INSTITUTE OF HUMAN RESOURCE ADVANCEMENT
University of Colombo

Action Plan - 2023

(Based on Strategic Plan 2023 - 2027)

Institute of Human Resource Advancement (IHRA) - *University of Colombo*:
Action Plan 2023

This document details the Institute of Human Resource Advancement - UoC Action Plan for the year 2023 based on the Strategic Plan 2023 - 2027. The Institute has directed with 7 Goals; under each goal, there are several Objectives. Several Strategies have been identified to meet this Objective, and each strategy has one or more specific Activities. The chart shows the Goals, Objectives, Strategies, and Activities together with the responsible parts for each activity, the estimated budget, Sustainable Development Goal and the quarter in 2023 during which each activity will be implemented.

GOAL 01: WIDEN PARTICIPATION AND EQUITABLE ACCESS TO HIGHER EDUCATION

1.1 Objective: To strengthen employee education

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1.1.1	Introduce employee-oriented academic and professional programmes	1.1.1.1	Collecting information and conduct market surveys and promote research on employee education	No. of market survey conducted	Coordinators and Director	1										▓			0.025M	9.5
				No. of research activities completed	Coordinators, Academics and Administrators & Director	1											▓		-	9.5
		1.1.1.2	Developing partnership with relevant stakeholders	No. of partnership developed	Coordinators and Director	1								▓	▓	▓	▓		-	17.17
		1.1.1.3	Conducting workshops/ short courses/ academic programmes and professional training programmes	No. of programmes conducted	Coordinators and Director	2						▓	▓	▓	▓	▓	▓		1M	4.3

1.2 Objective: To widen employer training, and education and promote entrepreneurship

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1.2.1	Introduce employer training, education programmes and develop entrepreneurial skills	1.2.1.1	Collecting information, conduct market surveys and promote research on employer education and entrepreneurship development	No. of market survey conducted	Coordinators and Director	1										▓			0.025M	9.5
				No. of research activities competeled	Coordinators, Academics and Administrators & Director	1											▓		-	9.5
				No. entrepreneurships/ employer training programmes conducted	Coordinators	2							▓	▓					0.050M	4.3
		1.2.1.2	Developing partnership with relevant stakeholders	No. of partnership developed	Coordinators and Director	1								▓					-	17.17
		1.2.1.3	Conducting workshops/ short courses/ academic programmes and professional training programmes	No. of programmes conducted	Coordinators and Director	1									▓	▓	▓		-	4.3

1.3 Objective: To promote blended learning activities in teaching, learning and skill development

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1.3.1	Promote interactive methods in teaching-learning process	1.3.1.1	Introducing Programmes with interactive teaching, learning methods	Percentage of students using LMS for interactive methods for Programme administration	Coordinators and Academics	50%	▓					▓		▓			▓			9.c
		1.3.1.2	Using LMS for Programme Administration	Percentage of Lecturers using LMS for interactive learning methods	Coordinators and Academics	70%	▓										▓			4.4/9.c
				Number of Programmes using LMS		10	▓					▓					▓			9.c
		1.3.1.3	Expanding use of LMS	Percentage of Lecturers using LMS for interactive learning methods	Coordinators	80%	▓					▓					▓			9.c
		1.3.1.4	Introducing Studio/ language laboratory for online teaching/ learning	Percentage of completion of establishment of language laboratory	Coordinator, DR, SAB & Director	40%						▓	▓							9.c
1.3.2	Develop blended teaching and learning environment within the institute	1.3.2.1	Using BTL for interactive teaching and learning	Percentage of lectures using BTL for Interactive teaching and learning methods	Coordinators and Director	70%	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓				4.4

GOAL 02: STRENGTHEN RESEARCH, INNOVATION AND ENTREPRENEURSHIP

2.1 Objective: To promote research culture among academics and students

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
2.1.1	Improve the quality of students' research	2.1.1.1	Providing guidance and support for research	No. of supportive sessions conducted per programme	Coordinators and Director	4	■		■		■				■				0.128M	9.5
				Percentage of students' access to research center		10%				■				■					-	9.5
		2.1.1.2	Conducting one to one session	No. of contact sessions for Thesis per student		10	■											■	-	9.5
		2.1.1.3	Conducting student awareness programmes on e-resources/ use of productivity enhancement tool	No. of programmes conducted	SAL, Coordinators and Director	4	■												0.050M	9.5
2.1.2	Offer Masters (with Research) Programme	2.1.2.1	Continuing masters with research	No. of Programmes	Coordinators and Director	5	■									■			-	9.5

2.2 Objective: To develop infrastructure to support research and development

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
2.2.1	Implement policy framework for research	2.2.1.1	Continuing research/ project reports as an essential part of the Bachelors and Masters programmes curriculum	No. of Programmes (Project Reports/Thesis)	Coordinators and Director	12	■	■	■	■									none	9.5
		2.2.1.2	Encouraging research by providing resources and incentives for staff to publish/attend conference/joint research with foreign faculty	Amount of research grants allocated per year	Director, DR, SAB	Rs. 0.8 M						■			■		■		0.800 M	9.5
		2.2.1.3	Ensuring wider dissemination of research output	No. of articles publish in refereed journals	Director, DR and SAB	10	■	■											none	9.5
		2.2.1.4	Conducting International Research C	No. of Research Conferences conducted	Coordinators and Director	1										■			3M	9.5
		2.2.1.5	Publishing IHRA Journal and developing subject specialized journals	No. of volumes published per year, per journal	Editor, Coordinators and Director	2						■							0.1M	9.5

2.3 Objective: To initiate research in collaboration with the industry

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
2.3.1	Engage in applied research	2.3.1.1	Encouraging research on national and international issues	No. of Researches Conducted	Coordinators and Director	1									■	■			-	9.5
2.3.2	Offer customized short courses for client organizations	2.3.2.1	Encouraging research base short term programmes	No. of Programmes Conducted	Coordinators and Director	1								■		■			0.050M	4.4

2.4 Objective: To increase strategic partnership with business community

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
2.4.1	Enhance Entrepreneur skills	2.4.1.1	Conducting business surveys and consultancy and training programmes	No. of consultancy services provided	Coordinators and Director	1									■	■			0.050M	4.c
		2.4.1.2	Improving University-Industry Collaboration	No. of training programmes conducted	Coordinators and Director	1									■	■			0.050M	4.4

GOAL 03: IMPROVE QUALITY AND RELEVANCE OF ACADEMIC AND TRAINING PROGRAMMES

3.1 Objective: To foster student-centered learning environment

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
3.1.1	Implement training programme/s workshops to encourage student-centered learning for internal and visiting faculty	3.1.1.1	Conducting training on teaching methods/curriculum development	No. of training programmes / workshops conducted	QA Cell/Programme Coordinators/ Director	2						▓	▓				▓		0.1M	4.c
				No. of staff trained per year		10						▓	▓				▓		-	4.c
		3.1.1.2	Funding the participation for local and foreign workshops/ seminars/ conferences/training for teaching methods and professional development	Amount of Funds allocated	Director/ SAB/ DR Admin	0.150M												▓	0.150M	4.c
				No. of staff attended		4												▓	-	4.c
3.1.2	Improve learning environment through development of graduate attributes	3.1.2.1	Introducing graduate attributes for programmes	No. of programmes with graduate attributes	QA Cell/ Programme Coordinators/Director	6						▓	▓				▓		-	4.3
		3.1.2.2	Incorporating of Intended Learning Outcomes (ILOs) in alignment with Teaching/Learning Activities(TLAs) and Assessment Task (ATs)	Percentage of courses of programmes in which ILOs, TLAs and ATs aligned with graduate attributes	QA Cell/ Programme Coordinators/Director	70% courses of all programmes	▓	▓	▓	▓	▓	▓							-	4.3

3.2 Objective: To improve the programmes to meet the industrial requirements

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
3.2.1	Timely revise the curricula to meet the industrial requirement	3.2.1.1	Periodic review of programme curricula	No. of programmes reviewed	QA Cell/ Programme Coordinators/Director	2	▓					▓					▓		2M	4.3
				No. of effective discussions/meetings conducted with industry		2						▓			▓		▓		0.030M	8.3
				No. of effective discussions/meetings conducted with graduates/alumni		2			▓		▓								0.030M	8.3
3.2.2	Enhance the quality of Diploma and Certificate courses	3.2.2.1	Reviewing of curricula	No. of programmes reviewed	QA Cell/ Programme Coordinators/ Director	6	▓			▓		▓			▓				5M	4.3
		3.2.2.2	Developing teaching materials	No. of teaching meterials developed (text books/ mannuals/ study packs)	Programme Coordinators, SAB and Director	4			▓		▓		▓			▓			1.2M	4.3

3.3 Objective: To ensure graduate attribute of academic programmes/ training programmes

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
3.3.1	Implement extra-curricular activities, workshops and training programmes to improve soft skills for the students	3.3.1.1	Organizing extra-curricular activities	No. of activities	Programme Coordinators	3			▓	▓		▓			▓		▓		-	4.a/ 4.7
		3.3.1.2	Organizing workshops/ field visits	No. of workshops organized		12	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		-	9.5
		3.3.1.3	Enhancing logical and critical thinking	No. of case studies, simulation etc. used per programme		4	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		-	4.4

3.4 Objective: To comply with national and international quality standards in higher education

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
3.4.1	Adhere to the national quality assurance framework	3.4.1.1	Expanding peer review system	No. of lecturers reviewed	QA Cell/Director/Programme Coordinators	10		▓	▓		▓	▓		▓		▓			-	16.7
		3.4.1.2	Strengthening teacher evaluation	No. of student surveys conducted		75% each programms	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	0.1M	16.7
		3.4.1.3	Conducting student satisfaction surve	No. of student surveys conducted		75% each programms	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	0.1M	16.7

GOAL 04: DEVELOP HUMAN CAPITAL, IMPROVE PROCESSES AND ADMINISTRATIVE SYSTEM

4.1 Objective: To enhance employee commitment

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
4.1.1	Provide clearly define job roles	4.1.1.1	Reviewing job descriptions of every employee in the institute	Number of Jobs with job description	Director/DR/SAB	100%	▓	▓	▓										-	16.6
		4.1.1.2	Improving structural design of every branch/unit/ center	Number of Units with Structural Design	Director/DR	60%			▓	▓	▓	▓	▓	▓					0.6M	16.6

4.2 Objective: To enhance employee satisfaction

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
4.2.1	Enhance employee financial and non-financial benefits	4.2.1.1	Implementing scheme on "Fund for training and development"	Percentage of fund utilized	SAB/DR/Director	100%						▓	▓						2.5M	4.4
		4.2.1.2	Strengthening scheme of financial support to IHRA employee welfare society	Percentage of fund utilized		100%							▓	▓					0.5M	
4.2.2	Improve health and safety measures	4.2.2.1	Strengthening health care insurance scheme	Percentage of fund utilized		100%	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	1M	3.8
		4.2.2.2	Encouraging safety measures to avoid industrial accidents	No. of safety measures taken	AR Admin/Director	3						▓			▓			▓	0.025M	3.d
		4.2.2.3	Conducting employee training programmes on health & safety measures	No. of training programmes conducted	AR Admin/SAB/Director	1	▓						▓					▓	-	3.d
				Amount of Funds allocated		0.02M	▓						▓					▓	0.02M	3.d
4.2.3	Promote physical and mental well-being of employees	4.2.3.1	Providing financial assistance to improve physical and mental well-being of employees	No. of training programmes conducted	Director/ DR/SAB	1					▓			▓	▓				-	3.8
				Amount of Funds allocated		1M					▓			▓	▓				1M	3.8

4.3 Objective: To implement lean and clean practices within the Institute

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
4.3.1	To Create paperless office	4.3.1.1	Improving facilities for ICT base virtual workplace for employees	Percentage of utilizing ICT base virtual systems	Programme Coordinators, DR, SAB and Director	40%						▓	▓	▓	▓				2M	8.2
		4.3.1.2	Improving online application systems for the programmes	No. of programmes with system	Programme Coordinators, DR_Exams, SAB and Director	All programmes	▓	▓	▓										-	9.c
		4.3.1.3	Improving system for online students' requests/examination application etc.	No. of programmes with system		All programmes	▓	▓											-	9.c
		4.3.1.4	Promoting online submission of assessments, thesis and project reports	Percentage of students	Programme Coordinators, DR_Exams and Director	75%	▓	▓	▓										-	8.2
		4.3.1.5	Introducing online plagiarism checking system for the	No. of programmes with system		3						▓							-	8.2

4.4 Objective: To practice student-friendly administrative process

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
4.4.1	Promote student payment gateway	4.4.1.1	Launching e-student registration system	No. of programmes with e-students registrations	SAB, AB, Programme Coordinators and Director	5	▓				▓								-	9.c
		4.4.1.2	Establishing e-payment gateway	No. of programmes adopted E-payment	SAB, AB, Programme Coordinators and Director	5	▓				▓								-	9.c
4.4.2	To promote ICT base communication with potential students	4.4.2.1	Launching e-response system	Percentage of completion	ICT Instructor, Programme Coordinators and Director	50%											▓		-	9.c

4.5 Objective: To practice a user-friendly office administrative system

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
4.5.1	Introduce ICT based examination information system	4.5.1.1	Estabiliting and maintaining examination information system	Percentage of completion	Director and DR_Exam	50%			▓	▓									-	9.c
4.5.2	Establish information system for administrative functions such as inventory, fixed assets registry and human resource systems	4.5.2.1	Strengthening administrative information system	Percentage of completion	Director, SAB, and DR Admin	40%	▓												-	9.c
		4.5.2.2	Conducting training programmes for administrative/non- academic staff	No. of programmes	Director, DR Admin and SAB	2								▓			▓		-	4.4
				No. of staff members participated	Director, DR Admin and SAB	All Staff								▓			▓		-	4.4

4.6 Objective: To Practice an excellent library service

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Estimated Budget	SDG Goal/ Target
4.6.1	Improve e-resource facilities including e-repository	4.6.1.1	Strengthening E- resource collection	Percentage of completion	SAL, Director and Academics	100%	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	-	9.c
4.6.2	Automation of library	4.6.2.1	Developing library automation system	Percentage of completion	SAL & Director	70%						▓	▓	▓	▓	▓	▓	▓	-	9.c

4.7 Objective: To provide easy access and rich information and services to support teachers, students and researchers of the Institute

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
4.7.1	Establish an excellent digital collection mainly journals	4.7.1.1	Strengthening E-data bases	No. of e-data bases	SAL, SAB and Director	5	█	█	█	█	█	█	█	█	█	█	█	█	-	9.c
4.7.2	Provide a user friendly environment within the library	4.7.2.1	Creating and maintaining user-friendly environment	Percentage of completion	SAL & Director	80%	█	█	█	█	█	█	█	█	█	█	█	█	-	4.a

GOAL 05: IMPROVE PHYSICAL AND VIRTUAL INFASTRUCTURE

5.1 Objective: To expand physical facilities to provide better academic environment

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
5.1.1	Acquisition of land and construction of new building for teaching and learning	5.1.1.1	Acquiring the Land	Rate of Completion	Director, DR Admin and SAB	25%											█	█	100M	9.1

5.2 Objective: To develop a pleasant atmosphere with conservation of nature

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
5.2.1	Create Eco-friendly environment	5.2.1.1	Promoting green and sustainable initiatives	No. of green initiatives/ activities introduced*100%	AR Admin, Director and SAB	10%							█						0.25M	11.7
		5.2.1.2	Investing on energy saving initiatives	Percentage of reduction in energy cost		20%											█		0.25M	7.a
5.2.2	Improve health and safety measures	5.2.2.1	Improving sanitary facilities	Sanitary facilities/Student ratio (calculation for male/female separately done)		25%	█	█	█	█	█	█	█	█	█	█	█	█	-	6.2
		5.2.2.2	Providing Facilities for differently-abled persons	Percentage of completion (Number of activities completed/Total number of sub activities)*100%		50%												█	-	4.5
5.2.3	Implement polythene/Plastic free environment within the institute	5.2.3.1	Reducing the use of polythene/ plastics within the institute	Percentage of reduction	AR Admin and Director	40%	█	█	█	█	█	█	█	█	█	█	█	█	-	11.7

GOAL 06: ENSURE INCLUSIVENESS AND SUSTAINABILITY

6.1 Objective: To share and utilize the academic knowledge and experiences for the benefit of communities

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
6.1.1	Establish and maintain networks and programmes to improve the industry environment	6.1.1.1	Involving in community awareness programmes	No. of CSR projects conducted by students/academics	Director, Programme Coordinators, DR Admin and SAB	2						█					█		-	10.2
		6.1.1.2	Developing networks with research implementation institutes	No. of discussions held with policy makers	Coordinators and Director	1							█	█	█	█	█		-	17.17

6.2 Objective: To enhance efficiency in all key processes and to minimize the cost of delivery of the programmes

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
6.2.1	Contribution for new fee leaving programs and other activities	6.2.1.1	Increasing No. fee levying programmes	No. of Programmes introduced	Programme coordinators, Director and SAB	1			▓		▓	▓		▓			▓		0.25M	4.3

6.3 Objective: To manage capital and other strategic investment projects to deliver future financial benefit to the Institute

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
6.3.1	Implement capital budgeting	6.3.1.1	Diversifying capital structure	No. of projects implemented	SAB, AB and Director	1											▓		-	12.6

GOAL 07: ENSURE STAKEHOLDERS SATISFACTION AND GLOBAL VISIBILITY

7.1 Objective: To achieve growth and excellence by building mutually satisfying partnerships

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
7.1.1	Measuring stakeholder satisfaction levels and addressing gaps in stakeholder satisfaction	7.1.1.1	Conducting stakeholder satisfaction surveys	No. of surveys conducted	QA Cell/ Programme Coordinators/ Director	2								▓			▓		-	17.18
		7.1.1.2	Maintaining open communication by operating suggestion box	Rate of Completion	DR, SAB, SAR and Director	100%							▓						-	17.18
		7.1.2.2	Identifying local and global collaborative opportunities	Number of collaborative seminar/ conferences	Programme coordinators, Director, DR and SAB	1								▓	▓	▓	▓		-	17.17
				Number of MOU/ MOA		1								▓	▓	▓	▓		-	17.17

7.2 Objective: To comply with stakeholder demands and need

STRATEGY		ACTION		KPI	RESPONSIBILITY	Target 2023	Performance Targets - 2023												Estimated Budget	SDG Goal/ Target
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
7.3.1	Strengthen stakeholder relationships	7.3.1.1	Establishing course-wise alumina associations	No. of Associations	Coordinators and Director	4	▓							▓	▓	▓			-	16.16
		7.3.1.2	Establishing IHRA alumina association	Rate of Completion	Coordinators and Director	100%											▓		-	16.16