



First Semi-Annual Monitoring Report

January – June 2017

College Education Development Project (CEDP)
National University
Secondary and Higher Education Division
Ministry of Education
Dhaka, Bangladesh



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Monitoring Report**
January – June 2017

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**College Education Development Project (CEDP)
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Secondary and Higher Education Division
Ministry of Education
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Abbreviations

BOU	Bangladesh Open University
CEDP	College Education Development Project
DLI	Disbursement Link Indicator
DPP	Development Project Proposal
DSHE	Directorate of Secondary and Higher Education
ECNEC	Executive Committee of the National Economic Council
EEP	Eligible Expenditure Program
GAAP	Governance and Accountability Action Plan
GoB	Government of Bangladesh
iBAS	Integrated Budget and Accounting System
ICT	Information and Communication Technology
IDA	International Development Association
IDG	Institutional Development Grant
IDGB	Institutional Development Grant Board
IDGOM	Institutional Development Grant Operations Manual
IDP	Institutional Development Plans
IUFR	Interim Unaudited Financial Report
LMIC	Lower Middle-Income Country
M & E	Monitoring and Evaluation
MoE	Ministry of Education
MIC	Middle Income Country
MoF	Ministry of Finance
MoPA	Ministry of Public Administration
NAEM	National Academy for Educational Management
NTRCA	Non-government Teachers Registration and Certification Authority
NTSC	Non-government Teachers Selection Commission
NSPC	National Strategic Planning Committee
NU	National University
PD	Project Director
PDO	Project Development Objective
PIC	Project Implementation Committee
PMIS	Project Management Information System.
PMU	Project Management Unit
PSC	Project Steering Committee
RTI	Right To Information
STEP	Systematic Tracking of Exchanges in Procurement
TC	Training Consortium
ToR	Terms of Reference
TNA	Training Needs Assessment
UGC	University Grants Commission
UNMC	University of Nottingham Malaysia Campus
WB	World Bank

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Chapter One

Executive Summary

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Chapter-One

Executive Summary

Introduction: Bangladesh has made considerable progress in economic growth and poverty reduction during the past decade and gained the status of lower middle-income country (LMIC) in 2015. Now more educated and higher skilled workforce is needed to expand economic growth and become a middle-income country (MIC). This would require improve the quality and relevance of tertiary education.

However, the college subsector has many deeply rooted challenges, such as (i) weak planning, governance and management practices; (ii) non-satisfactory quality and relevance of teaching and learning; (iii) inadequate resources and inefficient financial management; and (iv) limited access.

In view of these challenges, the Government of Bangladesh with the help of World Bank (WB) initiated the College Education Development Project (CEDP) with the aim to improve the quality and relevance of college education and strengthen the governance and management of college education subsector.

The project was approved by the World Bank Board on June 3, 2016. The Executive Committee of the National Economic Council (ECNEC) approved the Development Project Proposal (DPP) on August 9, 2016. The Financing Agreement was signed on September 8, 2016 and the IDA Credit (5841-BD) became effective on October 13, 2016. Total approved cost of the project is US\$ 130 million of which IDA: US\$ 100 million and GoB: US\$30 million. The project implementation period is from July 2016 to June 2021.

The Project Development Objectives (PDOs) are: *to strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching and learning environment of participating colleges.*

1.2 Specific objectives of the Project: The specific objectives of the Project are to:

(i) develop strategic plan for the tertiary level college education subsector which identifies systemwide reforms and defines action plans in phases; and to initiate the implementation of the first phase; (ii) strengthen management capacity in participating colleges; (iii) improve teacher recruitment and management system through filling the teacher vacancies of government colleges and establishment of an appropriate national teachers selection commission (NTSC) for non-government colleges; (iv) improve the teaching learning environment in participating government and non-government colleges offering Honors and Masters course; (v) build an effective M&E system for the project implementation and management of competitive financing.

1.3 Aims of the Semi-annual Monitoring Report: This is the 1st semi-annual report of the Monitoring and Evaluation unit of College Education Development Project (CEDP) covering the period up to June-2017. This report was prepared based on the activities carried out by the different units of Project Management Unit (PMU) in achieving the project goals. The aims of the semi-annual monitoring report are to: (i) present the overall component wise progress of the project, (ii) track the results indicator of each activity via updated Results Framework for the reporting period; (iii) present the project progress DLI achievement and (iv) identify difficulties, challenges and suggest solution to overcome these.

1.4 Structure of the Semi-annual Monitoring Report: The report has ten chapters as follows; (i) Executive Summary, (ii) Project Summary, (iii) Activities and Progress of Component-1 (iv) Activities and Progress of Component-2, (v) Activities and Progress of Component-3, (vi) Progress of Disbursement Linked Indicators (DLI), (vii) Financial and Physical Progress of the Project, (viii) Procurement Plan for Financial Year 2016-17, (ix) Governance and Accountability Action Plan and (x) Recommendations & Conclusion.

1.5 Strengthening Strategic Planning and Management Capacity (Component-1): This component has two sub-components. They are (i) development of a Strategic Plan for the College sub-sector, (ii) Improvement of the Teacher Management System.

1.6 Progress:(i) NSPC & Six Expert Groups: National Strategic Planning Committee (NSPC) and the six expert groups have been constituted by SHED, MoE. (ii) Teacher appointment: MOE has filled in 2553 lecturer posts under the 33rd, 34th and 35th Bangladesh Civil Service (BCS) recruitment phases as of June 2017. Based on the request of MoE, the Ministry of Public Administration (MoPA) has sent requisitions to Public Service Commission (PSC) for recruiting 898 lecturers under 36th BCS and 761 lecturers under 37th BCS to fill the vacant post of government colleges¹; (iii) Amendment of NTRCA Act: The Government issued a Gazette to amend the rules of non-government teachers registration under the NTRCA. A committee has been formed by SHED, MoE for drafting the NTSC Act.

1.7 Improving the Teaching and Learning Environment in Participating Colleges (Component-2): This component has two sub-components. They are (i) Improving Teaching-Learning Environment in Colleges, (ii) Strengthening Teaching and Management Capacity in Colleges.

1.8 Progress:(i) The Training Consortium (TC): TC has been constituted and composed of VC NU, VC BOU, DG DSHE, DG NAEM and University of Nottingham Malaysia Campus (UNMC) represented by its Provost and CEO. Project Director(PD), CEDP shall provide the secretarial services to the TC, (ii) IDG Operations Manual: Institutional Development Grant Operations Manual (IDGOM) is on the way to finalize.(iii) Training Needs Assessment

¹As the Government has been establishing new government colleges, the number of teacher posts continues to increase.

(TNA):A team composed of senior faculty of University of Nottingham Malaysia Campus (UNMC) visited Bangladesh from January 22-24, 2017 to conduct the survey for Teacher Training Needs Assessment in association with NU and CEDP PMU. The UNMC team met the Chairman and Members of University Grants Commission of Bangladesh (UGC), concerned officials of National Academy for Educational Management (NAEM), Training Consortium (TC) heads, World Bank Education Team, Project Director (PD), CEDP, Vice Chancellor and senior faculty of National University (NU) and Bangladesh Open University (BOU) IT team, 10 college Principals, 16 NU Curriculum Specialists, students and teachers of Govt. Eden College and Tejgaon College. The team visited the campus of Govt. Eden College and Tejgaon College. The team also held consultations with PD, CEDP on cost sharing and attended a wrap up meeting with TC heads of institutions. (iv) Training Needs Assessment Report: Training Needs Assessment (TNA) Report has been drafted.

1.9 Project Management, Communication, and Monitoring and Evaluation

(Component-3): This component has two sub-components: (i) Project Management and Communication (ii) Monitoring and Evaluation.

1.10 Progress:(i) Accommodation: College Education Development Project (CEDP) office for PMU has been established at City Office Campus, National University, Dhanmondi, Dhaka. (ii) Staffing: Seventeen officials out of 53 (33 staff and 20 consultants) positions in the PMU, including Project Director (PD), four Senior Program Officers, nine Program Officers, Financial Officer and two Procurement Officers have been deployed; (iii) Post retention: Post retention was made for project officials up to May 31, 2017. Further proposal of post retention till the project period has been sent to Ministry of education (MoE); (iv) Special Account Opening: Convertible Taka Special Account (CONTASA) has been opened at Sonali Bank Limited at Hotel Sheraton Corporate Branch, Dhaka;(v) Recruiting Supporting Staff: Tender process is going on for recruiting other support staff as per DPP of CEDP; (vi) Booklets, posters and brochures: Drafts of booklets, posters and brochures on CEDP have been prepared; (vii) ToR of Procurement Specialist: ToRs of Procurement Specialist and Financial Specialist are uploaded through Systematic Tracking of Exchanges in Procurement (STEP); (viii) Draft of ToRs: Draft ToRs of PMIS, Satisfaction Survey, M & E specialist prepared and shared with the World Bank; (ix) Website: Process is going on to develop CEDP website; (x) Submission of DLI Evidence: Evidences of DLI (DLI value of US\$22 million equivalent) of year-1 and year-2 was achieved by the Project; (xi) Semi-annual Report: Prepared the draft 1stSemi-annual Monitoring Report.

1.11 Status of Project Development Objectives (PDO) level Results Indicators:

PDO	To Strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching and learning environment of participating colleges.
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PDO Level Results Indicator

PDO Indicators	Year-1 Target Effectiveness- December 2017	Achievement
Indicator-1 Sector Strategy and action plan developed, adopted and the initial implementation started [DLI-1]	Background studies are drafted by the expert group	Six Expert groups were formed on 30/05/2017.
Indicator-2 Government college teacher vacancies filed [DLI-2]	MoE filled 900 government college teachers vacancies	The MoE has filled in 2553 lecturer posts under the 33 rd , 34 th , and 35 th Bangladesh Civil Service (BCS) recruitment phases as of June, 2017.
Indicator-3 Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the project. [DLI-5]	MoE has completed a need assessment for teachers and managers training	The teachers' and managers' training needs assessment completed.
Indicator-4 Teaching and learning environment at Honours and Masters colleges upgraded	0	First call for IDG proposal will be made soon.

Note: Details year wise target values of the PDO Indicators & Intermediate Indicators are shown in **Annex-1**.

1.12 ADP Allocation: Total BDT 10000.00 Lakh (US\$ 12.50 million) was allocated in FY 2016-2017. Total expenditure was BDT 270.26 lakh (US\$0.34 Million) up to June 30, 2017 (US\$ 1 = BDT 80.00, as per DPP of the project).

1.13 Progress: (i) Furniture, Laptop and other stationery goods: Furniture, Laptop and other stationery are purchased for PMU. Necessary steps have been taken to procure other necessary goods as per DPP;(ii) Purchasing Vehicles: Process of purchasing vehicles are going on.

Chapter Two

Project Summary

Chapter-Two

Project Summery

2.1 Key Information:

Project Name	: College Education Development Project (CEDP)
Project ID	: P 154577
Key Project Data	: World Bank Board Approval: June 3, 2016 Effectiveness: October 13, 2016 Closing Date: June 30, 2021 ECNEC Approval: August 9, 2016 Financing Agreement signed: September 8, 2016
Borrower	: People's Republic of Bangladesh
Responsible Agency	: Ministry of Education (MoE)
Executing Agency	: University Grants Commission of Bangladesh/ National University
Stakeholders	: SHED (MoE), NU, UGC, DSHE, BOU, NAEM, NTRCA and affiliated colleges.

2.2 Objectives of the project: The Project Development Objectives are: *to strengthen the strategic planning and management capacity of the college education sub-sector and to improve the teaching and learning environment of participating colleges.*

2.3 The specific objectives of the project are:

- To develop Strategic plan for the tertiary level college education sub-sector which identifies system-wide reforms and defines action plans in phases; and to initiate the implementation of the first phase;
- To strengthen management capacity in participating colleges;
- To improve teacher recruitment and management system through filling the teacher vacancies of government colleges and establishment of an appropriate teachers selection commission for non-government colleges;
- To improve the teaching-learning environment in participating government and non-government colleges offering Honors and Masters course;
- To build an effective M&E system for the project implementation and management of competitive financing.

2.4 Area of the Project activities: The geographical coverage of the Project is countrywide. The Project activities for teachers training and institutional development grants will be implemented in NU affiliated colleges offering Honors and Masters Courses, spreading all over the country.

2.5 Project Beneficiaries: National University affiliated government and non-government tertiary Colleges, students and college teachers are expected to be benefited directly. Additionally, managerial staff, administrators and officials of the MoE, NU, DSHE and NAEM will get benefit from the project. There will be many indirect beneficiaries of the Project such as-(i) public and private sector employers will be able to recruit better qualified college graduates; (ii) the Government of Bangladesh will be able to recruit higher quality graduates for the various public service institutions and agencies; (iii) secondary, higher secondary schools and tertiary education colleges will be able to recruit more competent teachers and (iv) future generations of college graduates and teaching staff will be benefited from the development of the college education system.



2.6 Implementation Process: The Project will be implemented nationally over the five years period of July, 2016- June, 2021. At the national level, a Project Steering Committee (PSC) chaired by the Secretary, SHED, MoE provides policy oversight and resolves critical issues. The UGC, as an apex body, provides coordinating support between MoE and NU. A Project Management Unit (PMU) headed by a full time Project Director and staffed with the concerned line agencies had been established. The PMU is responsible for coordination of project activities. The overall responsibility for the project implementation would lie with the MoE while day-to-day implementation guidance will be provided by the NU. A project Implementation Committee (PIC) was formed to support the project implementation. The members of the PIC are drawn from relevant government agencies (the MoE, Planning Commission, IMED, UGC, BOU, DSHE, NAEM, NTRCA and representatives from five colleges on annual rotation basis). The Chairman of the PIC is the Vice-Chancellor of NU; PD is the member secretary of the PIC.

NU, DSHE, BOU, UGC and NAEM would be involved for effective implementation of the proposed project. The Project Director is at the rank of Additional Secretary with full responsibility for financial management, procurement, implementation, M&E and communication activities including the administration of the project.

2.7 Expected outcome of the project: The expected outcomes of the project are-(i) sector strategy and action plan developed, adopted, and the initial implementation started; (ii) 2553 number of government college teacher vacancies filled; (iii) number of teachers and managers in Honors and Masters colleges trained in subject and pedagogical training under the project and (iv) teaching and learning environment at Honors and Masters colleges upgraded.

2.8 Components, Key activities and Responsible Agencies of the project: The responsible agencies which will implement project activities are presented in table below:

Components	Key Activities	Responsible Agencies
Component-1: Strengthening Strategic Planning and Management Capacity.	Development of a Strategic Plan for the college sub-sector.	The MoE with all stakeholders involved
	Improvement of the Teacher Management System	MoE, MoPA, PSC, UGC, NTRCA, NU, DSHE
Component 02: Improving Teaching and Learning Environment in Participating Colleges.	Improving the Teaching-Learning Environment in Colleges through an Institutional Development Grant	The NU in coordination with the UGC, DSHE and the Colleges
	Strengthening Teaching and Management capacity in Colleges	Consortium (NU, DSHE, NAEM, BOU, national and international partners)
Component 03: Project Management, Communication, and Monitoring and Evaluation	Project Management and Communication	The PMU representing the concerned agencies (MoE, MoPA, UGC, NU, DSHE, NAEM) and consultants.
	Monitoring and Evaluation	The PMU representing the concerned agencies (MoE, NU, DSHE, NAEM, BOU) and consultants.

2.9 Estimated Cost of the Project (in Lakh Taka):

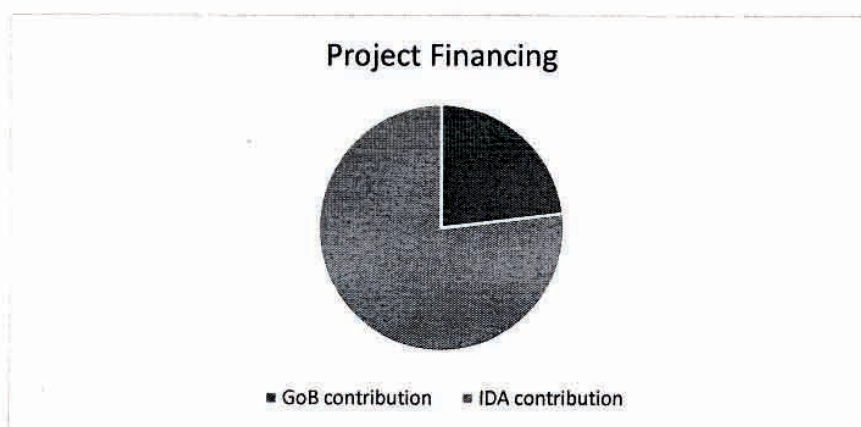
- i) Total: 104000.00
- ii) GoB: 24000.00
- iii) PA : 80000.00

Exchange Rate with Date: 1 US\$ = 80 BDT (March 2016)

2.10 Project Financing:

Financing Sources	Project Cost (In lakh Taka)	Project Cost (US\$ million)	% Financing
Total Budget for CEDP	104000.00	130	100%
GoB contribution	24000.00	30	23.08%
IDA contribution	80000.00	100	76.92%
Financing Gap	0	0	%

2.10.1 Project Financing Chart:



Chapter Three

Activities and Progress of Component-1

Chapter-Three

Activities and Progress of Component-1

3.1 Component-1: Strengthening the Strategic Planning and Management Capacity:

This component will-(a) support development of a strategic plan for the College sub-sector and support the implementation of initial reform activities and (b) support the improvement of government and non-government teacher recruitment and management process for system-level governance and quality improvements.

3.2 Sub-component 1.1: Development of a Strategic Plan for the College Subsector: A strategic plan for the College sub-sector would provide directions and goals for the college education sub-sector and a consensus-based plan of action.

3.3. Progress of Sub-component 1.1: National Strategic Planning Committee (NSPC) and six expert groups have been formed by the SHED, Ministry of Education May 30, 2017. The committees are as follows:

3.3.1 National Strategic Planning Committee (NSPC):

1	Chairman, UGC	Convener
2	Vice-Chancellor, NU	Member
3	Vice-Chancellor, BOU	Member
4	Vice-Chancellor, IUT	Member
5	Vice-Chancellor, Jagannath University	Member
6	Vice-Chancellor, BSMRAU, Gazipur	Member
7	Prof. Dr. Jamilur Reza Choudhury, VC University of Asia Pacific	Member
8	Prof. Dr. A. K. Azad Choudhury, Ex-Chairman, UGC	Member
9	Prof. Kazi Shahidullah, Ex VC NU	Member
10	Additional Secretary (Unv.) SHED	Member
11	Prof. Dr. Muhammed Zafar Iqbal, SUST	Member
12	DG, DSHE	Member
13	DG, NAEM	Member
14	Executive Director, CPD	Member
15	DG, IMED	Member
16	Division Chief, SEI, Planning Commission	Member
17	Najmul Haque Khan, Joint Secretary, SHED	Member
18	Joint Chief, SHED	Member
19	Registrar, NU	Member
20	Project Director	Member secretary

3.3.2 Six Expert Groups:

Group-A: Expert Committee for vision, Size and Shape:

1	Vice-Chancellor, NU	Convener
2	Pro-Vice-Chancellor (Academic), NU	Member
3	Additional Secretary (Dev.) SHED, MoE	Member
4	Prof. Nazrul Islam, Ex-Chairman, UGC	Member
5	DG, DSHE	Member
6	DG, NAEM	Member
7	Principal, Tejgaon College	Member Secretary

Group-B: Expert Committee for Access and Equity:

1	Dr. Sikander Hayat Khan, DU	Convener
2	Prof. Dr. M M Akash, DU	Member
3	Dr. Monirul Islam Khan, DU	Member
4	Principal, Rajshahi College	Member
5	Prof. Hosne Ara Begum, IER, DU	Member
6	Principal, Chittagong Govt. College	Member
7	Joint Secretary, (Unv), SHED	MemberSecretary

Group-C: Expert Committee for Quality and Relevance:

1	Prof. Dr. M. Shah Newaz Ali, Member, UGC	Convener
2	Vice-Chancellor, Jagannath University	Member
3	Prof. Sayed Manjurul Islam, DU	Member
4	Prof. Mesbahuddin Ahmed, Ex-VC, JU	Member
5	Principal, Dhaka City College	Member
6	Deputy Chief, SHED	Member
7	Deputy DI (P & D), NU	Member Secretary

Group-D: Expert Committee for Management of the College:

1	Prof. Dr. Manjur Ahmed	Convener
2	Prof. Khondakar Bazlul Haque, DU	Member
3	Prof. Dr. M.A Mannan, Vice-Chancellor, BoU	Member
4	Prof. Dr. Anwar Hossain, Dean (in charge), Centre for post Graduate Studies, Training & Research, NU	Member
5	Prof. Dr. M. Shamsuddin Elias, Inspector of Colleges (In charge), NU	Member
6	Joint Secretary (College) SHED	Member
7	Principal, Madan Mohan College	Member Secretary

Group-E: Expert Committee for development of Science, Technology and ICT:

1	Professor Dr. Munaz Ahmed Noor, Vice-Chancellor, IUT	Convener
2	Prof. Dr. Subrata K. Aditya, ECE, DU	Member
3	Prof. Mahbubul Alam Joarder, DU	Member
4	Dr. Muhammad Motaleb, CSE, IUT	Member
5	Joint Secretary (Dev), Ministry of Science, ICT	Member
6	Joint Secretary (Admin) SHED	Member
7	Dr. Akter Hossain, CSE, Daffodil International University	MemberSecretary

Group-F: Expert Committee for Financing of Colleges:

1	Principal Kazi Faruk Ahmed, Ex-Treasurer, NU	Convener
2	Professor S. M. Mahfuzur Rahman, DU	Member
3	Molla Mahfuz Al-Hossain, Registrar (In charge), NU	Member
4	President, FBCCI	Member
5	Joint Secretary (Dev), SHED	Member
6	Joint Secretary (Budget), Ministry of Finance	Member
7	Principal, Chittagong Govt. College of Commerce	Member Secretary

3.4 Sub-component 1.2: Improvement of the teacher management system: This sub-component will support the MoE to- (a) fill teacher vacancies in government colleges and (b) reform the teacher recruitment procedures for non-government colleges.

3.5 Progress of Sub-component 1.2: The progress of this sub-component are as follows:

3.5.1 MoE has already filled up 2,553 lecturer posts by June 2017 under 33rd, 34th and 35th BCS.

3.5.2 Based on the request of MoE, the Ministry of Public Administration (MoPA) has sent requisitions to Public Service Commission (PSC) for recruiting 898 lecturers under 36th BCS and 761 lecturers under 37th BCS to fill the vacant post of government colleges²;

3.5.3 Amendment of NTRCA rules has already been done and published in Bangladesh Gazette dated October 21, 2015

3.5.4 MoE has established two committees on 1 February-2017 for drafting the NTSC Act.

²As the Government has been establishing new government colleges, the number of teacher posts continues to increase.

Chapter Four

Activities and Progress of Component-2

Chapter-Four

Activities and Progress of Component-2

4.1 Component-2: Improving the Teaching and Learning Environment in Participating Colleges :This component will address the challenge of providing quality and relevant college education at the institutional level. On the development and implementation of (a) competitive grants to the participating colleges to improve teaching and learning environment and (b) training programs for college teachers and management.

4.2 Sub-component 2.1: Improving the Teaching-Learning environment in Colleges: The primary objective of the activities under this sub-component is to improve the teaching-learning environment in the colleges through supporting the following quality and management enhancing activities;

- a) Upgrading basic teaching-learning facilities and internet connectivity;
- b) Improving market relevance of college education through development of soft skills of students and linkages with the Industry;
- c) Introducing quality assurance; and
- d) Strengthening management capacity and upgrade of the fiduciary system in the colleges.

4.3 Progress of Sub-component 2.1: The progress of this sub-component are :

4.3.1 Institutional Development Grant Operations Manual (IDGOM) has been finalized and already been submitted to the World Bank as a DLI evidence.

4.3.2 Institutional Development Grant Board (IDGB) has already been formed consisting 14 members following the IDGOM provisions.

4.3.3. The GEP will constitute with a total of 50 senior academicians and experts nominated by the IDGB.

4.4 Criteria for Grouping of Colleges for IDG Grants:

College Groups	Government College (Number of students)	Non-Government College (Number of students)	Total Number of colleges
A	5000+	1000+	20
B	1000-5000	500-1000	68
C (Girls College)	120	120	34
Total			122

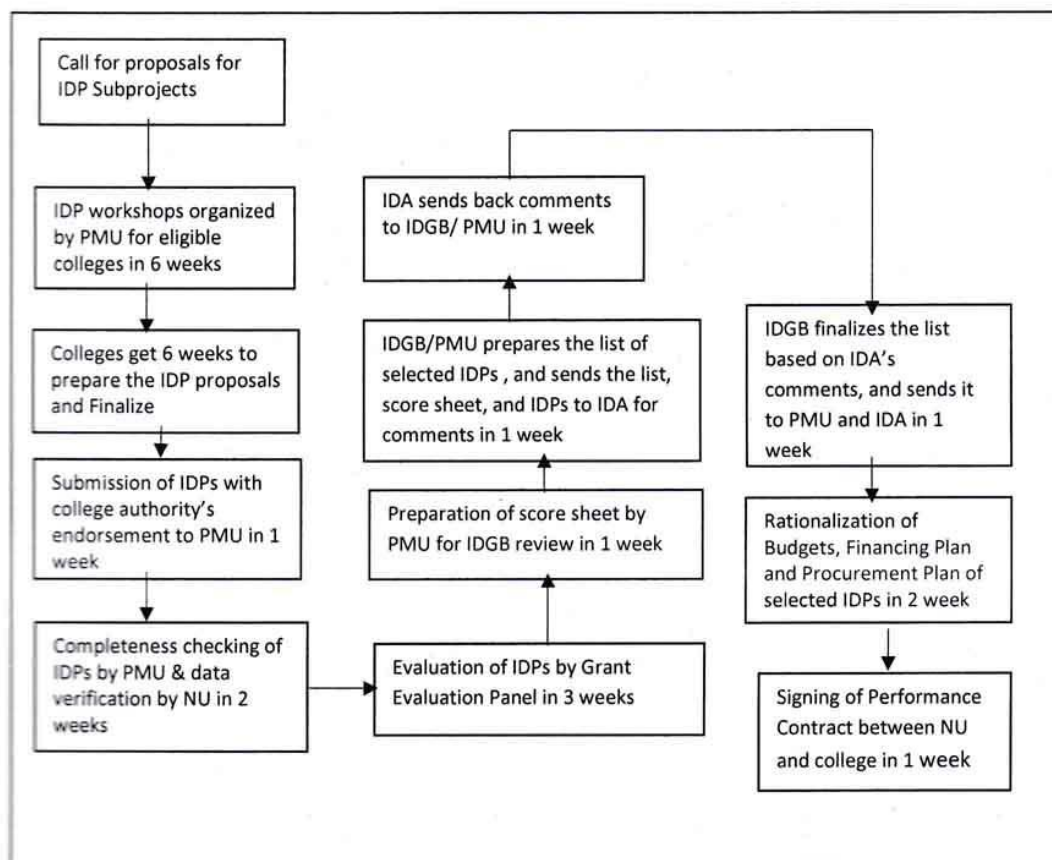
4.5 Indicative IDG Allocation per Group of Colleges:

	Maximum Grant Amount per College (BDT million)	Number of Colleges	Subtotal (BDT million)	Total (BDT million)
Round 1				
Group A	80	10	800	
Group B	40	36	1440	
Group C	24	17	408	
Total		63		2648
Round 1				
Group A	80	10	800	
Group B	40	32	1280	
Group C	24	17	408	
Total		59		2488
Grand Total (Round 1 and 2)		122		5136

4.6 IDG Board: Composition of IDG Board:

Vice Chancellor of NU (Chairperson)
 Vice Chancellor of IUT, Gazipur
 Pro-Vice Chancellor of NU
 Project Director of CEDP
 Joint Chief of MoE
 Representative of Planning Commission (Joint Chief of Education Wing, SEID)
 Dean, Postgraduate Education, Training & Research, NU
 Director, Planning and Development, BOU
 Director, Planning & Development, DSHE
 Director, Planning & Development, NAEM
 Director, Planning & Development, UGC
 AIF Coordinator, HEQEP
 Deputy Director, Planning & Development, NU
 Senior Program Officer (IDG) CEDP, PMU

4.7 IDG Sub-project proposal selection flow chart:



4.8 Current Status of the Sub-projects: Since the sub-projects are yet to take off, here is nothing to report.

4.9 Environmental Safeguard: As IDG activities are yet to be taken, there is nothing to report.

4.10 Social Safeguard: As IDG activities are yet to be taken, there is nothing to report also.

4.11 Problems and Prospects of the Sub-projects: Not Applicable.

4.12 Comments: As the Institutional Development Grant (IDG) activities are yet to be taken, it is hoped that this program will run smoothly from the next financial year.

4.13 Sub-component 2.2: Strengthening teaching and management capacity in colleges: The objective of this sub-component is to bring about qualitative improvements in teaching and management in the college sub-sector through supporting- (a) the training of trainers; (b) teachers training; (c) capacity building of college principals and (d) capacity building of policymakers, leaders, and managers for sub sector development. The project will

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also support the development of training contents and materials. Distance learning through online platforms, with international and national training providers, will be blended with face to face teaching to reach the large number of beneficiaries. Types of training and number of trainees:

1. Master trainers training (in country and abroad): 300
2. Principals/Vice-Principals and others training (in country and abroad): 700
3. Academic Staff/ future leaders training (in country): 500
4. General College teachers training (in country): 7000
5. Leaders, Managers and Policy Makers: 75
6. General College teachers training (In country under NU): 8000

4.14 Progress of Sub-component 2.2: The progress of this sub-component are as follows:

4.14.1 Training Needs Assessment (TNA) has been submitted to the World Bank as DLI evidence.

4.14.2 Lists for 100 Principals and 300 Master trainers have been finalized by Training Consortium (TC).

4.14.3. First batch subject wise training started at National University (NU) from 18th May -2017. Training details are as follows:

Sl No.	Name of the Subject	Number of Trainee	
		Target	Present
1	Bangla	40	25
2	Chemistry	40	26
3	Marketing	40	30
4	Political Science	40	32
	Total	160	113

4.14.4 Comments: As per information 70.62% Teachers attended the training program arranged by national University.

Chapter Five

Activities and Progress of Component-3



Chapter- Five

Activities and Progress of Component-3

5.1 Component 3: Project Management, Communication, and Monitoring and Evaluation: The objectives of this component will ensure sufficient system capacity for the implementation of policy interventions and effective Project management for the achievement of the PDOs.

5.2 Sub-component 3.1: Project Management and Communication: This sub-component will support Project management, including establishment of a Project Management Unit (PMU), specific capacity building and technical assistance necessary for Project implementation, governance and accountability activities, communication and information dissemination.

5.3 Progress of Sub-component 3.1: The progress of this sub-component are as follows:

5.3.1 Md. Zahidul Islam (Additional Secretary) joined the project as Project Director (PD) on October 16, 2016.

5.3.2 Seventeen (17) officials have been posted on deputation in the project.

5.3.3 Convertible Taka Special Account (CONTASA) has been Opened at Sonali Bank Ltd, Hotel Sheraton Corporate Branch, Dhaka.

5.3.4 ADP Allocation: Total BDT 10000.00 Lakh (US\$ 12.50 million) was allocated in FY 2016-2017.

5.4 Status of PMU staff:

Sl. No.	Designation	Total No. of Staff	Currently deputed staff	No. of vacant positions
1.	Project Director	1	1	0
2.	Deputy Project Director	1	0	1
3.	Senior Program Officer	4	4	0
4.	Program Officer	10	9	1
5.	Finance Officer	1	1	0
6.	Disbursement Officer	1	0	1
7.	Procurement Officer	2	2	0
8.	Accountant	2	0	2
9.	Support staff	11	0	11
	Total	33	17	16

5.5 Status of technical Adviser (specialist):

Sl. No.	Designation	Total No. of Member	Present No. of Member	No. of vacant post
---------	-------------	---------------------	-----------------------	--------------------

-	-	-	-	-
---	---	---	---	---

Comments: No Technical Adviser (specialist) has been appointed yet.

5.6 Sub-component 3.2: Monitoring and Evaluation: This sub-component will support monitoring and evaluation (M & E) activities including DLI verification, progress reporting, satisfaction surveys, tracer studies and effectiveness assessments on key activities. M&E activities of the project have been accomplished by the M&E unit headed by one senior program officer, two program officers and one M&E specialist.

5.7 Progress of Sub-component 3.2: The progress of this Sub-component are as follows:

- 5.7.1 DLI verification documents for US\$ 22 million has been collected.
- 5.7.2 Collected DLI achievement evidences for Year-1 and year-2 submitted and accepted by the World Bank.
- 5.7.3 Draft ToR for PMIS has been made and shared with the World Bank.
- 5.7.4 Draft ToR for the baseline satisfaction survey and shared with the WB.
- 5.7.5 Tracer Study has been done.
- 5.7.6 Draft ToR for M & E specialist has been made and shared with the WB.
- Draft ToR for IDG Management Specialist has been prepared
- 5.7.7 M & E action plan has been made.
- 5.7.8 Monthly reports are being submitting regularly.
- 5.7.9 NSPC and six expert groups have been formed by SHED, Ministry of Education.

5.8 M & E Action Plan:

M & E Unit of the Project made an Action Plan up to December 2017. Details of the Action Plan is shown in **Annex-2**.



Chapter Six

Progress of Disbursement Linked Indicators

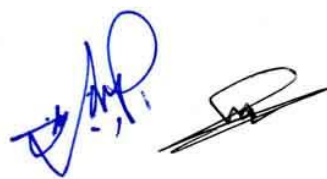
Chapter- Six

Progress of Disbursement Linked Indicators

According to the Financing Agreement and the Project document of College Education Development Project (CEDP) has been provisioned to achieve 5 DLIs for eligible expenditure of CEDP. As per the DLI and the Protocol for 2017, the achievement, evidence and the DLI value have been shown in the following tables. The Project Management Unit (PMU) of CEDP submitted the following documents through UGC, MoE, ERD to the World Bank. The World Bank already accepted these documents and approved DLIs value of US\$ 22 million. In Year 1, DLI value of US\$22 million equivalent was achieved and US\$20 million was disbursement by June 30, 2017 based on the agreed amount in the Financing Agreement. The remaining US\$2 million will roll over to the next trench of DLI disbursement.

6.1 Documents submitted to achieve DLI value:

1. Statement relating to roll-over of Eligible Expenditure Programs (EEP) and DLI amounts for category 1.
2. IUFR-Eligible Expenditure Statement DLI Based Financing.
3. iBAS statement from CAO (August 2015- June 2016 against Functional Code 2537 and Economic Code 4600).
4. DLIs Year -1 achievement matrix.
5. Requisition for Govt. College teachers recruitment.
6. Govt. Gazette for Govt. College teachers appointment.
7. Govt. Gazette to amend rules of non-government teachers registration under the NTRCA.
8. Partnership Agreement with University of Nottingham Malaysia Campus (UNMC).
9. Training Needs Assessment (TNA).
10. Institutional Development Grant Operations Manual (IDGOM).



6.2 Statement relating to roll-over of EEP and DLI amounts for category 1:

Reporting Period – Q2, FY 2017 (October 13, 2016 to December 31, 2016)

(in USD)										
Reporti ng Period	Brought Forward Expenses paid (EEPs), but not disbursed by IDA in the absence of DLI achieved amount with period details	Brought Forward DLI achieved amount, but not disbursed by IDA in the absence of incurred expenses with DLI details	Expenses (EEPs)incu red and paid in the reporting period	DLI achieved amount pertaining to the reporting period with DLI details	Total Undisburse d Expenses for Disbursem ent Compariso n (2+4)	Total Undisburse d DLI achieved amount for Disbursem ent Compariso n (3+5)	Eligible for disburseme nt in respect of the reporting period transaction s only (Lower of 4 and 5)	Eligible for disburseme nt in the reporting period, taking into considerati on the rolled-over amounts(L ower of 6 and 7)	Excess of 6 over 9/ Carry Forward of Unutilized /undisburs ed Expenses (6-9)	Excess of 7 over 9/ Carry Forward of undisburs ed DLI achieve d amount (7-9)
1	2	3	4	5	6	7	8	9	10	11
October 13, 2016 – Decemb er 31, 2016	\$0	\$0	\$69 million (BDT 5,586,019,00 0)@BDT80/ \$ Retrospectiv e financing for the period between August 1, 2015 to June 30, 2016	\$22 million DLI12:\$12 m DLI13:\$4 m DLI14:\$2 m DLI15:\$4 m	\$69 million	\$22 million	\$22 million	\$22 million	\$47 million	\$0

6.3 Eligible Expenditure Statement DLI Based Financing:

For the Reporting Period: Q2, FY 2017 (October 13, 2016 to December 31, 2016)			
Economic Code	Eligible Expenditure Program (“EEP”) under Parts 1 and 2 of the Project	Eligible Expenditure Taka in Million	
		For the Period	Cumulative to date
4500	Salaries -Officers		
4600	Salaries -Establishment	5,586.02	5,586.02
3			
4			
Total *		5,586.02	5,586.02

* Notes : Eligible Expenditure in this period is retrospective covering the period of August 1, 2015 to June 30, 2016

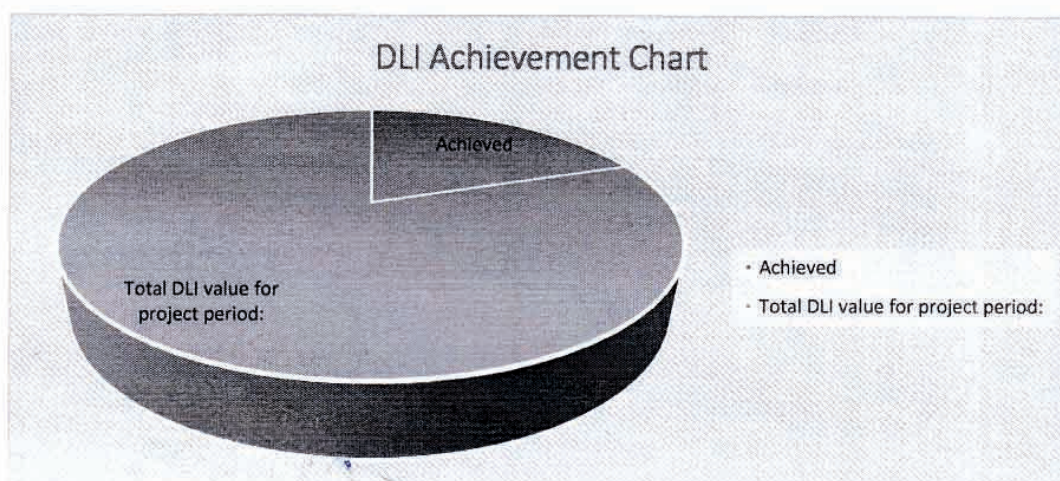
6.4DLIs Year -1 achievement matrix:

Component	DLI Indicator	Disbursement Linked Results (DLRs)	Achievement Status	Evidence of achievement	DLI Value To be claimed (in US\$)
Component 1: Strengthening the Strategic Planning and Management Capacity	DLI 1: Development of College Subsector Strategic Plan	Year 1 a) MoE has established a national strategic planning committee and six expert groups under the terms of reference acceptable to the Association; and	a) Achieved	-----	US\$ 2 million (Not claimed)
		b) The six expert groups have drafted background studies	b) Not achieved	-----	-----
	DLI 2: The number of government college teacher vacancies filled	Year-1 a) MoPA has submitted requisition of at least 2,700 government college teacher positions to the Public Service Commission; and b) MoE has filled 900 government college teacher vacancies Year 2 MoE has filled cumulatively 1,500 government college teacher vacancies	a) Achieved b) Achieved Year-2 Achieved	a) Requisition letter to Public Service Commission to recruit the college teachers b) GO for Appointment of the college teachers Year-2 Government order for appointment of the college teachers	a) US\$ 4 million b) US\$ 4 million Year-2) US\$ 4 million
	DLI 3: Improvement of teacher management system for nongovernment colleges	a) The government has issued a gazette to amend rules of Non-Government Teachers Registration and Certification Authority (NTRCA); and b) The Government has initiated drafting of NTSC Act	a) Achieved b) Not Achieved	a) Government Gazette to amend rules of Non-government Teachers Registration and Certification b) -----	a) US\$ 4 million b) -----

Component-2: Improving the Teaching and Learning Environment in Participating Colleges	DLI 4: Improved teaching and learning environment in selected government and non-government colleges	a) MoE has issued an operation manual for the colleges competitive funding program; b) MoE has signed performance contracts competitive funding in accordance with the operation manual	a) Achieved b) Not Achieved		a) US\$ 2 million
	DLI 5: Number of teachers and managers in Honors and Masters colleges trained in subject, pedagogical, and managerial trainings	a) MoE has signed international partnership agreement with partners for the provision of teacher and manager training; and b) MoE has completed a need assessment for teachers and managers training	a) Achieved b) Achieved	a) Copy of partnership Agreement between the National University and The University of Nottingham Malaysia Campus b) The report of the Training Need Assessment (TNA)	a) US\$ 2 million b) US\$ 2 million
			Total		US\$ 22 million

6.5 DLI Achievement Chart:

Total DLI value for project period: US\$ 90 million
 Claimed: Year-1: US\$18 million and Year-2: US\$ 4 million,
 Total: US\$ 22 million.



6.6 DLIs Year -1 yet to be achieved:

Component	DLI Indicator	Disbursement Linked Results (DLRs)	Achievement Status	Evidence of achievement	DLI Value To be claimed (in US\$)
Component 1: Strengthening the Strategic Planning and Management Capacity	DLI 1: Development of College Subsector Strategic Plan	Year 1 a) MoE has established a national strategic planning committee and six expert groups under the terms of reference acceptable to the Association; and (US \$2 million) b) The six expert groups have drafted background studies. (US \$2 million)	a) Achieved but not claimed as the evidence received later. b) Not achieved		US\$ 2 million
	DLI 3: Improvement of teacher management system for nongovernment colleges	b) The Government has initiated drafting of NTSC Act (US\$2 million)	b) Not Achieved		
Component-2: Improving the Teaching and Learning Environment in Participating Colleges	DLI 4: Improved teaching and learning environment in selected government and non-government colleges	b) MoE has signed performance contracts with the selected colleges for round 1 competitive funding in accordance with the operation manual (US\$ 4 million)	b) Not Achieved		

Chapter Seven

Financial and Physical Progress of the Project

Chapter- Seven

Financial and Physical Progress of the Project

The total budgetary requirement to implement the College Education Development Project (CEDP) will be US\$ 130 million over the project period July, 2016-June, 2021. To implement the CEDP over the next five years, IDA will contribute US\$ 100 million. The GoB will contribute US\$ 30 million which will finance the project activities as outlined in the DPP approved by the Executive Committee of the National Economic Council (ECNEC), other than EEPs.

7.1 Project cost:

Component	IDA		GoB (US\$ million)	Total (US\$ million)
	Reimbursement through EEPs and DLIs (US\$ million)	Non DLI (US\$ million)		
Component-1	48.0	0.0	0.2	48.20
Component-2	42.0	0.0	28.4	70.40
Component-3	00.0	10.0	1.4	11.40
	90.0	10.0	30.0	130.0

7.2 Financial and Physical Progress:

7.2.1 Estimated Cost:

(In Lakh Taka)

	Total	Taka	Project Aid (RPA)	Physical (%) of Total Project
a) i) Original	104000.00	24000.00	80000.00	100.00%
ii) Revised	--	--	--	--
b) Cumulative Progress up to last June-2016	--	--	--	--
c) Current Year allocation and physical Target	10000.00	5000.00	5000.00	9.62
d) Progress up to June-2017	270.26	254.84	15.45	0.26
e) Fund released up to June-2017	4500.00	3750.00	750.00	4.33

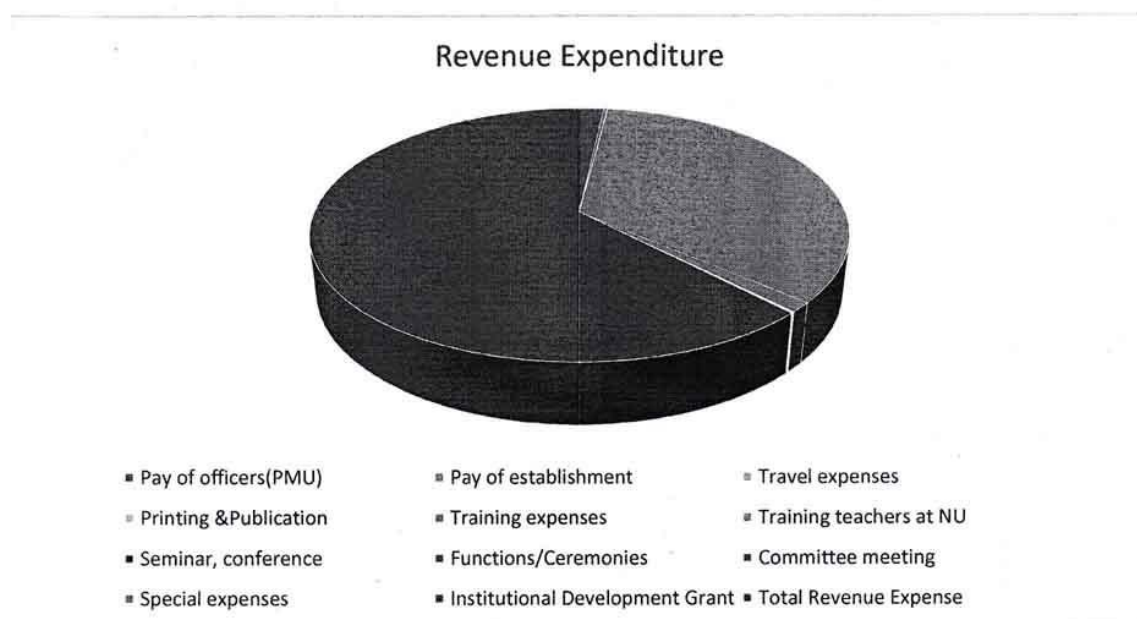
7.3 Fund Allocation for the FY-2016-17:

(In Lakh Taka)

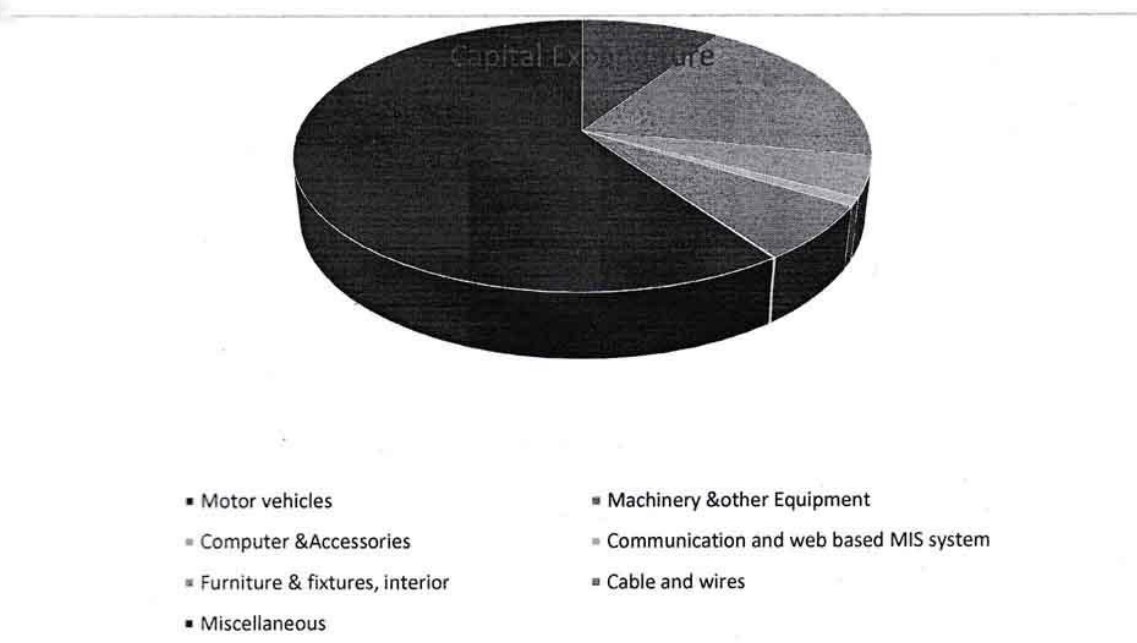
Economic Code	Expense Sector	GoB	Project Aid			Total
			Reimburse ment (through GoB)	CONT ASA	DPA	
Revenue Expenditure:						
4500	Pay of officers(PMU)	173.29				173.29
4600	Pay of establishment	29.50				29.50
4801	Travel expenses	2.00				2.00
4827	Printing &Publication	1.75				1.75
4840	Training expenses	3434.00				3434.00
4840	Training teachers at NU	123.00				123.00
4842	Seminar, conference	6.00				6.00
4890	Functions/Ceremonies	1.25				1.25
4895	Committee meeting	8.00				8.00
4898	Special expenses	2.10				2.10
5901	Institutional Development Grant	1219.11				1219.11
	Total Revenue Expense	5000.00				5000.00
Capital Expenditure:						
6807	Motor vehicles		93.75	370.00		463.75
6813	Machinery &other Equipment		924.86	11.00		935.86
6815	Computer &Accessories		199.69	37.00		236.69
6817	Communication and web based MIS system			50.00		50.00
6821	Furniture & fixtures, interior		225.70	100.00		325.70
6821	Cable and wires			5.00		5.00
7980-7998	Miscellaneous		2983.00			2983.00
	Total Capital expenditure	0.00	4427.00	573.00		5000.00
	Grand Total (Revenue+ Capital):	5000.00	4427.00	573.00		10000.00

Reference: Memo no. 37.00.0000.125.14.201.17-920, Date: 29/03/2017, Secondary and Higher Education Division, Ministry of Education, Dhaka.

7.4 Revenue Expenditure:



7.5 Capital Expenditure:



7.6 Target and Achievement of the main Components of the Project:

Sl. No	Economic code	Work components as per pp (With quantity)	Estimated Cost	Achievement up to last June-2016		Target of the current year-2016-2017		Progress up to the month of June of the current year	
				Financial	Physical (% of the component)	Financial	Physical (% of the component)	Financial	Physical (% of the component)
1	2	3	4	5	6	7	8	9	10
	4500	Pay Officers							
1.	4501	Pay of officers(PMU)	961.28	--	--	173.29	1.7329	85.72	49.47
Sub Total of 4500			961.28	--		173.29			
	4600	Pay of establishment							
2.	4601	Pay of establishment (PMU)	147.49		--	29.50	0.2950	--	--
Sub Total of 4500			147.49		--	29.50			
	4800	Supplies and Services							
3	4801	Travel expenses	33.00		--	2.00	0.02	1.99	99.5
4	4805	Office Rent	120.00		--			--	--
5	4816	Telephones	15.00		--			0.06	--
6	4817	Internet	5.00		--			0.13	--
7	4821	Electricity	22.00		--			--	--
8	4822	Gas&fuel	25.00		--			--	--
9	4827	Printing &Publication	30.00		--	1.75	0.0175%	--	--
10	4828	Stationery, Seals & Stamps	20.00		--			1.03	--
11	4829	Research expenses/Study	300.00	--	-		--	--	--
12	4831	Books and Periodicals	12.00		--		--	--	--
13	4833	Advertising	17.00		--		--	--	--
14	4840	Training expenses	38956.00		--	3434.00	34.34%	07.93	0.02
		Training teachers at NU	2462.00		--	123.00	1.23%	160.00	6.50
15	4842	Seminar, conference	388.00		--	6.00	0.06%	--	--
16	4848	Transport expenses	369.00		--		--	--	--
17	4874	Consultancy	4562.00		--		--	--	--
18	4887	Copying charges	6.00		--		--	--	--
19	4890	Functions/Ceremonies	5.00		--	1.25	0.0125%	--	--
20	4895	Committee meeting	85.00		--	8.00	0.08%	--	--
21	4898	Special expenses			--		--	--	--
		Strategic plan	37.00		--	2.10	0.0210%	--	--
22	4899	Other Expenditure			--		--	--	--
		PMU operation cost	313.10		--		--	2.52	0.80
Sub total of 4800			47752.70		--		--	--	--
	4900	Repairs and Maintenance							
23	4901	Motor vehicles	25.00		--		--	--	--

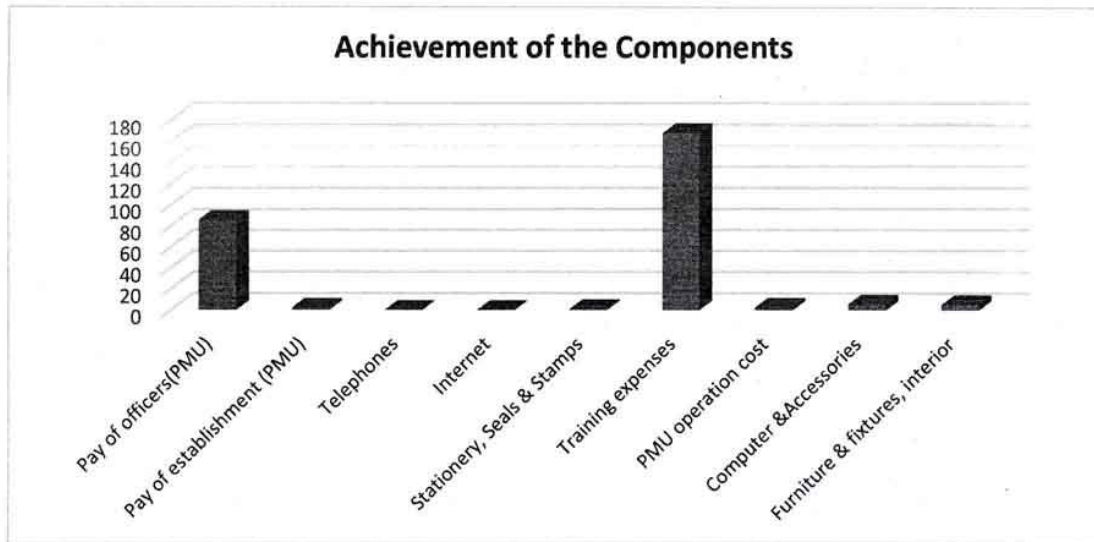
24	4906	Furniture, Fixtures &	10.00		--		--	--	--
25	4911	Computer & office Equipment	10.00		--		--	--	--
26	4916	Machinery and Equipment	10.00		--		--	--	--
Subtotal of 4900			55.00		--				
5900 Aid, Grants									
27	5901	Institutional Development Grant	51360.00			1219.11	12.1911%		
Subtotal of 5900			51360		--	1219.11		--	--
Total (Revenue Component)						5000.00	--	--	--
6800 Acquisition of Assets/Purchase									
28	6807	Motor vehicles	495.00		--	463.75	4.6375%	--	--
29	6813	Machinery & other Equipment	2244.14		--	935.86	9.3586%	0.19	0.02
30	6815	Computer & Accessories	303.76		--	236.69	2.3669%	5.47	2.31
31	6817	Communication and web based MIS system	50.00		--	50.00	0.50%	--	--
32	6821	Furniture & fixtures, interior	401.06		--	325.70	3.2570%	5.22	1.60
33		Cable and wires	5.00		--	5.00	0.05%	--	--
34	7980	Miscellaneous				2983.00	29.83%		
Subtotal of 6800 & 7980			3495.95		--	5000.00		--	--
Sub total (Capital Component)					--	--		--	--
c) Physical Contingency			74.58		--	--		--	--
D) Price contingency			150.00		--	--		--	--
Grand Total(a+b+c+d)			104000.00		--	10000.00	100%	270.26	2.70

Note: Total GoB fund released up to June-2017 = BDT 3750.00 (in lakh taka),

Expenditure up to June- 2017 = BDT 270.26 (in lakh taka),

The rest of the fund has been reserved for the payment of vendors and implementation partners of the fiscal year 2016-2017 but practically, disbursement is being done later.

7.7 Financial progress:



Chapter Eight

Procurement Plan for Financial Year 2016-2017



Chapter-Eight

Procurement Plan for Financial Year 2016-17

8.1 Procurement Plan:

Procurement plan of the College Education Development Project (CEDP) for financial year 2016-17 is as follows:

FY 16-17											
Contract Package Number	Description of Procurement Package as per DPP Goods	Unit	Qty/ Nos	Procedure /Method & (Type)	Contract Approving Authority	Source of Fund	Estimated Cost (In lakh Taka)	Indicative Dates			
								Not used in Goods	Invitation for Tender	Signing of Contract	Completion of Contract
1	2	3	4	5	6	7	8	9	10	11	12
GD 101	Computer and accessories	Number	405	NCB	Vice Chancellor	GoB & IDA	303.75	-	Mar-17	Apr-17	May-17
GD 102	Motor Vehicles	Number	7	NCB	Vice Chancellor	GoB & IDA	495.00	-	Mar-17	Apr-17	May-17
GD 103	Furniture and Fixtures, Interior	NS	Lump Sum	NCB	Vice Chancellor	GoB & IDA	401.06	-	Mar-17	Apr-17	May-17
GD 104	Customization of web based MIS system	NS	Lump Sum	NCB	Vice Chancellor	GoB & IDA	50.00	-	Mar-17	Apr-17	May-17
GD 105	Machinery and other Equipment	NS	Lump Sum	NCB/ICB	Vice Chancellor	GoB & IDA	2244.14	-	Mar-17	Apr-17	May-17
GD 106	Training Facilities at NU	NS	Lump Sum	NCB/ICB	Vice Chancellor	GoB & IDA	492.00	-	Mar-17	Apr-17	May-17
Total Value of Goods Procurement			412				3985.95				

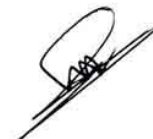
8.1.1 Procurement Plan Chart:



8.2 Procurement progress:

According to the DPP Taka 3985.92 lakh has been allotted to procure goods of Computer and accessories, Motor vehicles, furniture and fixture, interior, customization of web based MIS system, machinery and other equipment, training facilities at NU for the year of 2016-2017. Procurement progress are as follows:

- 8.2.1 Tender Opening Committee, Tender Evaluation Committee and Tender Specification Committee have been formed to procure necessary goods for Project Management Unit.
- 8.2.2 RFQ for buying Computer has been collected and evaluation process is going on.
- 8.2.3 Deployment process of Financial Management specialist and Procurement Specialist is going on.
- 8.2.4 Printer and Photocopier procurement process is going on.
- 8.2.5 Development of Web Page for the project is going on.
- 8.2.6 Six laptops and one printer has been bought.
- 8.2.7 Some furniture for PMU office use has been purchased.
- 8.2.8 RFQ has been called for purchasing desktop, furniture, interior design and air conditioner.



Chapter Nine

Governance and Accountability Action Plan

Chapter-Nine

Governance and Accountability Action Plan

To achieve the objectives of CEDP successfully, emphasis has been placed to on addressing various governance issues under the Project. Therefore, a Governance and Accountability Action Plan (GAAP) has been developed. The GAAP has identified several governance challenges and necessary actions in the implementation of the CEDP. These concerns are related to inadequate institutional capacity, systematic weaknesses in the IDG and teacher training activity implementation, weak M & E capacity and inadequate provision of citizen engagement. A summary of the governance issues, actions and the actions taken for addressing the challenges is provided below.

Table: GAAP Implementation Matrix

Issues/Risks Activities	Action /Features	Agency Responsible	Actions Taken
1. Process for selecting grant recipients is biased and/or suboptimal	<ul style="list-style-type: none"> Organize dissemination seminar/workshop. Call for proposal Evaluation of proposals by external committee Selection and award 	MoE, NU, PMU	The Project has a plan to organize seminar/ workshop with principals of eligible colleges after calling IDG proposal and external committee named Grant Evaluation Panel (GEP) consisting fifty members is going to be formed to evaluate the proposal.
2. Wide variation in capacity and characteristics among colleges may lead to an unfair competition for IDG	<ul style="list-style-type: none"> A set of criteria for grouping of colleges to create a level playing field on which colleges of similar student enrolments compete with each other for AIF Undertake capacity-building programs for colleges. 	MoE, NU, PMU	Proposal Evaluation Criteria has been developed.
3. Implementation capacity of the IDG-recipient colleges may be weak	<ul style="list-style-type: none"> Train procurement staffs of the PMU Hire procurement consultants Train college IDG management team and key staffs Declaration of staffs on no conflict of interest in procurement activities 	MoE, NU, PMU	Draft ToR for procurement consultants has been shared with the World Bank.

	<ul style="list-style-type: none"> Documents are publicly disclosed through newspaper, website, and so on. Evaluate procurement documents in a transparent way 		
4. Process for selecting teachers and staffs for training biased or suboptimal	<ul style="list-style-type: none"> Organize information dissemination seminars/workshops Call for teacher/management training to colleges Full list of eligible trainees prepared and distributed among relevant training providers Review of training nominations 	NU, PMU	<p>National University advertised to select Teachers /managers to enlist their names for training.</p> <p>Full list of eligible trainees prepared and distributed among relevant training providers.</p>
5. Number of trainees may be over-reported	<ul style="list-style-type: none"> Regular visits to monitor training progress at centers Attendance verified on sample basis List of trainees published on website 	NU, PMU	PMU officers are regularly visiting training centers to monitor training progress. Attendance has been verified and list of trainees has been published on NU website.
6. Inadequate capacity to handle procurement, FM, contract management, communication and monitoring function	<ul style="list-style-type: none"> Establish PMU. Hire relevant officers, staff, and consultants. Build capacity of CEDP PMU staffs and relevant others (training, workshop). 	MoE, NU, PMU	PMU has been established. Relevant Officers has been deployed. Capacity Building programs (training, workshop) of CEDP PMU staffs are on the process.
7. Internal accountability mechanisms in PMU may need to be established	<ul style="list-style-type: none"> Establish a PMU Establish a PIC Establish Project website Conduct meetings regularly and document decision and follow up on implementing decisions Inspection of IDG-recipient college and facilitate implementation of subprojects. 	MoE, DSHE, NU, PMU, Planning Commission and so on.	PMU, PIC has been established. Website building process is going on.

8. Intense politicization and resistance against a Bank-financed project in the college education subsector may pose difficulty in implementing the proposed operation	<ul style="list-style-type: none"> • Conduct motivation and dissemination workshops to comply with Bank guidelines for IDG implementation. • Established transparent IDG and teacher training selection process. • Dialogue with policy and decision makers. 	MoE, NU, PMU, Bank	IDG and teacher training selection process is transparent.
Issues/Risks Activities	Action/Features	Agency Responsible	
9. The academic community's perception of objectivity and impartiality in awarding innovation funds may become an issue especially among members whose proposal is rejected	<ul style="list-style-type: none"> • The OM will explicitly describe the assessment criteria. • A number of awareness campaigns will be arranged to cover these issues in detail • A grievance mechanism will be established 	MoE, NU, PMU, Bank	IDGOM has been prepared which clearly describes the assessment criteria.
10. Challenges may exit in ensuring a standard method for regular monitoring and assessment of the Project outcomes	<ul style="list-style-type: none"> • The results Matrix would provide guidance for monitoring and evaluating the project's output and outcome • Regular updating and discussion of the results Matrix will be undertaken during joint supervision missions 	MoE, DSHE, NU, Bank	PMU has an M & E unit which is regularly monitoring overall activities.
11. Need to ensure adequate monitoring by the CEDP	<ul style="list-style-type: none"> • Regular monitoring to be undertaken by the M&E Unit of the CEDP • IDG-recipient colleges to be monitored by NU/PMU Unit of the CEDP. • Disclosure of information 	NU, PMU, Bank	M & E Unit of CEDP is regularly monitoring the project activities.

12. Voice and Accountability: Inadequate mechanisms for beneficiaries to engage with Project	<ul style="list-style-type: none"> • Development of website to ensure constant information flow between the Project and beneficiaries • Regular workshops and seminars with beneficiaries to inform on Project activities • Conduct periodic student, faculty, and employer satisfaction surveys under the project • Hold regular workshops and consultations with stakeholders 	NU, PMU, Colleges, Bank	Website Development process is going on.
13. Grievance Mechanism: proper mechanisms for addressing issue at the beneficiary level may not be in place	<ul style="list-style-type: none"> • Grievance placed forward through direct communication, via phone or email with the Project Management Unit and in the institutions • Focal points in the CEDP and institutions identified and trained; list established and published on the website • Regular communication on the available grievance mechanisms established 	NU, PMU, Colleges, Bank	
14. Need to ensure mechanisms for RTI are established	<ul style="list-style-type: none"> • Include section on RTI on the CEDP website for citizen information • The CEDP website will serve as the repository for all public information relating to Project activities • Designated officer from the PMU for attending to queries on the Project under the RTI 	NU, PMU, Colleges, Bank	

Chapter Ten

Recommendations & Conclusion



Chapter-Ten

Suggestions & Conclusion

10.1 Suggestions:

During the Project implementation period and while preparing the Semi-annual Monitoring Report, M & E unit has some experiences and observations. With these experiences and observations, the unit has the following suggestions.

01. PMU Accommodation: College Education Development Project (CEDP) office needs accommodation with more space as there have to arrange space for 53 personnel (33 staff and 20 consultants).
02. Training for PMU officers: Training at home and abroad may be arranged for PMU officers for capacity building so that they can contribute to implement the project successfully.
03. Workshop/Seminar with Principals: Proposal writing workshop/seminar may be arranged with principles for IDG program to make qualitative sub-project.
04. Specialist deployment: As per DPP of the Project specialists should be deployed immediately to make the activities of the project units dynamic.
05. Revision of DPP: DPP of the project may be revised to implement the project more effectively.
06. Radio/TV advertisement: Advertisement can be broadcast through Radio/TV for highlighting the project activities so that mass people of the country may be informed about this project.

10.2 Conclusion:

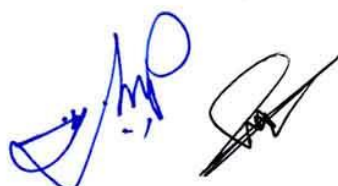
College Education development Project (CEDP) has been working since its inception in October 13, 2016. Within June 2017, a considerable progress has been made. In spite of some difficulties the project activities are running smoothly. It is hoped that the Project Management Unit (PMU) will be able to implement the project successfully to achieve the project goals and after the end of the project, there will be a significant change in tertiary level education in Bangladesh.

References:

- i. Project Appraisal Document for College Education development Project (CEDP), May 11, 2016.
- ii. Development Project Proposal (DPP), CEDP, National University, June, 2016.
- iii. Aid Memoire, 1st Implementation Support Mission, November 20-24th, 2016.

Annex-1

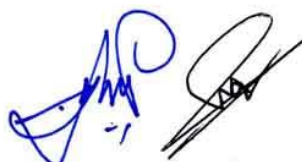
Results Framework & Monitoring (As of June-2017)



Results Framework and Monitoring (As of June 2017)

PDO	To strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching and learning environment of participating colleges.											
	Core	DLI	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
PDO Level Results Indicators												
PDO Indicator 1: Sector strategy and action plan developed, adopted, and the initial implementation started [DLI 1]	<input type="checkbox"/>	<input checked="" type="checkbox"/>	–	No strategic plan is available for the tertiary college subsector.	Background studies are drafted by the expert groups.	First draft of strategic plan is completed, discussed at a consultation workshop, and disclosed on the MoE website for public comments.	MoE approves the strategic plan and action plan.	DPP has been approved by Executive Committee of the National Economic Council (ECNEC).	The first year activities have been implemented.	Semi-annual	Progress report	NU/ PMU
Achievement so far					Expert group formed with ToR.					On-track; Expert groups formed and expected to start drafting background studies in August 2017.		
PDO Indicator 2: Government college teacher vacancies filled [DLI 2]	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Number	Vacancies: 2,700	MoE has filled 900 government college teacher vacancies.	MoE has filled cumulatively, 1,500 government college teacher vacancies.	MoE has filled cumulatively, 2,700 government college teacher vacancies.	MoE has completed a needs assessment for teacher posts.	–	Semi-annual	Progress Report	DSHE/ PMU
Achievement so far					MoE has filled 2,553 government teacher vacancies					Achieved. The MoE has filled in 2,553 lecturer posts under the 33rd, 34th and 35th Bangladesh Civil Service (BCS) recruitment phases as of June 2017.		
PDO Indicator 3: Number of teachers and managers in Honours and Masters	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cumulative Number	n.a.	MOE has completed a need assessment for teachers and managers training.	800 teachers and managers are trained.	2,000 teachers and managers are trained	5,000 teachers and managers are trained	8,000 college teachers and managers are trained.	Semi-annual	Progress Report	NU/ PMU

	Core	DU	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
colleges trained in subject and pedagogical training under the Project (DU 5)												
Achievement so far					The teachers' and managers' training needs assessment completed.					Achieved		
PDO Indicator 4: Teaching and learning environment at Honours and Masters colleges upgraded (% of IDP activity milestones achieved)	<input type="checkbox"/>	<input type="checkbox"/>	%	0	0	Round 1: 10 Round 2: 0	R1: 30 R2: 10	R1: 70 R2: 30	R1: 70 R2: 70	Semi-annual	Progress Report	PMU
Achievement so far					0					Achieved; First call for proposal will be made soon.		



	Core	DU	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
					Year 1	Year 2	Year 3	Year 4	Year 5			
					Effectiveness– Dec 2017	Jan–Dec 2018	Jan–Dec 2019	Jan–Dec 2020	Jan–Dec 2021			
Intermediate Results Indicators												
Intermediate Indicator 1: Number of beneficiaries (% of female beneficiaries) (includes all NU affiliated tertiary college students)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Number (% of female)	1.6 million (46%)	1.7 million (47)	1.8 million (48)	1.9 million (49)	2.0 million (50)	2.1 million (50)	Annual	NU statistics	NU/ PMU
Achievement so far					1.7 million (44)					The project facilitated the recruitment of 2,553 teachers across all government colleges. The increased teaching staff has benefitted around 952,300 students across 265 government colleges. Additionally, a gazette on amended rules of NTRCA was issued which benefitted around 749,267 students enrolled in 1,494 non-government colleges. As a result of these two activities, a total of 1.7 million students have been benefitted, of whom 742,718 are females.		
Intermediate Indicator 2: Management in the participating colleges strengthened (% of grant supported colleges publish timely annual reports)	<input type="checkbox"/>	<input type="checkbox"/>	%	0	0	R1: 30 R2: 0	R1: 50 R2: 30	R1: 80 R2: 50	R1: 80 R2: 80	Semi-annual	Progress Report	PMU
Achievement so far					0					The first call for IDG proposal is expected to be made soon.		

	Core	DU	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
					Year 1 Effectiveness-- Dec 2017	Year 2 Jan-Dec 2018	Year 3 Jan-Dec 2019	Year 4 Jan-Dec 2020	Year 5 Jan-Dec 2021			
Intermediate Indicator 3: Number of colleges which completed self-assessment for quality assurance	<input type="checkbox"/>	<input type="checkbox"/>	Number	0	0	0	10	20	30	Semi-annual	Progress Report	PMU
Achievement so far					0					The SA will be implemented under the IDG.		
Intermediate Indicator 4: Increased satisfaction levels of students and teachers of grant supported colleges about teaching and learning environment (targets set by % increase)	<input type="checkbox"/>	<input type="checkbox"/>	Likert scale 5 degree points	-	Student: Teacher: (baseline)	-	Student: Teacher: (15% increase from the baseline)	-	Student: Teacher: (30% increase from the baseline)	Three times during the Project (baseline midterm, final)	Beneficiary feedback survey	PMU/ consultants
Achievement so far					Draft TOR developed.					M&E unit will conduct the satisfaction survey in 2017		
Intermediate Indicator 5: PMU is fully operational	<input type="checkbox"/>	<input type="checkbox"/>	Yes/No	-	Yes	Yes	Yes	Yes	Yes	Semi-annual	Progress Report	PMU
Achievement so far					No					Being fully operational is defined as having met three of the following four conditions: (a) Staffing (70 percent of PMU staff are in place); (b) Procurement (at least 70 percent of the procurement was completed as intended in the Procurement Plan); (c) M&E (at least 70 percent of the intended reports published and activities completed); and (d) FM (the previous IUFR is completed in time). (a) Not achieved - 17 out of 53 posts filled in. PMU staff and		

	Core	DU	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
										consultants will be fully deployed by December 2017 (b) Not Achieved (c) Achieved (d) Achieved		
Intermediate Indicator 6: Midterm and follow-up tracer study conducted	<input type="checkbox"/>	<input type="checkbox"/>	–	–	–	Tracer study conducted	–	Follow-up Tracer study conducted	–	Semi-annual	Progress Report	PMU
Achievement so far										The data collection for the baseline study led by WB completed.		
Intermediate Indicator 7: Web-based PMIS is established and regularly updated.	<input type="checkbox"/>	<input type="checkbox"/>	–	–	Development of the web-based PMIS initiated	PMIS fully functional and regularly updated	PMIS fully functional and regularly updated	PMIS fully functional and regularly updated	PMIS fully functional and regularly updated	Semi-annual	Progress Report	PMU
Achievement so far					Draft TOR developed.					M&E unit will initiate MIS development in late 2017		
Intermediate Indicator 8: Awareness raising activities are regularly conducted.	<input type="checkbox"/>	<input type="checkbox"/>	Cumulative Number	–	2	4	6	8	10	Semi-annual	Progress Report	PMU
Achievement so far					0					A draft project brochure has been prepared and a Project Launching workshop carried out at NU. A national level launching workshop and awareness activities for local and international teacher training and Institutional Development Grants will be held in 2017		

Annex-2

M & E Action Plan



M & E Action Plan up to December 2017
College Education Development Project (CEDP)

SL. No.	Activities	Month										Remarks
		M ar	Ap r	M ay	Ju n	Jul	Au g	Se p	Oc t	No v	De c	
1.	Monitor the achievement of different units of CEDP	√	√	√	√	√	√	√	√	√	√	
2.	Prepare monthly progress report on the project activities	√	√	√	√	√	√	√	√	√	√	
3.	Prepare quarterly progress report on the project activities	√			√			√			√	
4.	Prepare Draft of semi-annual monitoring report				√						√	
5.	Share semi-annual monitoring report with World Bank and NU				√						√	
6.	Finalize the semi-annual monitoring report and submit it to MoE, NU, UGC and IDA					√						
7.	Collect DLI evidences for year-1	√	√	√	√	√	√	√	√	√	√	
8.	Complete the collection of DLI evidences			√						√		
9.	Prepare DLI achievement report and share with IDA			√						√		
10.	Finalize DLI achievement report and submit to WB				√						√	
11.	Prepare monitoring format to field visit to potential IDG recipient colleges					√					√	
12.	Field Visit to potential IDG recipient Colleges										√	

13.	Report on field visit									√		
14.	Oversee the field work of consulting firm to monitoring tracer study.	√	√	√	√	√						
15.	Monitor data entry and analysis	√	√	√	√	√						
16.	Initiate to prepare ToR for satisfaction survey and share with IDA			√								
17.	Initiate hiring the firm for satisfaction survey				√							
18.	Conduct piloting of satisfaction survey					√						
19.	Conduct Baseline satisfaction survey						√					
20.	Prepare draft satisfaction survey report							√				
21.	Initiate Procurement process for hiring M&E specialist					√						
22.	Arrange training of IDG managers & institution heads in M&E									√		
23.	Collect iBAS from the CAO			√						√		
24.	Prepare IUFR			√						√		
25.	Prepare of ToR for PMIS				√							



20.12.17



মোঃ জাহিদুল ইসলাম
অতিরিক্ত সচিব
ও
প্রকল্প পরিচালক
কলেজ এডুকেশন ডেভেলপমেন্ট প্রজেক্ট
মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ
শিক্ষা মন্ত্রণালয়।

