areas that promote the achievement of NICD's vision of becoming a University of Cooperative Studies, including:

- Academic Development & University Affiliation (LKR 17.50 Mn)
- Infrastructure & Digital Transformation (LKR 17.90 Mn)
- HR Capacity Development (LKR 15.00 Mn)
- Research & Innovation (LKR 13.45 Mn)

Smaller but strategically important investments include:

- Legal, Governance & Quality Assurance (LKR 2.30 Mn)
- Monitoring, Evaluation & University Transition (LKR 0.54 Mn)
- Full Utilization of Existing Resources (LKR 0.50 Mn)

Overall, the budget demonstrates a strong focus on academic excellence, infrastructure strengthening, financial sustainability, and institutional transition toward university status, while ensuring sound governance, quality assurance, and long-term institutional viability.