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Secondary and Higher Education Division
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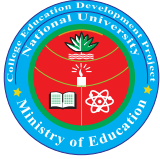
OPERATIONS MANUAL
for
Institutional Development Grant (IDG)

College Education Development Project (CEDP)
National University
Bangladesh

OPERATIONS MANUAL

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Foreword

The Government of Bangladesh has given high priority to the development of education and with this objective has taken the initiative to implement the College Education Development Project (CEDP). The project is jointly funded by the government of Bangladesh and World Bank University Grants Commission of Bangladesh (UGC) and the National University (NU) are the executing agencies of the project. The project has begun its operation from August, 2016 and is scheduled to close in June, 2021. The estimated cost of the project is BDT 10400 million (US\$130 million). The objectives of the project are, “to strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching learning environment of participating colleges”.

At the apex CEDP is steered by a national Project Steering Committee (PSC) headed by Secretary, Secondary and Higher Education Division (SHED) of the Ministry of Education with representations from all concerned government agencies. Its function is to provide policy guidance to the project and help resolve any implementation issues that may require inter-departmental consensus and action. Project Implementation Committee (PIC) headed by the Vice Chancellor with representations from concerned stakeholder agencies act as the main implementation supervision body for the project. The real task of day to day business of the project according to work-plan is assigned to the Project Implementation Unit (PMU) headed by the Project Director and assisted by a team of professionals. He is guided by the policies, rules, regulations, directives and orders formulated by the government for public funded projects.

The college subsector suffers from a myriad of deeply rooted challenges, which include, (i) inadequate planning, governance and management practices; (ii) poor quality and relevance of teaching and learning; inadequate teaching learning facilities, specifically for the science and technology programs, (iii) lack of linkage with the industry, (iii) absence of quality assurance at the institution; (iv) weak planning and management capacity for institutional development, (v) lack of resources and inefficient financial management; and (iv) limited access. The project aims to face some of these challenges and as a beginning will support the institutional development of selected colleges by providing institutional development grants (IDG) to the eligible colleges. The IDG funding will be utilized for improvement of teaching-learning facilities, supply of equipment, establishing connectivity and campus network, conduct self-assessment and set up an management information system. Inadequate funding and dilapidated infrastructure are common to both government and non-government colleges which require urgent improvement in order to deliver quality and relevant education. The Institutional Development Grant (IDG) financing will attempt to mitigate some of these deficiencies at the individual institution through an instrument known as competitive funding.

Competitive funding mechanism is a powerful tool for initiating change within a higher education institution. It provides additional funds to recurrent operating budgets to the institutions and offer opportunities to revamp the academic infrastructure and facilities. Bangladesh has already introduced this instrument to improve the quality and relevance of higher education in selected universities under the Higher Education Quality Enhancement Project (HEQEP) has been implemented by University Grants Commission from

2009. Therefore, Bangladesh has gained valuable experience regarding implementation of competitive funding mechanism for enhancing quality and relevance of higher education and the lessons learned from this experience would definitely help the National University to lay out the instrument in the higher education administering colleges.

The IDG will be offered through publicly announced competitions where Institutional Development Plans (IDP) will be submitted by eligible colleges. Its basic principles are equal opportunity, transparent proposal submission, evaluation and grant awarding procedure. A rigorous method of proposal call, IDP drafting, submission, evaluation, selection and awarding are set up for its smooth implementation. The CEDP, as the first development project in the college subsector incorporating this instrument would focus on the teaching-learning facilities and academic environment development aspect of the colleges as these are in shambles and are in dire need of improvement.

Therefore the project will support the development and implementation of institutional development plans (IDP) in participating eligible colleges. The IDP with a 3 year implementation period, will set out institutional goals and milestones, actions necessary to achieve the goals and indicators to measure the achievements.. The IDG will provide the National University and college Principals insight on the planning, management and implementation capacity of participating colleges, informing the strategic plan, policy and operations of the subsector.

The IDG shall finance the following activities in colleges through the IDPs:

- i) Upgrading and modernizing basic teaching-learning facilities/academic infrastructure of colleges. Activities will include adopting project-based and hands-on learning using advanced technologies; renovation/refurbishment of class/lecture rooms/auditorium and laboratory; procurement of curriculum-related scientific instruments/equipment/multimedia devices and white boards; text and reference books for library; setting up of computer lab/room for students; arrangements for recreational indoor games for students; improving toilet/washroom facilities for female students; improving security facilities and power supply; and so on.
- ii) Improving the connectivity through existing Bangladesh Research and Education Network (BdREN) or other means. Activities will include establishing a campus network/internet; last mile connectivity; and setting up of a router and switch room inside the college premises; and so on.
- iii) Development of soft skills and industry linkages. Activities will include establishment of internship programs and job placement cell in colleges; improvement in the relevance of college education through partnerships with industry; tracer study; formulation of training courses and contents on improving analytical, cognitive capacity, and presentation skills; English and Bangla language proficiency (writing and speaking); learning of a third language for improving job prospects abroad; hiring of trainers; procurement of e-content; and so on.
- iv) Institutional self-assessments (SA) for quality assurance. Activities will include formation of an SA committee at the college, arrangements for training of faculty on SA, conducting of surveys, hiring of experts for review of SA report, and publication of SA report, and so on.
- v) Strengthening the management capacity of college and upgrading fiduciary system. Activities will include setting up a computerized office management system (MIS), improvement of an audit mechanism so that institutions will address outstanding audit observations within a year, improvement or establishment of a computerized accounting system so that institutions are able to submit audited financial statements following the guidelines, recruit accountants and finance officials with professional degrees on full-time basis, arrange training of fiduciary and office management officials in computer applications, and adoption of e-GP for procurement of goods, works, and services and so on.

Management of IDG from the top and at the institutional level is a major challenge that calls for considerable expertise, diligence and careful actions because it involves close cooperation between the NU, PMU and the Principals and teachers of the colleges, the latter being the real implementers of IDP. It means that the contractual relationship between the two parties must be well balanced to ensure trust, communication and sharing of information and agreement to mutually beneficial actions that would prove effective for the institution's development.

At the institution level, the IDG demands that the IDGM be endowed with leadership qualities, skilled in communication and facilitation who would give attention to details, alert about the methods by which government supervises its project and accommodative to myriad demands that situation would create in the course of IDP implementation. Ultimately s/he must be able to establish excellent interpersonal relationship with his/her management team as well as with teacher colleagues.

A very important matter for the appropriate use of the IDG grants is the way the funds are transferred in a competition. There are not only financial and accounting issues at stake, but legal and regulatory matters also needed to be taken into consideration in order to ensure the timely and proper use of the resources consistent with the objectives and design of each IDP sub-project. There are administrative matters to reckon for complying with covenants made in the Performance Contracts in addition to administrative requirements of public administration, plus auditing obligations. In matters of spending received grants all precautions should be taken to avoid influence mongering, group interests, lobbying, conflict of interest, factional squabbles, misappropriation and corruption. All necessary administrative measures should be taken by the UGC, NU and the colleges to insure the funds transferred to the sub-projects; bank accounts exclusively opened for the IDP subprojects are meticulously monitored for any deviation from stipulated financial management procedures; and misappropriation or misuse of assets and services procured with IDG grants meant for the sub-projects are prevented by stem legal safeguards. Above all the NU authority should be vigilant over the sub-project implementation work at the colleges and do regular stock-taking and ensure prosper use of the funds.

The IDG manager must ensure that:

- grants received are used for intended purposes
- sub-project implementation is on track
- budgeted costs will not be exceeded
- financial progress is consistent with physical progress
- reports are submitted by deadlines

The number of IDP sub-projects approved by IDG Selection Board will depend on the ability of the eligible colleges to prepare and submit competent proposals. Here competence means as a set of attributes that include consistency with the institution's development plan (if there is one) or other vision document that state priorities and actions for academic improvement, updated strategic analysis, willingness to change, substantiation of benefits, logical presentation and capacity to manage implementation. Therefore some colleges will be more successful than others in submitting competent proposals. The unsuccessful ones may catch up by learning and improve over time. The PMU will organize series of training programs on proposal writing, sub-project management, procurement and monitoring and evaluation for the Principals and teachers so that unsuccessful colleges develop the potential for submitting competent proposals in the second round of IDG. The project plans to carry out two rounds of IDG in the project's life (2016/17-2020/21).

From the perspective of the IDG and monitoring and evaluation, compliance with procurement rules is of prime importance. Though the IDG managers will be responsible for procurements to be made under the sub-projects, it is understood that the colleges have little capacity on procurement under develop-

ment projects. Therefore, the PMU shall provide the required assistance to the IDG managers when they would need expert hands on support.

We request the college principals to follow the guidelines provided in the manual and contact the CEDP-PMU for any IDP subproject implementation issues they need for further clarification. We at the PMU are always ready to extend all kinds of assistance for the implementation of IDP in colleges. I earnestly believe that dedicated work by IDG management team will facilitate successful implementation of IDP that would initiate changes in the college education subsector sector desired by the government and countrymen.

In conclusion, I would like to express my sincere gratitude to the Honorable Minister for Education and the Secretary, Secondary and Higher Education Division, Ministry of Education, who put me in the position of Project Director of this project. This is a challenging task since this is the first project of the government for the development of the college subsector with World Bank support and its financing will be DLI dependent. I would also like to thank the Vice Chancellor Professor Dr. Harun-or-Rashid and his colleagues of National University as they were very gracious in extending all kinds of support to the PMU for the drafting of the Operations Manual. I would also take the opportunity to express my sincere gratitude to my predecessors, Mr. Md. Zahidul Islam (Additional Secretary), Mr. Jalal Uddin Ahmmed (Joint Secretary), former Project Directors and Dr. Mohammad Mizanur Rahman (Deputy Secretary) former Deputy Project Director who arranged series of discussions with the stakeholders and put their valuable comments and observations for the drafting of the Operations Manual. The PMU is also indebted to the World Bank education team for their wholehearted assistance and guidance in all matters of project implementation including fund management of the project. I expect the Principals and senior teachers of the eligible colleges would make best use of this Operations Manual and put hard work to fulfil the expectations of the nation in achieving the objectives of CEDP.



A. K. M. Mukhlesur Rahman

Project Director (Joint Secretary)

Abbreviations and Acronyms

AIF	Academic Innovation Fund (the competitive grant offered to the universities under HEQEP)
BdREN	Bangladesh Research and Education Network (the nationwide high speed broadband connectivity for all universities established under HEQEP)
BOU	Bangladesh Open University
CAO	Chief Accounts Officer
CAG	Comptroller and Auditor General of Bangladesh (the constitutional authority exercising audit oversight on Government expenditures)
CEDP	College Education Development Project
CIDPMO	College Institutional Development Plan Management Office
CPTU	Central Procurement Technical Unit
CONTASA	Convertible Taka Special Account
DDO	Drawing and Disbursing Officer
DIDGM	Deputy Institutional Development Grant Manager
DLI	Disbursement Linked Indicators
DSHE	Directorate of Secondary and Higher Education
e-GP	Electronic Government Procurement
EMF	Environmental Management Framework
EMP	Environmental Management Plan
FMR	Financial Management Report
FAPAD	Foreign Aided Project Audit Directorate
GAAP	Governance & Accountability Action Plan
GB	Governing Body (the college management authority for non-government colleges)
GDP	Gross Domestic Product (the total monetary value of all goods and services produced by a country in a year)
GEP	Grants Evaluation Panel
GoB	Government of Bangladesh
HEQEP	Higher Education Quality Enhancement Project
ICT	Information and Communication Technologies
IDA	International Development Association
IDG	Institutional Development Grant
IDGB	Institutional Development Grant Board
IDGM	Institutional Development Grant Manager
IDPMT	Institutional Development Plan Management Team
IDGOM	Institutional Development Grant Operation Manual
IDP	Institutional Development Plan
IDPMO	IDP Management Office
IDGSB	Institutional Development Grant Selection Board
IDPSP	Institutional Development Plan Subproject
IDPFMG	Institutional Development Plan Financial Management Guidelines
IMED	Implementation Monitoring and Evaluation Division

IMT	Institutional Development Grant Management Team
IUFR	Interim Unaudited Financial Report
IUT	Islamic University of Technology
KPI	Key Performance Indicator
LC	Letter of Credit
MEU	Monitoring and Evaluation Unit
MoE	Ministry of Education
M&E	Monitoring and Evaluation
NAEM	National Academy for Educational Management
NCB	National Competitive Bidding
NU	National University
OA	Operating Account
OM	Operation Manual
PAC	Project Audit Committee
PCR	Project Completion Report
PD	Project Director
PDO	Project Development Objective
PFP	Procurement Focal Point
PIC	Project Implementation Committee
PMIS	Project Management Information System
PMU	Project Management Unit
PPA	Public Procurement Act
PPR	Public Procurement Rules
PSC	Project Steering Committee
RFP	Request for Proposal
RFQ	Request for Quotation (Shopping)
SA	Self Assessment
SEVC	Small Ethnic and Vulnerable Communities
SEVCDF	Small Ethnic and Vulnerable Community Development Framework
SoE	Statement of Expenditures
SMF	Social Management Framework
SPM	Sub-project Manager (the AIF subproject managers in universities under HEQEP)
STD	Short Term Deposit
TMs	Team Members
ToR	Terms of Reference
UGC	University Grants Commission
Upazila	Small urban towns below the Zila or District towns with all government departments
VC	Vice Chancellor
Zila	Large urban towns categorized as Districts with municipalities below the Divisional metropolitan cities in Bangladesh

Operations Manual for Institutional Development Grant (IDG)

Foreword

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Institutional Development Grant Operation Manual

1. The College Education Sub-sector in Bangladesh

- 1.1** In Bangladesh, the higher education system consists of three main sub-sectors: (1) Public and private universities, directly under the supervision of the University Grants Commission (UGC); (2) Government and non-government higher education colleges (Degree Pass, Honors, and Master's colleges) affiliated with the National University (NU); and (3) Bangladesh Open University offering distance courses.
- 1.2** Currently there are around three million students enrolled in higher education institutions in Bangladesh. Out of these, enrollment in the university system accounts for about one third, while the NU affiliated college system enrolls the remaining two. About two percent of higher education students belong to the Bangladesh Open University system.
- 1.3** Government and non-government colleges together produce the largest proportion of higher education graduates in Bangladesh. Many of college graduates are employed in the public sector, especially in jobs related to public administration and teaching profession. Furthermore, there are growing demands for them in workplaces in the private sector. Because of the large number of the NU affiliated colleges and its extensive network, it is critical for the country to bring about qualitative improvements in the higher education college subsector.
- 1.4** The college system is characterized by its significant diversity. General characteristics such as enrollments, seat capacity, facilities, offered programs, financing and quality vary across the affiliated colleges. Government colleges tend to be large institutions, located mostly in metropolitan cities and district towns, while non-government colleges tend to be smaller institutions located in large metropolitan cities and extending to District (**Zila**) and **Upazila** towns. Both the government and non-government colleges offer Bachelors and Master's programs in a number of subjects. The government colleges are administered through the government service rules, while the non-government colleges are governed by their Governing Bodies under certain rules and regulations of the government.
- 1.5** The **NU** plays a central role in the management and academic affairs of the affiliated colleges. The main responsibilities of the **NU** include: (i) affiliation of colleges offering Honors and Master's programs, (ii) approval of academic programs, (iii) development and revision of curriculum, (iv) student registration, (v) examination administration, (vi) conferring degrees, (vii) framing regulations to administer the provisions of the Act and the Statutes, e.g., affiliation, staffing pattern, and formation of Governing Bodies (**GB**) in non-government colleges, (viii) holding teacher training (subject refreshers course) programs for faculty, and (ix) quality assurance of the academic programs. It also offers Master's, MPhil and PhD programs on a small scale at its central campus.

2. Key Challenges to College Education Sub-sector in Bangladesh

- 2.1** In spite of the remarkable expansion in recent years, the college education sub-sector is faced with a myriad of deeply rooted challenges. These include: (a) weak planning, governance and management practices; (b) poor quality and relevance of teaching and learning; (c) inadequate resources and inefficient financial management; and (d) limited access.

2.2 Planning, Governance and Management:

The sub-sector suffers from weak planning, governance and management due to insufficient accountability and capacity at the national and institutional levels to plan, manage and monitor properly. There is no long-term strategic planning, and the sub-sector lacks a clear direction for the future. Additionally, the current teacher recruitment and deployment practices created a large number of vacancies and imbalanced staffing overstaffing in some of the colleges in metropolitan areas and understaffing in District (**Zila**) level government colleges.

2.3 Quality and Relevance:

The quality and relevance of college education in terms of learning outcomes and employability of graduates is a major concern. There are several contributing factors. First, there is a shortage of qualified teaching staff, combined with a lack of incentives and accountability mechanisms to boost performance. Few college teachers have received in-service trainings in their disciplines, pedagogical training, or qualifications. Existing training facilities also remain inadequate for the large pool of college teachers. Secondly, deficient teaching-learning facilities make classroom environment challenging and adversely impact the quality of teaching and learning. Thirdly, the **NU** curriculum are developed centrally and not sufficiently relevant to labor market needs. Fourthly, imperatives to hold a large number of examinations throughout the year causes crippling disruptions in maintaining normal teaching routines and related academic activities in the colleges. Finally, the **NU** college system is yet to implement any proper quality assurance mechanism.

2.4 Financing:

Although the public funding allocation for education accounts for 14 to 16 percent in the national budget, public spending for higher education has been low at around 1 percent of the national budget and its share is 0.12 percent of **GDP** over the past years. This is much lower than other countries of similar socio-economic status.¹ Funding for the public tertiary colleges has been particularly low and declining. The major share of government college funds is spent on recurrent expenditures leaving a very small amount for academic development and quality enhancement activities.

2.5 Access:

Bangladesh has made significant progress in expanding enrollment since the early 2000s due to the increased investment in the expansion of secondary education and the rapid growth of private tertiary education institutions. Much of the growth in enrolment has come from the college sub-sector, where female share accounts for 45 percent of the total enrolment. Nevertheless, access to higher education still remains low, especially compared with other countries in the region. Gross enrollment ratio is at 13 percent (2015) and still lags behind the rates in neighboring countries (e.g. 15 percent in Nepal, 25 percent in India, and 17 percent in Sri Lanka).

3. Rationale for College Education Development Project (CEDP)

3.1 To address these challenges, the Government of Bangladesh (**GoB**) requested the World Bank for extending support to the development of college sub-sector of the country. In response, the **CEDP**

¹ Education's share of **GDP** in Bangladesh is 2%; whereas in Nepal it is 5%, Vietnam it is 6.6%, India 3.3%, Indonesia 3%, Cambodia 2.6%.

has been launched under the **IDA**² financing to support the implementation of the Government's plans to improve the quality and relevance of higher education administered in **NU** affiliated colleges and strengthen the governance and management of the college sub-sector as articulated in the **GoB**'s 7th Five Year Plan (2015/16- 2019/20) and Strategic Plan for Higher Education (2006-2026), and to achieve the **UN**'s Sustainable Development Goals (2030).

- 3.2 The CEDP is expected to generate economic benefits both at the individual and societal levels. Key benefits at the individual level include: (i) increased employability of graduates, and (ii) increased likelihood of completing the college study by the students. Improving the quality and relevance of teaching and learning at colleges will enhance the levels of knowledge and skills of college graduates needed for the labor market.
- 3.3 At the societal level, the CEDP is expected to create significant positive effects, including, among others: (i) creating more productive and adaptable labor force for various economic sectors and public agencies, (ii) producing more capable teachers for public and private schools, and (iii) contributing to more favorable investment environments to attract domestic and foreign companies by providing larger pools of capable recruits.

4. Brief Description of College Education Development Project (CEDP)

4.1 Project Development Objectives (PDO):

The project development objectives 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.*

4.2 Project Beneficiaries:

The **NU** affiliated government and non-government colleges offering Honors and Master's courses will be the beneficiaries of the **CEDP**.

4.3 Project Components:

The **CEDP** is comprised of the following three components.

4.3.1 Component 1:

Strengthening the Strategic Planning and Management Capacity

- 4.3.2 The objective of this component is to address the planning, governance and management challenges at the sub-sector level. This objective will be achieved through the implementation of the following two sub-components:

- **Sub-component 1.1:**
Development of a Strategic Plan for the College Education Sub-sector
- **Sub-component 1.2:**
Improvement of teacher management System

4.3.3 Component 2:

Improving the Teaching and Learning Environment in Participating Colleges

² International Development Association (**IDA**) is the concessional credit providing agency under the World Bank Group.

4.3.4 The objective of this component is to address the challenge of providing quality and relevant education at the college level. This objective would be achieved through the implementation of the following two sub-components.

- **Sub-component 2.1:**
Improving the Teaching-Learning Environment through Institutional Development Grant;
- **Sub-component 2.2:**
Strengthening Teaching and Management Capacity in Colleges.

4.3.5 Component 3:

Project Management, Communication and Monitoring and Evaluation

4.3.6 The objectives of this component are to ensure sufficient capacity for the implementation of policy interventions and effective project management in achieving its PDO. These objectives would be achieved through the implementation of the following two sub-components.

- **Sub-component 3.1: Project Management and Communication**
- **Sub-component 3.2: Monitoring and Evaluation (M&E)**

4.3.5 This IDGOM exclusively deals with the sub-component 2.1 of the CEDP.

5. Institutional Development Grant (IDG)

5.1 Through the provision of Institutional Development Grant (**IDG**), the College Education Development Project (**CEDP**) would support government and non-government higher education colleges to address the challenges of institutional development and build their capacity for providing high quality and relevant higher education. Specifically, the **IDG** program will address the following challenges faced by the colleges in raising the quality and relevance of higher education offered by National University: (i) inadequate teaching and learning infrastructure, especially for science and technology disciplines; (ii) lack of relevance with the industry and service sector jobs; (iii) absence of quality assurance mechanism at the institutional and subsector levels; and (iv) deficient planning and management capacity for institutional development.

5.2 The concept of competitive funding mechanism for institutional development will be new to the college sub-sector but it has already been introduced to the universities in Bangladesh under the Higher Education Quality Enhancement Project (**HEQEP**). Under the **IDG** program, the main responsibility for conducting diagnosis of challenges as well as planning and implementing various institutional development activities shall lie with the colleges themselves. The **CEDP** will support the formulation of Institutional Development Plan (**IDP**) by the colleges and provide **IDG** for implementing the **IDP** activities in the participating eligible government and non-government colleges. The **IDP**, with a three-year implementation period, will set out the college's development objectives and actions necessary to achieve them, and performance indicators to measure the achievements while the funds disbursed through **IDG** will finance the implementation of the **IDP** at the institution.

5.3 Under Sub-component 2.1 of the **CEDP**, the **IDG** will be provided to a selected number of eligible government and non-government **NU** affiliated colleges to support the implementation of activities set out in the **IDP** prepared by the colleges. The **IDP** will set out institutional development goals, activities necessary to achieve the goals, milestones to measure the achievements, and actions for

procurement and financial management. Participation of eligible colleges in the **IDG** program is voluntary, and the **IDG** will be awarded to the top scoring **IDPs** submitted by the colleges through a transparent competitive selection procedure delineated in this Operations Manual.

- 5.4 The IDGB will be the fund allocating and supervising authority of the **IDG** activities component of **CEDP**. The **IDG** recipient colleges will have to execute a ***Performance Contract*** with NU to access the grant and implement the activities as prescribed and agreed in the approved **IDP** of the college.
- 5.5 This **IDG** Operations Manual (**IDGOM**) aims to lay out the overall framework and approaches of the **IDG** program and explain in detail the procedural guidelines and institutional arrangement to support the eligible colleges for the formulation of the **IDP** and its implementation. It also provides, in the annex, planning and reporting formats, safeguards check lists, and other information notes that are necessary for the planning and implementation of the **IDP** subprojects.
- 5.6 This **IDGOM** should not be considered as a final document that cannot be amended, modified or updated to respond to problems that may arise during the course of implementation of activities under **IDG** and to reflect the new imperatives and lessons learned from the **IDG** experience. The **IDG** Board (**IDGB**) will be the final authority to explain and interpret any ambiguity that may arise and authorize amendments and modifications that may become necessary in the course of the **IDG** program. It is expected that the Mid-Term Review of **CEDP** will take a thorough assessment of the **IDP** implementation activities by the colleges to validate the effectiveness and identify challenges of the **IDG** mechanism.

6. Objectives and Expected Benefits of the **IDG**

- 6.1 The main objective of the **IDG** is to assist the participating colleges in establishing enabling conditions and environment to improve the quality and relevance of teaching and learning and to enhance the institutional management practices.
- 6.2 Specific objectives of the **IDG** include, but not limited to: (i) to enhance the teaching skills and academic knowledge of college teachers for providing high quality teaching; (ii) to modernize the teaching and learning facilities and equipment through renovation and refurbishment of lecture rooms, laboratories, and library; and through procurement of scientific instruments, multimedia, and other teaching tools; (iii) introduce the institution-based quality assurance mechanism; (iv) to establish campus network as well as internet connectivity through existing Bangladesh Research and Education Networks (BdREN) and other network services; (v) to develop soft skills programs; (vi) to introduce and enhance institution-industry linkages; and (vii) to strengthen planning and management capacity for institutional development.

7. Eligibility Criteria for Applying for **IDG**

- 7.1 The **IDG** will be accessible to the government and non-government NU affiliated colleges which offer NU accredited Honors and Master's courses at the time of call for proposal. Furthermore, in order to be eligible to apply for the **IDG**, the colleges should fulfill all of the following eligibility criteria:

7.1.1 For Government Colleges

- (i) At least three batches of Honors courses have graduated;
- (ii) Total annual intake capacity in Honors/Master's courses is greater than 1,000; and
- (iii) Availability of audited financial statement not older than previous two years.

7.1.2 For Non-Government Colleges

- (i) At least three batches of Honors courses have graduated;
- (ii) Total annual intake capacity in Honors/Master's courses is greater than 500; and
- (iii) Availability of audited financial statement not older than previous two years.

7.1.3 For Girls Colleges (including Government and Non-Government)

- (i) At least three batches of Honors courses have graduated;
- (ii) Total annual intake capacity in Honors/Master's courses is greater than 120; and
- (iii) Availability of audited financial statement not older than previous two years.

8. Grouping of Colleges

- 8.1** The existing government and non-government colleges of Bangladesh are hugely diverse and at various levels of development in respect of academic and institutional capacity, such as size of enrollment, physical facilities, teaching personnel, subjects and courses offered, teaching and learning environment, and other facilities, etc. Therefore, in order to ensure a level playing field for all the eligible colleges and equitable distribution of the grant among these colleges. The total amount of BDT 5136 million will be allocated under the CEDP to the IDG program. There would be three groups of colleges: (Group A) Government Colleges with 5,000 and above honours/master's students and Non-Government Colleges with 1,000 and above honours/master's students; (Group B) Government Colleges with more than 1,000 and less than 5,000 honours/master's students and Non-Government Colleges with more than 500 and less than 1,000 honours/master's students; and (Group C) Girls honours/master's colleges (government and non-government) with at least 120 students. The **Table 1** below presents the criteria for the grouping of colleges:

Table 1: Criteria for Grouping of Colleges

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

9. IDG Fund and Allocation

- 9.1** Total amount for the IDG would be BDT 5136 million and it would be allocated to colleges in two rounds of IDG. The ceiling amount of the grant per institution will be different by groups so as to account for the differences in resource gaps and utilization capacity.
- 9.2** The IDG awards will be distributed to 60% government and 40% non-government colleges in each Group. The ceiling per institution for each group would be: Group A: BDT 80 million; Group B: BDT 40 million; and Group C: BDT 24 million. It is expected that fifty percent (50%) of grants allocated to each Group would be provided to the colleges located outside of

metropolitan areas. Indicative number of colleges and IDG allocation amounts per college under each group are shown in **Table 2** below:

Table 2: 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 2				
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

10. Institutional Development Plan (IDP)

10.1 The CEDP will support the implementation of Institutional Development Plan (IDP) by the eligible colleges. Eligible colleges will draft their IDP in the prescribed format (**Annexure 1**). The IDP will set out infrastructure development goals and actions necessary to achieve the stated goals, and indicators to measure the achievements within the three year implementation period. The IDP will also outline plans for procurement activities and financial management to be undertaken by the IDP subproject. The IDG money will be awarded to the best IDP proposal submitting colleges which will be selected through a transparent evaluation procedure delineated in this OM. Once awarded, the IDG funds will support the implementation of the IDP in the awarded institutions.

10.2 Institutional Development Activities:

The IDP will define various institutional improvement activities under a set of development objectives. Institutional development activities to be supported by the IDG include, but not at all limited to, the following:

10.3 Upgrading and modernizing basic teaching and learning facilities and academic infrastructure of colleges:

Activities will include adopting project-based and hands-on learning using advanced technologies; renovation/refurbishment of class/lecture rooms/auditorium and laboratory; procurement of curriculum-related scientific instruments/equipment/multimedia devices and white boards; text and reference books for library; setting up of computer lab/room for students; arrangements for recreational indoor games for students; improving toilet/washroom facilities for female students; improving security facilities and power supply; and so on.

10.4 Improving the connectivity through existing Bangladesh Research and Education Network (BdREN) or other means:

Activities will include establishing a campus network/intranet; last mile connectivity; and setting up of a router and switch room inside the college premises; and so on.

10.5 Development of soft skills and industry linkages:

Activities will include establishment of internship programs and job placement cell in colleges; improvement in the relevance of college education through partnerships with industry; tracer study; formulation of training courses and contents on improving analytical, cognitive capacity, and presentation skills; English and Bangla language proficiency (writing and speaking); learning of a third language for improving job prospects abroad; hiring of trainers; procurement of e-contents; and so on.

10.6 Institutional self-assessments (SA) for quality assurance:

Activities will include formation of an SA committee at the college, arrangements for training of faculty on SA, conducting of surveys, hiring of experts for review of SA report, and publication of SA report, and so on.

10.7 Strengthening the management capacity of college and upgrading fiduciary system:

Activities will include setting up a computerized management information system (MIS), revamping the internal audit mechanism so that institutions will address outstanding audit observations within a year, establishment of a computerized accounting system so that institutions are able to submit audited financial statements following the guidelines, recruit accountants and finance officials with professional degrees on full-time basis, arrange training of fiduciary and office management officials in computer applications, and adoption of e-GP for procurement of goods, works, and services and so on.

11. Performance Indicators

11.1 The IDP will have to define a set of performance indicators to measure the achievements of results and extent of benefits rendered by IDG funding for institutional development. Indicators demonstrate specific activities completed in terms of periodic measurable actions. There will be two types of performance indicators: (1) **Milestone indicators** which will monitor the achievement of critical activities to measure the progress of implementation of the IDP, and (2) **Impact indicators** which measure the level of benefits in line with the institution-level objectives and expected outcomes identified in the IDP. The milestone indicators will also inform the overall achievement of the CEDP through the corresponding Key Performance Indicator.

11.2 The IDP will formulate the methods of measurement and data collection for the defined indicators and responsible person for monitoring the indicators. These performance indicators will be reported periodically by the recipient colleges to the PMU by submission of quarterly and semi-annual monitoring reports, and validated through annual verification surveys and also through field visits by the PMU staff (see the chapter of Monitoring and Evaluation in this OM for more details).

11.3 To define milestone indicators, the IDP will identify several key activities and actions that have significant importance towards the completion of the IDP implementation (e.g. procurement of key teaching instruments, ICT tools, or laboratory equipment, implementation of teacher training or

self-assessment exercise, holding a series of workshops with employers, etc.). Completion of these key activities will be the milestone indicators. It is important that the milestone indicators capture all the major activities or components of the **IDP** so that achievement of all the milestone indicators would coincide the completion of the **IDP** implementation.

- 11.4** Each of the milestone indicators will have targets for each year over the three year period.
- 11.5** The minimum number of milestone indicators to be defined in an **IDP** will be different for each group to account for the differences in grant size: **Group A** – at least eight milestone indicators, **Group B** – at least five milestone indicators, and **Group C** – at least three milestone indicators. There is no ceiling for the number of milestone indicators that can be proposed in the **IDP**; however, the appropriateness of milestone indicator definition will be closely reviewed during the selection process, and the colleges may be advised to revise them before signing a performance contract if deemed necessary.
- 11.6** To define impact indicators, the **IDP** will identify the expected results or benefits that have been mentioned as the specific objectives of the **IDP** in the prescribed proposal format which are to be gained by the college through the implementation of the **IDP**. Benefits can be not only for students, but also for the institution, administrators, and teaching staff. Impact indicators will be defined to measure the extent of benefits achieved. It is important that identified benefits be aligned with the specific objectives of the **IDP** and measured at the outcome level. For example, if science laboratory improvement is an activity, then increased use and effectiveness of science laboratory should be the benefit, which can be measured by an impact indicator of '*frequency of practical classes conducted at the science laboratory*' or '*increased attendance level of students in science laboratory/practical classes*', etc.
- 11.7** Impact indicators will have baseline figures at the start of the implementation and end-line targets to be achieved at the end of the implementation. Baseline figures will be collected during the **IDP** formulation or in the first year of implementation.
- 11.8** There is no ceiling as to how many impact indicators should be defined in an **IDP**. However, it is important to focus on a few key benefits of the **IDP** because constantly measuring achievements of these impact indicators can often be time-consuming. General rule of thumb is to keep impact indicators within a range of three to five indicators.
- 11.9** Examples of performance indicators are shown in **Table 3** below:

Table 3: Examples of Performance Indicators for IDP Subproject

Possible Expected Benefits	Possible Milestone Indicators (Key Activities)	Possible Impact Indicators
Modernized teaching methods in classroom environment	<ul style="list-style-type: none"> - procurement of multimedia facilities for xx classrooms - refurbishment of xx classrooms - teacher training for modern teaching methods 	<ul style="list-style-type: none"> - increased number of classes that use multimedia - increased number of times that multimedia facilities are used per month in past six months
Quality enhancement of college library	<ul style="list-style-type: none"> - procurement of xxx books 	<ul style="list-style-type: none"> - increased number of students used library per month - higher student satisfaction level about

Possible Expected Benefits	Possible Milestone Indicators (Key Activities)	Possible Impact Indicators
		quality of library service
Enhanced planning capacity	- conducting self-assessment reviews -	- increased number of times student feedback surveys are conducted
Improved access to ICT facilities	- establishment of computer laboratory - establishment of campus network - establishment of learning management system	- increased frequency of students usage of computer labs - increased internet data usage over campus network
More effective institution-industry linkage	- establishment of employment cell - conducting xx workshops for potential employers - conducting tracer studies of graduates	- improved employment rates of graduates - increased number of students using employment support services - increased frequency of regular meetings with industry stakeholders

12. Duration of IDP Implementation

In principle, the duration of implementation of the **IDP** will be three (3) years from the date of signing of the **Performance Contract**. In limited circumstances, the duration of implementation may be extended for a maximum of one year, but not exceeding the **CEDP** closing date, i.e., June 2021. Such extension proposals will require well-founded justifications with approval of **IDG** Board and concurrence from the World Bank. Based on the approval of the **IDG** Board and World Bank's concurrence, **PD** will issue the notification of the extension of the subproject.

13. IDP Implementation Arrangement

13.1 IDG Board:

An **IDG** Board (**IDGB**), headed by the Vice-Chancellor of the **NU** and with representatives from **MoE**, Planning Commission, **UGC**, **NU**, **BOU**, **DSHE**, **NAEM** and others will be constituted to review the evaluation of **IDPs** carried out by the Grant Evaluation Panel (**GEP**) and finally select colleges for the award of the **IDG**.

13.2 The **IDGB** shall act as the apex body for the final selection of **IDPs** and awarding of **IDG** funds to the selected colleges. The Senior Program Officer, **IDG** of the **CEDP** PMU shall officiate as the Secretary of the Board. The **IDGB** will look into the aggregate implications of all proposals recommended for funding in a particular round to make sure that the outcome is generally aligned with the objectives of the **CEDP** and higher education and national development goals.

13.3 Composition of the **IDGB**: The **IDGB** will be composed of 14 officials from the agencies that have direct relationship with the eligible colleges and implementation of the **CEDP**.

Table 4: Composition of IDG Board

13. Table-4: Composition of IDG Board
1. Vice Chancellor of NU (Chairperson)
2. Nominee of UGC Chairman
3. Vice Chancellor, Bangladesh Open University (BOU)
4. Vice Chancellor, Bangabandhu Sheikh Mujibur Rahman Digital University, Gazipur
5. Additional Secretary (Development), Secondary & Higher Education Division, Ministry of Education.
6. Director General, DSHE
7. Pro-Vice Chancellor of NU
8. Director General, NAEM
9. Joint Chief of SHED, MoE
10. Representative of Planning Commission (Joint Chief of Education Wing, (SEID)
11. Dean, Postgraduate Education, Training & Research, NU
12. Deputy Project Director, CEDP
13. Director, Planning & Development, NU
14. Senior Program officer, IDG
15. Project Director, CEDP (Member Secretary)

13.4 Main Role of the IDGB:

The **IDGB**'s main role in the **IDG** program include, but not limited to, the following: (a) To ensure that the objectives of the **IDG** program are achieved; (b) To ensure that the guidelines of this **OM** are fully complied by all stakeholders; (c) To ensure utmost transparency and accountability of the evaluation and selection process of the **IDPs** at all levels; (d) To ensure equal opportunities to all eligible colleges; and (e) To make final selection of the **IDPs** on the basis of the evaluation done by the Grant Evaluation Panel. The **IDGB** members and invited external participants shall receive honorarium for attending **IDGB** meetings.

13.5 Terms of Reference of the IDGB:

To perform its main roles in addition to the selection of **IDPs**, the **IDGB** will be responsible for overseeing the implementation of the **IDG** program.

13.5.1 Oversee the entire process of the **IDP** evaluation and selection;

13.5.2 Make final decisions on the eligibility of colleges for participation in the **IDG** program based on the eligibility criteria;

13.5.3 **Make final decisions on the selection of the Grant Evaluation Panel members in consultation with the IDA;**

13.5.4 **Confirm that the IDPs presented for the final selection have been evaluated according to prescribed evaluation criteria by the Grant Evaluation Panel;**

13.5.5 Ensure only fully evaluated **IDPs** are awarded the grant;

- 13.5.6** Make final selections of the IDPs on the basis of evaluation results produced by the Grant Evaluation Panel;
- 13.5.7** Make final decisions on the amounts of awarded grants and the aggregate amount of IDG;
- 13.5.8** Oversee on-going **IDG** implementation and provide advices to the colleges from academic and administrative perspective to maximize the impact of the **IDGs**;
- 13.5.9** Review proposals on extension of ongoing **IDP** subprojects and recommend for acceptance or reject;
- 13.5.10** Make final decisions on any pending issues and disputes requiring attention of the Board during the **IDG** implementation;
- 13.5.11** Approve amendments and revisions in the **IDGOM**, including eligibility or evaluation criteria, to address challenges faced during the implementation; and
- 13.5.12** Hold regular meetings at least semi-annually and call ad-hoc meetings as necessary to carry out its responsibilities.

14. Project Management Unit (PMU)

- 14.1** The **PMU** will be responsible for announcing the proposal call and provide secretarial services to the Grant Evaluation Panel and IDGB respectively for evaluation, and final selection of the **IDP** subprojects. It will also support the **NU** to ensure effective day-to-day operation of the IDG program, and provide technical and administrative assistance to the IDP Management Team (IDPMT) of the recipient colleges, including technical support for capacity building of the colleges to carry out procurement and financial management in an effective and timely manner. The **PMU**, through the function of its Monitoring and Evaluation unit, will also assist the monitoring and evaluation of the progress and achievement of the IDG activities.
- 14.2** To support the **IDG** program, the **PMU** will mainly perform the following functions:
 - 14.2.1** Invite **IDP** proposals in prescribed format from the eligible colleges;
 - 14.2.2** Provide necessary trainings to the faculty of the eligible colleges on drafting of IDP proposals; Provide trainings and hands-on support to develop the capacity of the recipient colleges for the implementation of the **IDG**, especially for procurement, financial and subproject management;
 - 14.2.3** Ensure a high level of fiduciary accountability and transparency of all the **IDG** activities through appropriate procurement and financial management practices;
 - 14.2.4** Provide close monitoring and supervision of the **IDG** implementation through field visits and other means;
 - 14.2.5** Support the IDG Management Team of the recipient colleges towards successful IDG implementation in any way possible;
 - 14.2.6** **Maintain a web-based database on all IDG activities and progresses;**

14.2.7 Submit Reports to **MoE** and **NU** on the financial and physical progress of all components of the Project including the **IDPs**;

14.2.8 Conduct awareness raising activities about the **IDG** program and **CEDP**.

15. IDP Management Team (IDPMT)

15.1 Each **IDG** recipient college will establish an **IDP** Management Team (**IDPMT**) which will be responsible for undertaking all the necessary tasks for implementing the **IDP** activities in collaboration with relevant departments, staff and sections of the college. The **IDPMT** will be headed by the Principal of the college as **IDG** Manager (**IDGM**) and supported by a Deputy **IDG** Manager (**DIGM**) who will be the Vice-Principal, and four faculties to be selected by the Principal/**IDGM**.

15.2 The **IDGM** shall hire support staff on a temporary basis according to the needs of the **IDP** implementation. Such staff may include: office manager, procurement officer, finance/accounts officer, accountant, messenger, etc. They may be hired from external sources, but may also choose to hire existing non-teaching staff of the college by giving him/her additional responsibilities. Contracts with these temporary support staff will have to be terminated on the date that the **IDP** implementation is completed. The number and composition of support staff to be hired will have to be proposed in the **IDP**. An indicative **IDPMT** structure is presented in **IDP Annexure 5**.

15.3 The **IDPMT** will be responsible for carrying out and managing the day-to-day operation and fiduciary tasks of the **IDP** implementation under the leadership and supervision of the **IDGM**. The **IDGM** will ultimately be held accountable for the **IDG** activities in the college, and will be the main focal point for communication with the **MoE**, **NU**, **PMU** and other stakeholders if any.

15.4 The structure and composition of the **IDPMT** will be included in the **IDP**, and will be deemed to be established after signing of the Performance Contract with the **CEDP**. The first task of **IDGM** will be to activate the **IDPMT** and begin the work of subproject management for the implementation of **IDP** in the college. The membership of the **IDPMT** can be modified during the course of the **IDP** implementation if that becomes necessary due to transfer of faculty or other pressing reasons. In case the position of Principal becomes temporarily vacant due to transfer or retirement, the Vice-Principal or Deputy **IDGM** will be acting as **IDGM** until a new Principal joins the college.

15.5 Due attention should be given to ensuring the diversity and technical background of the **IDPMT** member composition. Female faculty representation in the team may be considered and four faculties should be selected based on technical requirements of the **IDP**, and must not be based on seniority.

15.6 The **IDGM** will, in collaboration with the college community, carry out the tasks for **IDP** implementation including, but not limited to, the following:

15.6.1 Carry out all the institutional development activities set out in the **IDP** in accordance with the methodologies and schedule defined in the **IDP**;

- 15.6.2** Implement the planned procurement and laboratory/class room/library/sanitation/water supply etc. Including renovation work activities in accordance with the work plan defined in the IDP;
- 15.6.3** Arrange the planned non-procurement activities (e.g. training, workshops, study trips, etc.) in accordance with the relevant regulations of the government;
- 15.6.4** Compile and archive all the fiduciary related documentations;
- 15.6.5** Ensure the accountability and transparency in the IDG financed expenditures;
- 15.6.6** Provide relevant data, information, and communication about the IDG implementation to the CEDP periodically and as per requested in a timely manner;
- 15.6.7** Ensure good custody and maintenance of the procured assets/properties/goods and make an inventory of the procured assets; and
- 15.6.8** Update the procurement plan as necessary upon approval from the PMU during the implementation.
- 15.6.9** The salaries and allowances to support staff will be according to existing pay scales and college regulations admissible to the staff . Cost of salary and allowances to support staff will be included in the IDP under the relevant economic code..
- 15.6.10** The **IDGM**, **DIDGMs** and members of the **IDPMT** will receive financial incentives as described in the **Annexure 6** of this OM.

16. Proposal Evaluation and Selection Procedure

16.1 Call for Proposal

There will be two rounds of call for IDP proposal. The first round proposal call is expected to be announced towards the end (October-December) of 2018. The second round proposal call will be made during the period May-July, 2019.

- 16.1.2** The proposal calls will be published in national dailies and posted on the **NU, PMU and other relevant** websites. Furthermore, proposal calls will be communicated to eligible colleges by emails from the PMU. The PMU will organize a series of awareness raising workshops in colleges prior to the proposal call to create readiness among the college stakeholders for participation in the **IDG** program.
- 16.1.3** Following the proposal call announcements, the **PMU** will then arrange workshops on **IDP** preparation inviting eligible college faculty to disseminate the techniques of formulating and writing of the **IDP**. Additional training workshops on proposal evaluation will be held for the members of Grant Evaluation Panel (**GEP**) and subsequently, on financial management, procurement, record maintenance in **IDP** management office (**IDPMO**) and subproject management for the **IDPMT**.

17. Drafting and Submission of IDP

- 17.1** The institution entitled to submit an **IDP** is the college only. Departments and/or individual faculty members, including any combination of there of, are not authorized to submit an **IDP** on

their own. The college management authority represented by the Principal will be the focal point for drafting and submission of the **IDP**.

- 17.2 Each eligible college may submit only one **IDP** at a given round of **IDP** implementation. **IDPs** will be rejected if more than one **IDP** is submitted by the same institution.
- 17.3 In principle, eligible colleges will be entitled to receive the **IDG** only once throughout the lifespan of the **CEDP** to ensure the benefit of the **IDG** is distributed as equally as possible among all eligible colleges. Eligible colleges whose **IDPs** would fail to get the award in the first round shall be allowed to prepare and submit an improved **IDP** in the second round.
- 17.4 Eligible colleges wishing to participate in the **IDG** program shall prepare an **IDP** in the prescribed format (**Annexure 1**), including work plan, detailed budget, procurement plan, financing plan, training plan through the participation of and consultation with key stakeholders, faculty and relevant staffs of the institution. After the proposal call, the eligible colleges will be allowed six (6) weeks to identify and prioritize the development needs of the institutions, conceive ideas for concrete activities, and transform them into an actionable project proposal following the **IDP** format.
- 17.5 The prepared **IDPs** must be submitted to the **PMU** by the deadline in both signed hard copies (five copies in A4 size offset paper) and digital format (Microsoft Word and Excel). In principle, no changes can be made to the **IDP** after it is submitted to the **PMU** unless advised by the **PMU** to do so. It is the responsibility of the colleges to ensure their **IDPs** are consistent with the format and guidelines given in this **OM**. Any deviation in drafting the **IDP** from the prescribed **IDP** format will result in the rejection of the **IDP** by **PMU**.
- 17.6 Prior to the submission, the prepared **IDP** needs to be signed by the college authority, i.e., the Principal. Government colleges shall approve the **IDP** in a meeting attended by all teachers and chaired by the Principal. Non-government colleges shall approve the **IDP** in the Governing Board meeting. The **IDPs** shall be signed by the principal in both government and non-government colleges. The submitted **IDPs** must attach the signed minutes of the meetings held respectively in the government (Teachers Council) and non-government (Governing Body) colleges that approved the draft **IDP**.

18. Procedure for Evaluation and Selection of IDPs

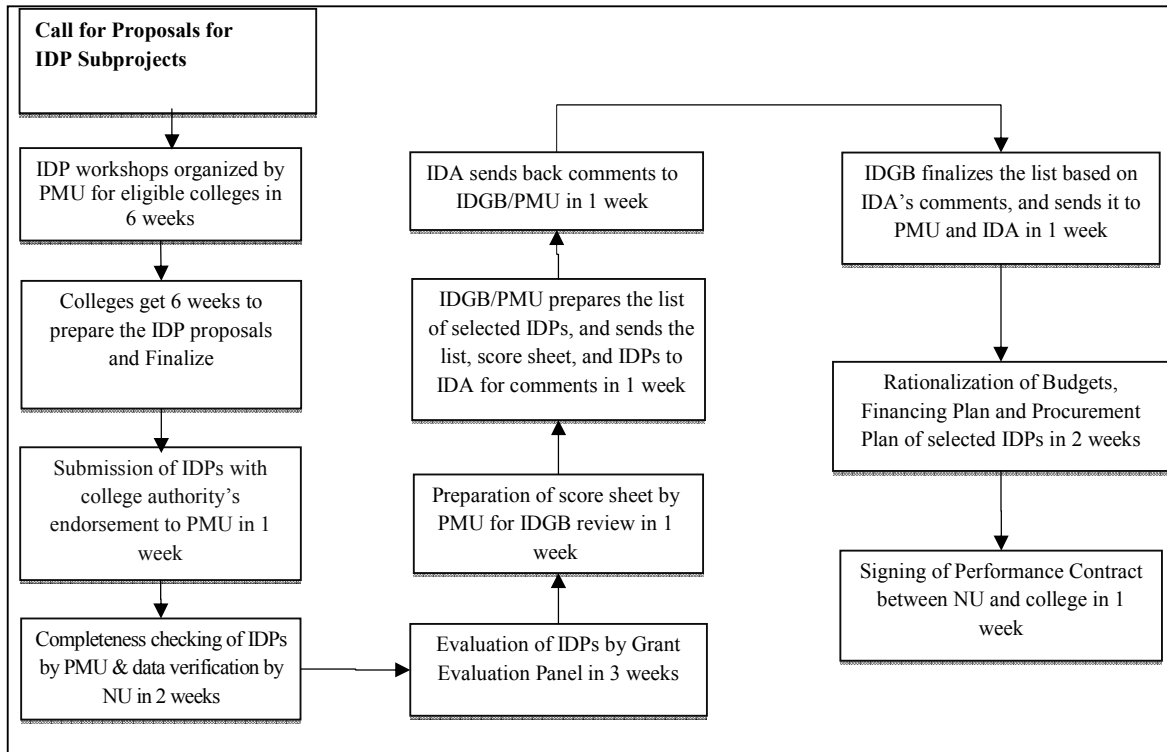
- 18.1 After the submission of the **IDPs**, the **IDG** Unit (**IDGU**) of **PMU** shall screen each **IDP** following a checklist to verify whether: (i) it has been drafted in accordance with the relevant guidelines provided in the **IDGOM** and included all the required information including detailed budget in the prescribed template, and (ii) all annexes have been properly prepared and attached. In case any part of the **IDP** are found with missing information or deviate from the format or does not comply with the guidelines it will be marked as deficient and rejected. The **IDG** Unit then classify the **IDPs** according to government and non-government colleges and groups, put a Proposal Identification Number (**PIN**) on each **IDP**, draft a checklist compliance table, and prepare a database in a matrix that will mention the profile of all received **IDPs**.
- 18.2 The **IDGU/PMU** shall submit the screened **IDPs** along with the database matrix and eligibility checklist to **IDGB**. Upon review of the eligibility checklist and database matrix the **IDGB** may, at this stage, reject/cancel **IDPs** on the ground of critical lapses specified in the checklist compliance table.

- 18.3** The **IDGB** shall then forward the screened **IDPs** and a list of the accepted **IDPs** together with the Evaluation Criteria and relevant documents to the Grant Evaluation Panel (**GEP**) for evaluation. The **IDGU/PMU** will distribute the **IDPs** to the **GEP**.
- 18.4** The **GEP** shall evaluate the **IDPs** in a closed door session at **NU/UGC** organized by **IDGU/PMU**. Each **IDP** proposal shall be evaluated by two **GEP** members. The **GEP** members shall evaluate the **IDPs** in accordance with the evaluation criteria and give marks to each of the **IDPs**. The final score will be the average of the marks given by the two evaluators. If the scores vary between the two evaluators by more than 20 marks then the proposal will be evaluated by a third evaluator selected by **IDGB**. After the evaluation by the third evaluator the average of the closest two evaluators marks will be the final score. The members of the **GEP** shall prepare the results of evaluation in the Evaluation Format (**Annexure 3**) and submit them to the **IDGU/PMU** for consolidation.
- 18.5** Subsequent to evaluation of **IDPs**, the **IDGU** shall prepare a broadsheet that would mention the scores obtained by the evaluated **IDPs** for **IDGB**'s review. **IDGB** shall review the evaluation results together with the evaluated **IDPs**, and if it decides to apply complementary criteria based on the overall objectives of 2.1 subcomponent of the project³, it may give additional marks to **IDPs** out of a total of 5 and revise the total score in order to make a preliminary selection of **IDPs** for award. The preliminarily selected **IDPs** along with the evaluation sheets will be shared with **IDA**. After receiving **IDA**'s technical comments, **IDGB** shall make the final selection of **IDPs** and announce the awarding of **IDG** to the concerned colleges.
- 18.6** After receipt of the list of awarded **IDPs**, the budget, procurement plan and the financing plan of the selected **IDPs** will be scrutinized by the **PMU** for rationalization of the budget and procurement plans. The **PMU** shall organize a series of workshops and meetings at **NU** with the participation of all concerned representatives of the finally selected colleges to rationalize the budget and procurement plans. This workshop would also be at raining programs for the **IDPMT** to learn skills on financial management, procurement and record keeping.
- 18.7** Simultaneously, the **PMU** will prepare a list of items common to all the **IDPs**, like computers, printers, laboratory equipment and furniture etc., and estimate the cost of these materials on the basis of market price. The selected colleges will be required to agree to the procurement of the above-mentioned common items by the **PMU** during the workshops. The colleges shall be requested to resubmit the **IDPs** incorporating the results of discussion for rationalization. After rationalization of budgets and revision of procurement plan and financing plan, the selected **IDPs** shall be ready for implementation.
- 18.8** The **PMU** shall publish the list of finally selected **IDPs** and the names of **IDG** recipient colleges by hosting it on the **NU** and **PMU** websites and inform the awarded colleges officially through emails and courier services.
- 18.9** The awarded colleges shall issue an announcement about the award on their own website, if there is one, attached with the approved **IDP**. At the same time, the awarded colleges shall post a summary of the final **IDP** on the main notice boards in their campus for the purpose of dissemination of information to students and teachers. The **IDP** is a public document, and as such must be made accessible to anyone who request an access to the information.

³ Improving the Teaching-Learning Environment in Colleges.

18.10 The total time required to complete the proposal selection process will be 25 weeks. However if circumstances permit, the total period may be reduced. The schematic diagram in Figure 1 below shows the time required at each stage from proposal call (beginning) to the signing of Performance Contract.

Figure 1: Flow Chart on IDP Evaluation/ Selection Process (25 weeks)



19. Evaluation and Selection Criteria of IDPs

19.1 The IDG will be awarded on the basis of the following selection criteria and priorities. Further breakdown of these criteria and priorities are given in **Annexure 2:**

- 19.1.1** Feasibility and effectiveness of proposed activities on the improvement of teaching and learning environment and/or management capacity of the institution;
- 19.1.2** Extent of potential impacts and beneficiaries of the proposed activities;
- 19.1.3** Readiness of the institution to implement the proposed activities;
- 19.1.4** Consistency with the objectives of the CEDP; and,
- 19.1.5** Innovativeness of the proposed approaches.

20. Grant Evaluation Panel (GEP)

20.1 A Grant Evaluation Panel (**GEP**) consisting of senior college teachers and relevant technical experts will be constituted by NU and PMU to review the IDPs submitted by the eligible colleges. The role of the **GEP** is as a technical linchpin of the **IDP** evaluation and is critical to ensure transparency of the selection process. The **GEP** shall provide technical evaluations on the submitted **IDPs** in order to enhance impartiality and technical soundness of the **IDP** evaluation and selection mechanism.

- 20.2** The **GEP** will constitute with a total of 50 senior academics and experts who shall be drawn for each of the following discipline and expert groups. The members for the disciplines and **ICT** in education experts shall be nominated by the **IDGB** from the pool of senior college or university faculty in those areas. The management and self-assessment experts will be drawn from the pool of specialists who have extensive experience in formulating and implementing competitive grant subprojects, e.g., **AIFSPMs** and conducting self-assessment under the **HEQEP**. **UGC** will be consulted by **NU** to nominate such experts. The list of the **GEP** member nomination will be finalized by **IDGB** and shared with the **IDA** for comments and concurrence.

Table 5: GEP Composition

Discipline / Expertise	Number of Members
a. Science and Technology disciplines	10
b. Humanities, Social Sciences and Business Discipline	8
c. ICT in education experts	4
d. Self-assessment experts	2
e. Subproject Management experts	26
TOTAL	50

- 20.3** In order to avoid conflict of interest, the **GEP** members belonging to the same institution shall not be eligible to evaluate the IDP from his/her institution.
- 20.4** Each **GEP** member shall evaluate a maximum of Six IDP proposals.
- 20.5** The **GEP** members shall receive honorarium for evaluating proposals at the rate of BDT 5000.00 per proposal.

21. Performance Contract

- 21.1** After the final selection of the **IDPs** by the **IDGB** and the publication of the list of selected colleges by the **PMU**, the Project Director of the **PMU** will invite the Principals of the selected colleges to sign Performance Contract with the **NU**. The Contract will be binding on the following two parties: (i) the Vice-Chancellor, National University as the first party and (ii) the Principal of the grant recipient college as the second party. Secretary, **UGC** and **PD-CEDP** shall sign the Performance Contract as witness. The format of the Performance Contract is given at **Annexure 7** of this **OM**.

- 21.2** The Performance Contract will come into effect from the date of signing it by the two parties.

22. Disposal of Appeal

- 22.1** If a proposal submitting college feels that its proposal has not been evaluated properly by the concerned evaluators, it may submit an appeal to the **IDGB** in writing. Appeal should reach the **IDGB** within two weeks from the day of publication of the list of finally selected **IDPs**. The **PMU** shall communicate the decision of the **IDGB** to the appellant.
- 22.2** **Dispute Resolution:** Any dispute that may arise between the parties in the process of evaluation and selection of the **IDPs** will be settled amicably through discussions among the concerned parties. If not resolved amicably, decisions of the **IDGB** will be final.

23. IDP Implementation Initial Activities

- 23.1** After the signing of the Performance Contract, the Principals/**IDGMs** of selected colleges shall be invited for detailed discussion with the **PMU** on a range of issues regarding the steps to be taken before starting implementing the **IDP**.
- 23.2** The recipient colleges will hold their first meeting of the **IDPMT**. In the first meeting of the **IDPMT**, a detailed action plan and timeline for each activity will be prepared and confirmed by all the stakeholders of the college.
- 23.3** The colleges will also take steps to hire support staff for the **IDP** implementation as proposed in the **IDP**, and the **IDGM** will open a bank account in a commercial bank for receiving the **IDG** funding. Details of the bank account, as soon as it is opened, will have to be conveyed to the **PMU**. The detailed procedure for **IDP** financing has been given in the **IDP** Financial Management Guidelines (**IDPFMG**) annexed to this **OM**.
- 23.4** Before the colleges can initiate the **IDG** financed activities, the **PMU** shall organize basic trainings in procurement, accounting and financial management for the **IDPMT** so that they are familiar with the fiduciary requirements of the **IDG** program.
- 23.5** The college will be dropped from the **IDG** program and **IDP** subproject terminated if it is found at any stage that it has provided or is providing false information to the **PMU** and **NU** or if it fails to utilize at least (25)% of the allocated grant amount in the first two years of the implementation. The un-utilized amounts will be transferred to the designated account maintained by the **PMU**.

24. Financial Management

Financial management is the most important part of the subproject implementation because the technical knowledge of receiving and spending funds will be the crucial skills required for the steady implementation of the **IDP**. It is expected that the **IDG** recipient colleges will utilize the **IDG** resources to implement the activities proposed under the **IDP** with due diligence and efficiency and in accordance with sound financial standards and practices satisfactory to the **GoB** in accordance with the provisions of the General Financial Rules, Treasury and Subsidiary Rules, and other relevant government regulations. The **IDG** recipient colleges will further maintain a financial system and prepare financial statements in accordance with consistently applied accounting standards acceptable to the **GoB**. The financial management of the **IDP** subproject implementation is presented in detail in the **IDP Financial Management Guidelines (IDPFMG)** annexed to this **OM**.

25. Procurement

25.1 Legal Framework

- 25.1.1** Procurement is one of the major important activities of any development project and one of the most difficult one too. The **GoB** has made it mandatory for all institutions/organizations/agencies to follow the Public Procurement Act 2006 (**PPA**) and the Public Procurement Rules 2008 (**PPR**) for the purchase of all kinds of goods, works and services from within the country and abroad to be made under both the non-development (revenue) as well as development budgets. Under the **CEDP**, the **IDG** recipient colleges will be required to follow the provisions of the **PPA/PPR** of the **GoB**. The **PPA** and the **PPR** and other relevant regulations are available on the website of Central Procurement Technical Unit (**CPTU**) of the Implementation, Monitoring and Evaluation Division (**IMED**) of the Ministry of Planning i.e., www.cptu.gov.bd. The **IDG** recipient non-government colleges will also be required to follow the provisions of **PPA/PPR** just like the government colleges.

25.1.2 At the college level, a Tender Evaluation Committee will be constituted according to the relevant provisions of the PPA/PPR.

25.1.3 Review of Procurement Performance:

The PMU will monitor the compliance with the requirements of procurement methods and procurement performance on a continuous basis. As part of the project review, a comprehensive assessment of the procurement performance will be carried out.

25.1.4 Procurement Plan:

All the **IDG** recipient colleges are required to prepare a Procurement plan which must be included in the **IDP**. The procurement Plan should be made in accordance with formats prescribed by the **PPA/PPR**. The procurement plans will have to be reviewed and approved by the **PMU** before the implementation and will be updated regularly on a half-yearly basis to reflect any changes and progress of procurement activities. The draft procurement plans attached to the **IDPs** will be reviewed in a budget rationalizing workshop at the **PMU** after the final selection of the **IDPs**. The procurement unit officials and procurement specialists of the **PMU** shall provide technical assistance to the colleges in rationalizing and finalizing their respective procurement plans during the rationalization workshop and through other procurement related trainings.

25.1.5 Procurement by PMU and Colleges:

The goods, works and services included in the procurement plans of the **IDP** shall be procured by the respective **IDG** recipient colleges.

25.1.6 The colleges making the purchases will be responsible for the entire procurement process, i.e., identification of needs, writing of specifications, writing of bid documents, circulating of invitations of bids, bids evaluation, award of contracts and finally payment through bank transactions etc. However, the majority of the recipient colleges may lack the experience and expertise in drafting and preparing the request for proposal (**RFP**), bidding documents, technical specifications, bill of quantities, schedule of requirement, bid data, special conditions of contract etc. In order to strengthen procurement capacity of the colleges, an extensive series of training program for developing the procurement capacity of the colleges will be implemented by the **PMU** and **NU** with the assistance of the **IDA** to ensure smooth and timely implementation of the **IDP** activities and to minimize procurement related risks.

25.1.7 Each **IDG** recipient college will establish a Procurement Focal Point (**PFP**) in the **IDPMT** and submit the names of its staff/members along with its **IDP**. The **PFP** staff will undergo intensive trainings on procurement organized by the **PMU** so that they are able to prepare bidding documents and evaluation reports for small scale procurements to be made under **IDG**.

25.1.8 Several procurement consultants will be deployed in the **PMU** to perform the following functions: (i) to train the officials of the procurement unit of the **PMU** on procurement competence; (ii) to produce a simplified procurement capacity assessment format for the **IDG** recipient colleges; (iii) to produce formats of bidding documents and **RFP** to be used for procurements under the **IDG** program; (iv) to take part in the procurement review team to scrutinize all procurement activities, (v) to conduct regular site visits to provide support and supervision to ensure that procurement regulations are complied with and procurement contracts are fully implemented; and (vi) to submit quarterly reports to the **NU**.

25.1.9 Electronic Government Procurement (e-GP):

All **NCB** procurements under the **IDG** program will be done through electronic Government Procurement (**e-GP**) system. Under the **IDG**, the large established government colleges (e.g., Barisal B.M. College, Sylhet M.C. College, Faridpur Rajendra College, Mymensingh A.M. College, Rajshahi College, Jessore M.M. College, Dinajpur Government College, Pabna Edward College, Comilla Victoria College, Chittagong Government College, Khulna B L College, Bogra Government Azizul Huq College, Rangpur Carmichael College, Kushtia Government College) should follow e-GP, if these colleges successfully secure **IDG**. The **IDG** recipient colleges using the **e-GP** system will be provided with special training by the **PMU** for handling of the **e-GP**.

26. Monitoring and Evaluation (M&E)

- 26.1** Monitoring and evaluation (**M&E**) are essential functions of any institution/organization engaged in executing a goal achieving activity. They are specifically important when, as in the case of the **IDG** program, behavioral changes and capacity development in an existing institutional or academic frameworks are required. Monitoring is the periodic assessment of programmed activities to determine whether they are proceeding as planned. Evaluation involves the assessment of progress towards the achievement of results, milestones and impact of outcomes based on the use of performance indicators. Both activities require well-planned and dedicated actions, trained professional staff, monitoring and evaluation tools, effective data collection and storage facilities, and time for inspection visits in the field.
- 26.2** At the central level, a **M&E Unit (MEU)** will be established within the **PMU** which will be responsible for designing, organizing and managing the **M&E** activities of all components of the **CEDP**. Monitoring of the progress of the **IDG** activities at the recipient colleges will be a major responsibility of this **MEU**.
- 26.3** At the field level, the office of the Principal shall be the main agency for monitoring and evaluation of the **IDP** implementation activities at their colleges. The Principal shall monitor the activities on a continuous basis and measure the progress and achievements against the performance indicators and project milestones mentioned in the **IDP**.

27. Project Management Information System (PMIS)

The **MEU** will lead the establishment of an on-line Project Management Information System (**PMIS**) at the **PMU** to ensure effective and efficient project management. The **PMIS** will be a central tool for reporting and data management between the **PMU** and the **IDG** recipient colleges, and will be used for the management of financial, procurement and **M&E** related data of the **IDG** beneficiary colleges. The **PMIS** will store data about the **IDP** including procurement and financing plans as well as information on the progress of the **IDG** activities, achievement of the milestones, and procurement and financial progresses. The **PMIS** will be accessible through the internet for both the **PMU** officers and representatives of the **IDG** recipient colleges.

28. Monitoring and Completion Reports

28.1 Six-Monthly Monitoring Report:

Six-monthly monitoring reports will be the main channel of self-reporting by the recipient colleges of the progress of the **IDG** activities at their colleges. Each recipient college will be required to submit six-monthly monitoring reports in a customized reporting format developed

by the **PMU** as included in **Annexure 5** of this **OM**. Every year the activity progress of the period between January and June will have to be reported by the 21st of July, and the progress from July to December will have to be reported by the 21st of January next year. Submission and maintenance of the six-monthly monitoring report will be supported by the on-line **PMIS**.

- 28.2** One of the Key Performance Indicator (**KPI**) of the **CEDP** is the extent of activity milestone achievement. The information provided in the six-monthly monitoring reports will provide the basis for calculating this indicator.

28.3 Project Completion Report (PCR):

At the completion of the **IDP** implementation, each recipient college will be required to submit a project completion report (**PCR**) to the **PMU** summarizing all the outputs, achievements, and expenditure of the **IDP** implementation in the format included in **Annexure 8** of this **OM**.

29. Verification Surveys and Satisfaction Surveys

- 29.1** As part of the **DLI** verification mechanism, the **MEU** will arrange **Verification Surveys** of the randomly selected **IDG** recipient colleges (a) to verify the self-reported information about the activity progress and milestone achievement, (b) to confirm the financial progress, fund utilization and compliance with the **IDGOM**, and (c) to assess the effectiveness of the investment from the **IDG**. The verification surveys will be organized in such a way that each recipient college will be visited by the verification survey team at least once in the project period.
- 29.2** In addition, the **NU/PMU** officers will conduct field visits to the recipient colleges on a regular basis to physically assess the progress of the **IDG** activities towards its goal. Experts from relevant fields may be contracted for assessing the progress of the **IDG** activities, if necessary.
- 29.3** **Satisfaction Surveys** will be arranged by the **MEU** targeting students, faculties and employers of the **IDG** beneficiary colleges in order to assess how the direct beneficiaries value the interventions under the **IDG** program and how satisfied they are about the teaching and learning environment of their colleges. Three rounds of satisfaction surveys will be commissioned during the **CEDP**; the first round in Year 3, the second round in Year 4, and the third round in Year 5. The result from these satisfaction surveys is one of the Intermediate Results Indicators. The impact of the **IDG** investment will be assessed through a comparison of outcomes between the **IDG** beneficiary colleges (treatment group) and non-beneficiary colleges (control group).

30. Safeguards

30.1 Environment Management Framework (EMF)

- 30.2** All the **IDG** beneficiary institutions will be required to follow an Environmental Management Framework (**EMF**). The major objectives of the **EMF** are to ensure protection of physical and social environment, compliance with the legal requirements; and addressing these issues efficiently and appropriately during all stages of implementation of **IDG** activities. The **EMF** would address the following issues:

- 30.2.1** Protect human health;
- 30.2.2** Minimize environmental degradation as a result of impact of **IDP** implementation activities or its cumulative effects;
- 30.2.3** Enhance positive environmental outcomes; and
- 30.2.4** Ensure compliance with the **GoB** and World Bank's safeguard policies.

30.3 The environmental concerns related to the **IDP** activities are expected to be about small scale infrastructure renovation/refurbishment/extension work that will be financed by the **IDG**. The **EMF** would provide guidance on the approaches to be taken during the **IDP** preparation and implementation for environmental screening. This framework should be consistent with the **GoB**'s environmental laws and associated regulations as well as with World Bank's safeguard policies.

30.4 The **EMF** will be based on the following principles:

30.4.1 The **IDP** subproject implementation activities are likely to include physical infrastructure renovation/ refurbishment/extension, the detailed design of which may not be known a priori. To ensure effective application of the **GoB**/World Bank's environmental safeguard policies, the **EMF** would provide guidance on the approaches to be undertaken during the design of an activity, and the planning of appropriate mitigation measures;

30.4.2 The **IDG** activities will not include any new building construction, and as such no land acquisition and screening for site selection will be applicable;

30.4.3 The activities will follow *Bangladesh National Building Code* to ensure safety of life and property during renovation/refurbishment/extension of various parts of a building or any other structures;

30.4.4 The contractors for renovation/refurbishment/extension will meet the requirements and standards pertaining to air, water and noise prescribed in the **GoB**'s *Environmental Conservation Act 1995* and *Environment Conservation Rules 1997*;

30.4.5 This **OM** will describe the institutional responsibility and process for environmental screening and related mitigation plans;

30.4.6 The implementation of the **IDG** activities should promote sound environmental management and practices within the higher education institutions during implementation.

30.4.7 Considering the nature and magnitude of potential environmental impacts from relatively limited scale and magnitude of the infrastructure renovation/refurbishment/extension works, the **CEDP** would be classified as a **Category B Project**. Since the extent and exact locations of reconstruction and extension works are not known before the design and implementation of the **IDP**, the requirement to carry out an environmental analysis can be waived, but for activities with potential adverse impacts, a limited environmental analysis/screening will be done prior to the final selection of an **IDP**. Since the potential environmental impacts are expected to be minimal, an **EMP** will be prepared for each relevant activity. If any land filling is required for site preparation such as earth filling of ponds/water bodies, full Environmental Impact Assessment (not only an **EMP**) will have to be conducted by the **PMU** before awarding of **IDG**.

30.4.8 Environmental Screening:

The **IDP** submitting institutions will be required to submit a checklist to identify any environmental issues in the infrastructure renovation/ refurbishing/ extension works. If there is any environmental issue identified, the **IDP** submitting entity will add an **EMP** with its proposal. If there is substantive environmental impact, the proposal submitting entity will submit the mitigation measures for those activities. The environment checklist and mitigation measure format can be seen at **Annexure 8**.

30.4.9 Environmental Review and Clearance:

The **PMU** will ensure that a qualified environment expert is assigned during the **IDP** review. The measurable environmental indicators will be used along with other indicators for assessing the

IDPs. The eligible college will submit its proposal for small infrastructure renovation/refurbishing with an environmental checklist (**IDP Annexure 6/3**). This checklist will be used by the **PMU** to identify the potential environment and safety issues and to suggest possible mitigation measures. The **PMU** will monitor the environmental safeguard issues in the selected **IDPs** and publish annual reports on environmental compliance of activities based on agreed monitoring indicators.

30.4.10 Capacity Building and Monitoring of Safeguard Framework Implementation:

As part of the capacity-building on environmental issues in the **NU/PMU**, selected staffs will receive training in **EMF** application and environmental management. To assist in this capacity building, and to provide subsequent guidance and review of the **EMF**'s application, the **PMU** will contract specialist services for environmental safeguard, as required, during supervision of these operations. The World Bank will assess the implementation of the **EMF**, and recommend additional strengthening, if required.

30.4.11 Consultation and Disclosure:

The **EMF** will be shared by the Ministry of Education with concerned academic institutions and Department of Environment. As no potential affected persons are expected under the **IDG** activities, field level consultations will not be held. The **EMF** will be disclosed in both Bengali and English by the MoE and NU. Relevant **IDP** specific safeguard documents/mitigation plans prepared subsequently will also be disclosed to the public.

30.4.12 Guidelines for Preparation of Environmental Management Plan (EMP):

After the identification of potential impacts of the relevant activity, the next step is the identification and development of measures aimed at eliminating, offsetting and/or reducing impacts to levels that are environmentally acceptable during implementation of the **IDP** subproject through the preparation and implementation of an Environmental Management Plan (**EMP**) which provides an essential link between the impacts predicted and mitigation measures specified. It is recognized that the **EMP** format needs to fit the circumstances in which **EMP** is being developed and the requirements, which it is designed to meet. **EMPs** should be prepared after taking into account comments from the affected persons, relevant academic institutions and **NU**. Given below are the important elements that constitute an **EMP**:

30.4.12.1 Description of Mitigation Measures:

Feasible and cost-effective measures to minimize adverse impacts to acceptable levels should be specified with reference to each impact identified. Further, it should provide details on the conditions under which the mitigation measures should be implemented (e.g., routine or in the event of contingencies). The **EMP** also should distinguish between type of solution proposed (structural & non- structural) and the phase in which it should become operable (design, construction and/or operational).

30.4.12.2 Monitoring Program:

In order to ensure that proposed mitigation measures have the intended results and complies with national standards and donor requirements, an Environmental Performance Monitoring Program should be included in the **EMP**. The Monitoring Program should give details, including (i) monitoring indicators to be measured for evaluating the performance of mitigation measure (for example, national standards, engineering structures, extent of area replanted, etc); (ii) monitoring mechanisms and methodologies; (iii) monitoring frequency; and (iv) monitoring locations.

30.4.12.3 Institutional Arrangements:

Institutions/parties responsible for implementing mitigation measures and for monitoring their performance should be clearly identified. Where necessary, mechanisms for institutional co-ordination should be identified as often monitoring tends to involve more than one institution.

30.4.12.4 Implementing Schedules:

Timing, frequency and duration of mitigation measures with links to overall implementation schedule of the Program should be specified.

30.4.12.5 Reporting Procedures:

Feedback mechanisms to inform the relevant parties on the progress and effectiveness of the mitigation measures and monitoring itself should be specified. Guidelines on the type of information wanted and the presentation of feedback information should also be highlighted.

30.4.12.6 Cost Estimates and Sources of Funds:

Implementation of mitigation measures mentioned in the EMP will involve an initial investment cost as well as recurrent costs. The EMP should include cost estimates for each measure and also identify sources of funding.

31. Social Management Framework (SMF)

The IDG program will not require land acquisition, cause the displacement of people from private or public lands, or have any adverse impacts on livelihoods. As such the World Bank's **OP 4.12** Involuntary Resettlement will not be triggered for the **IDG**. However, some of the recipient colleges may operate in the areas where small ethnic and vulnerable communities (**SEVC**). Thus, **OP 4.10** Indigenous People will be triggered for the **CEDP**. It is important to mention that the **CEDP** is not expected to cause any adverse impact on the **SEVC**. The **CEDP's SEVC** Development Framework (**SEVCDF**) provides guidelines to engage in effective consultation with the **SEVC** in general and students and teachers in particular to maximize the likelihood of achieving the **PDO** for the said communities. Social Management Framework will be prepared and included in the **IDGOM**. The proposal submitting colleges will be required to submit the filled-in Social Screening Form with the **IDPs** (IDG Annexure 7).

32. Audit

32.1 External Audit:

All development partner-assisted development projects have to undergo periodic audit performed by the Foreign Aided Project Audit Directorate (**FAPAD**) under the Controller and Auditor General (**CAG**) of Bangladesh. In addition, the Audit Wing under the Ministry of Education would require data/information on expenditures as part of its routine audit activities and for reporting to the **CAG**. The audit will be carried out within six months of the closing of the financial year. The **PMU** and the colleges should, therefore, remain fully prepared with the accounts of the **IDG** activities and all relevant documents on fund received and utilized.

32.2 Internal Audit:

The **CEDP** will undertake operational audit on an annual basis by outsourcing the function to a firm under agreed ToRs. This audit will examine the physical, financial and operational aspects of

the project implementation and provide timely feedback to the PMU regarding any control weaknesses or management improvements required. The scope of the operational audit would be comprehensive including review of financial transactions, efficacy of internal control arrangements and evaluation of project performance against the PDO.

32.3 Oversight by the MoE Audit Wing:

To ensure that the audit reports generated by the Internal Audit and the External Audit of the CEDP are reviewed and to ensure robust follow-up of the audit recommendations, the Audit wing of the MOE shall take necessary action. The MoE Audit Wing will meet twice a year to review the audit reports and to follow-up on audit recommendations. The Audit Wing also report to the Project Steering Committee of CEDP the status of audit undertaken for CEDP on a periodical basis.

33. Sanctions

- 33.1** In the instance of non-compliance with the operational procedures stipulated in this **OM**, misuse and misappropriation of the grant money by the recipient colleges, beside taking legal action against the persons responsible for such actions according to penal provisions mentioned in the Performance Contract and the existing law of the country, **NU/PMU** may decide to suspend the participation of the offending institutions in the **IDG** program temporarily, until corrective measures have been adopted fully. Such incidents may occur due to oversight by the concerned college which would be responsible for the supervision of all of fund utilization and management of procured items.
- 33.2** In cases where allocated **IDG** funds or goods procured by **IDG** funds has been misappropriated or misused for non-eligible expenditures, by the IDP implementing colleges, they will have to refund the misappropriated/misused money to the **PMU**'s designated account without fail. Should the college fails to refund such amount, then the **PMU** would request the **NU/MoE** to take administrative measures against the college according to rules.
- 33.3** When implementation of activities under the IDG is found to be falling substantially behind the milestones and plagued with inefficiency not caused by external reasons, but for which the college is solely responsible, subsequent tranches of fund disbursement may be suspended until a new work plan including corrective measures is produced by the college and accepted by the PMU.

34. Grievance Redress

The **IDG** beneficiary colleges will set up a procedure to address complaints and grievances regarding the **IDG** procedural irregularities and inconsistencies with the environmental and social guidelines. The procedure will, however, not pre-empt an aggrieved person's right to seek redress in the courts of law. All complaints will first be discussed in open meetings. If this fails, the colleges can refer the complaints to the **PMU** with the minutes of the hearing taken place at the institution level. If **PMU** fails to resolve the matter, the matter can be referred to the **NU**, which in turn can send unresolved cases to **UGC** and **MoE**.

College Education Development Project (CEDP)

Institutional Development Plan (IDP)

Subproject Proposal Format

A. Institution's Information

1. Name of the College	
2. Name of the Principal	
3. Address of the College	
4. Telephone/Cell Phone	
5. E-mail Address	
6. Ownership	Government () / Non-government ()
7. Type	Co-Ed () / Girls College () / Boys College () Honors () / Master's ()

8. Number of Students in Honors Courses by Subjects, 2016:

Sl. No.	Subjects	Annual intake capacity	No. of Student Enrollment					
			1 st	2 nd	3 rd	4 th	Total	Total Female
1								
2								
3								
4								
5								
6								
Total								

9. Number of Students in Master's Courses by Subjects, 2016:

Sl. No.	Subjects	Annual Intake Capacity	No. of Student Enrollment	No. of Female Student
1				
2				
3				
4				
5				
6				
Total				

10. Subject-wise Number of Teachers by Rank:

Sl. No.	Subjects	No. of Sanctioned Posts	No. of Teachers					
			Lecturer	Assistant Professor	Associate Professor	Professor	Total	Total Female
1								
2								
3								
4								
5								
	Total							

B. Objectives**1. Statement of Overall Objectives**

State the overall goals that your college aims to achieve through the proposed institutional development activities under the IDG program

- 1.
- 2.
- 3.
- 4.

2. Specific Objectives

Describe briefly expected improvements (specific objectives) to be achieved through the proposed institutional development activities according to activity categories of the IDG.

No.	Areas of Institutional Development	Description of Current Status	Benefits/Results to be Achieved through IDP Subproject Implementation
1	Improving Quality of Teaching and Learning Environment		
2	Improving Teaching and Managerial Capacity of College Staff		
3	Establish Internet Facilities and Connectivity in Campus		
4	Undertake Institutional Self-Assessment and Quality Assurance		
5	Establish Industry Partnership and Career Development Support		
6	Introduce Soft Skills Programs and Other Innovative Academic Programs		
7	Others (please specify)		

C. Institutional Development Activities

1. Description of Activities

Provide titles and detailed description of all the institutional development activities to be undertaken under the IDG. Provide as much details as possible, including information such as specific actions to be taken, timeframe, and expected quantities.

Also, fill out and attach a work plan and schedule of the activities as per the **Annexure 1 Activity Work Plan**.

No.	Activity Title and Description	Reference to Specific Objectives
1		
2		
3		
4		
5		

2. Assessment of Expected Impacts and Benefits for Stakeholders

Describe in detail expected positive impacts and benefits that these institutional development activities are to bring to key stakeholders of the institution. Please also indicate how the college will take extra actions to ensure those impacts and benefits will be maximized and sustained.

Students:

Faculty:

Community/Industries:

3. Performance Indicators

Describe the performance indicators (activity milestones and impact indicators) to measure the achievements of the proposed activities.

(a) Activity Milestones to Measure the Progress of IDP Implementation

No.	Reference to Specific Objectives	Milestones (Critical Activities)	Weight (in total of 100)
1.			
2.			

3.			
4.			
5.			

(b) Performance Indicators to Measure the Achievements of IDP

No.	Reference to Specific Objectives	Indicators	Calculation method	Current Value	Target Value by Completion
1.					
2.					
3.					
4.					
5.					

4. Summary Budget

Fill up the table below with gross cost estimates by economic codes. The detailed financing plan will need to be filled out and attached as per **Annexure 2: Financial Management Plan**.

Economic Code*	Items of Expenditure	Unit	Quantity	Estimated Cost (in Lakh Taka)	% of Total
(a) Revenue Expenditure					
4500	Pay of Officer				
4600	Pay of Staff				
4800	Supplies & Services				
4900	Repair & Maintenance				
Total (a) Revenue Expenditure					
(b) Capital Expenditure					
6800	Acquisition of Assets				
Total (b) Capital Expenditure					
Total Cost (a+b)					
(c) Operational Costs/Contingencies (maximum 2% of the total cost)					
Grand Total (a+b+c)					

5. Collaboration Initiative

Describe the linkages and collaboration of the college, if any, with other colleges, universities, industries, NGOs, or any other members of community, in undertaking the IDG activities.

6. Faculty Professional Development Plan

Provide a detailed training plan if trainings and professional development programs for faculty are included in the activities.

No.	Training Description	Target group	No. of trainees	Trainers	Location	Duration

7. Sustainability

Please describe what measures and budgetary provisions the college will provide to continue and sustain the operation and benefits of the IDG activities after the completion of the IDG.

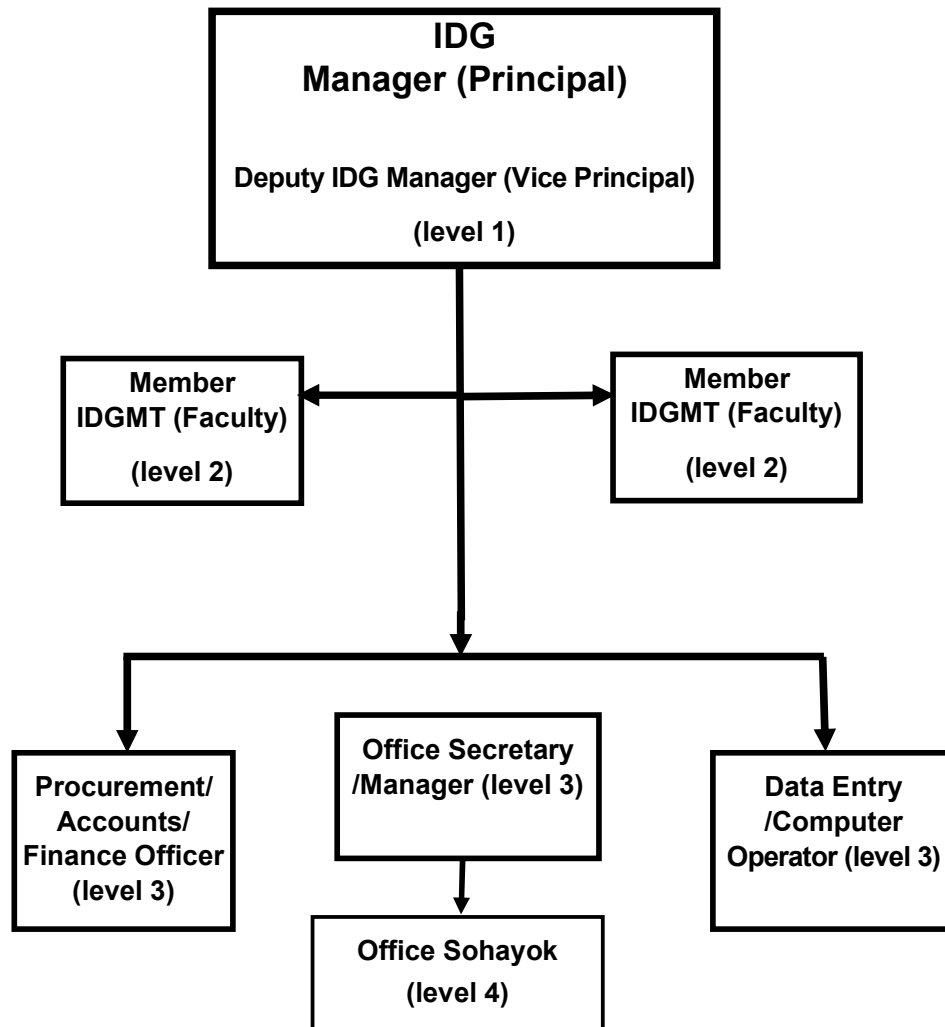
D. IDP Subproject Management Team (IDPSMT)

Implementation of the IDP is the responsibility of the entire college. The IDP Implementation Team will be responsible for taking the lead in managing and coordinating the implementation of the IDP to ensure the maximum and sustainable outcomes of the IDG program in the institution.

Describe the membership composition of the IDG Management Team.

Name/Designation of Management and Support Staff	Position in the Institution	Position in the IDPMT	Specific Responsibilities	Time Dedicated to the IDP Sub-project/person-month*
(Name and Designation of Management Officials)				
		IDGM		
		DIDGM		
		Member (Faculty) IDPMT		
(Name and Designation of Support Staff)				

Indicative Organogram of the IDG Management Team



- Please note that the above organogram is indicative and shall be constituted according to provisions of Section 15 of IDGOM
- IDP management team includes **IDGM**, **DIDGM**, and **Members (Faculty) of IDGMT**. The support staff at levels three and four will not be part of IDGMT.
- Please do not mention the name of any member of the IDP management team in this organogram to be included in the IDP

National University**College Education Development Project****Institutional Development Plan Subproject Environmental Screening Environmental Safety Checklist for
Small Infrastructure Renovation/Refurbishing Works under IDP**

Date of Screening: _____

Instructions

The purpose of this checklist is to identify potential environment and safety issues related to the small infrastructure renovation/refurbishing works to be undertaken by IDP subprojects.

The IDGM/Principal of the college will fill-up the checklist, which is expected to be reviewed and signed by an environmental professional. However, the checklist must be signed by the IDG Manager/Principal of the College. If the checklist shows potential negative environmental impacts, the institution will submit a separate sheet for mitigation measures for it following the mitigation measures and monitoring plan (Attachment A& B).

1. Title of IDP Sub-project: _____**2. Name of the College Implementing IDP Subproject:** _____

(a) Types of renovation/refurbishing works: _____

(b) Estimated cost of renovation/refurbishing works (BDT Lakh): _____

(c) Duration of renovation/refurbishing works: _____

(d) Date of commencement of works: _____

3. Brief description of small infrastructure renovation/refurbishing works (In 200 words):

A. PROPOSED ACTIVITIES AS PER PRELIMINARY SCHEME DESIGN

Title of Activities	Description of Proposed Activities (length, width, area, volume, height etc.)	Remarks
Land development	Filling a low land by Sand filling (30 ft X 20 ft X 10 ft)	
Construction of main Building		
Construction of boundary wall		
Construction of internal road within campus		
Construction of vertical extension		
Construction of additional classroom		

B. Project Influence Area (PIA) map (please draw an updated site map containing key environmental features and proposed interventions including outlet of the drainage network)

PIA map to be drawn by SSEE team

Checklist

Sl #	Screening Questions	Impact without intervention No=0, Adverse=- Beneficial =+	Impact during implementation No=0, Adverse=- Beneficial =+	Impact after implementation No=0, Adverse=- Beneficial =+	Predicted Negative Environmental Impact ⁴
1	Will the task within the compound?				
2	Will the renovation work disturb other academic activities?				
3	Is there any drainage congestion or water logging in the college/site premises?				
4	Is there presence of Arsenic, Manganese or Iron in the ground water? (Mention the source of information and also attached the report, if available with the screening format)				
5	Is there any natural water body in the complex and is there any plan to fill it up due to construction work.				
6	Will it create high noise?				
7	Will it create dust problem around the sites?				
8	Will it temporarily stop the water supply and sanitation system?				
9	Will any refrigeration/air conditioning units and tube lights/CFL bulbs be removed/disposed?				
10	Will any liquid waste, or an item containing liquids (including oils), need to be transported off-site for reuse, recycle or disposal?				
11	Will equipment containing polychlorinated biphenyls (PCB's) be removed (i.e. transformers, capacitors, hydraulic and heat transfer systems, etc.)?				
12	Will building materials containing asbestos be removed/disposed?				
13	Will any building materials be removed/disposed that are coated with lead-based paint?				

⁴If the answer of the questionnaire is “yes”, please describe the possible negative environmental impact

14	Will any building materials be removed/disposed that contain lead, silver or chrome?				
15	Will batteries be removed/disposed (lead-acid or nickel-cadmium batteries from emergency lights and other battery-powered or battery-backup items?				
16	Will mercury-containing devices (switches, gauges, thermostats) be removed/disposed?				
17	Will an emergency generator set or other above ground storage tank (AST) be installed or removed?				
18	Will the renovation work have any indirect impact on environment and ecosystem?				

Declaration:

The above answers are true and complete. I understand that the NU is relying on them to make its decision.

Principal's Signature and Date:_____:

Contact Number and e-mail of Principal of the College:

Please sign below to verify that the information in this document is accurate and complete to the best of your knowledge.

Name of the Environmental Focal Point at CEDP PMU:

Contact Number and E-mail of the Environmental Focal Point at CEDP PMU:

General Environmental Codes of Practice for Small-scale Civil Works

The Environmental Codes of Practice (ECOP) is prepared to manage small environmental impacts during construction. The ECOPs will apply to manage small scale infrastructure investments subproject. ECOP will be a mandatory part of construction contract or bidding documents so that contractor complies with environmental covenants. PMU and construction supervisors will be responsible for monitoring of compliance with ECOP and preparing the required reports.

Responsibilities

The IDP subproject owner (Institutional Development Plan Management Office-IDPMO) and Contractors are the key entities responsible for implementation of this ECOP. Key responsibilities of IDPMO and the contractors are as follows:

(a) IDPMO

IDPMO is responsible for ensuring that the ECOP is effectively implemented. The **IDPMO** will assign a qualified staff to be responsible for checking implementation compliance of Contractors, include the following: (a) monitoring the contractors' compliance with the environmental plan, (b) taking remedial actions in the event of non-compliance and/or adverse impacts, (c) investigating complaints, evaluating and identifying corrective measures; (d) advising the Contractor on environment improvement, awareness, proactive pollution prevention measures; (e) monitoring the activities of Contractors on replying to complaints; (f) providing guidance to Contractors on various aspects to avoid/mitigate potential negative impacts to local environment and communities during construction.

(b) Contractor

Contractor is responsible for carrying out civil works and informs **IDPMO**, local authority and community about construction plan and risks associated with civil works. As such, contractor is responsible for implementing agreed measures to mitigate environmental risks associated with its civil works.

Contractor is required to comply with other national environmental legal regulations and laws.

Bangladesh College Education Development Project
Environmental Risk Mitigation and Monitoring Plan

Table 1: Environmental Mitigation Plan

Activity/Issue	Potential Environmental Impacts/Risks	Proposed Mitigation Measures	Responsible Parties	Estimated Cost

Table 2: Environmental Monitoring Plan (For all Activities)

Issue	Parameters	Monitoring Frequency	Monitoring Location	Responsible Parties

Table 3: Environmental Monitoring Plan (For Construction)

Description of Parameter	Whether followed or not	Remarks
The contractor will erect sufficient number of temporary sanitary toilets and shelter both for male and female workers at the site with proper sanitation system.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will ensure supply of pure drinking water to the workers during the time of construction.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will keep a first aid box at the site for any accident.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will take necessary precaution for the safety of his workers and also for the safety of the pedestrians.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will stack materials systematically in a safe place so that pedestrians do not fall in troubles/ accident and do not occupy any classroom.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will not engage any child labor in the work.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will not pollute any nearby source of surface water by any of their activities.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will try to minimize sound pollution. If such sound producing activity become unavoidable, it should be matched with the local condition so that the adverse impact can be kept minimum.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will engage local people in the work as far as possible. The vulnerable destitute women should get preference.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will not hamper the drainage network of the area by any of their activity.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will not cut or damage any tree in and around the project area without the permission of the supervising authority.	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Description of Parameter	Whether followed or not	Remarks
The contractor will take every initiative to reduce dust emission during the construction work i.e sprinkling of water on the dust etc.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
The contractor will not set any temporary burner under any tree.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
If required, the contractor will collect filling earth from existing ditches, ponds and fallow lands to avoid land loss.	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Comments and recommendations of the monitoring team:

Signature of the Monitoring Team/Officer in charge:

1.1 Guidelines to be followed during Construction (To be attached to the Bid Document)

The following environmental guidelines stated below should be followed during the construction work. Such as:

1. The contractor will erect sufficient number of temporary sanitary toilets and shelter both for male and female workers at the site with proper sanitation system.
2. The contractor will ensure supply of pure drinking water to the workers during the time of construction.
3. The contractor will keep a first aid box at the site for any accident.
4. The contractor will take necessary precaution for the safety of his workers and also for the safety of the pedestrians.
5. The contractor will stack materials systematically in a safe place so that pedestrians do not fall in troubles/ accident and will not occupy any class room.
6. The contractor will not engage any child labor in the work.
7. The contractor will not pollute any nearby source of surface water by any of their activities.
8. The contractor will try to minimize sound pollution. If such sound producing activity become unavoidable, it should be matched with the local condition so that the adverse impact can be kept minimum.
9. The contractor will engage local people in the work as far as possible. The vulnerable destitute women should get preference.
10. The contractor will not hamper the drainage network of the area by any of their activity.
11. The contractor will not cut or damage any tree in and around the project area without the permission of the supervising authority.
12. The contractor will take every initiative to reduce dust emission during the construction work i.e sprinkling of water on the dust etc. .
13. The contractor will not set any temporary burner under any tree.
14. If required, the contractor will collect filling earth from existing ditches, ponds and fallow lands to avoid land loss.
15. No class rooms would be used by the contractors for the construction work.

National University
College Education Development Project
Institutional Development Plan Subproject
SOCIAL SCREENING FORM

This form will be filled up by the Principal of the college and shall constitute an Annexure to the IDP proposal format to be submitted for IDG grants.

Part A: General Information

- (i) Screening Date:
- (ii) Name of the Institute:
- (iii) District/Zila: Upazila:
- (iv) Name of the Principal:

(v) Names and Designation of Teachers participated in Screening:

01.
02.
03.

(vi) Names and Designations of PMU/DSHE/NU, if any, Participated in Screening:

01.
02.
03.

(vii) Names of TP community members and organizations which participated in Social Screening (if any):

01.
02.
03.

Part B: Activities

1. Major Activities using the IDG fund:
2. Click if activities include any: ☐ New construction ☐ Improvements ☐ Repair/Renovation
3. Description of the physical works, if any:

Part C: Social Issues

1. Will there be a need for additional lands to carry out the intended works?
☐ Yes ☐ No
☐ Yes ☐ No
2. Do Tribal People (TP) live in your institute's catchment area?
☐ Yes ☐ No
3. If there are tribal people living in your institute's catchment area, which ethnic group they belong to?
(please provide the name of all ethnic communities and their approximate number)
4. Do your proposed activities ensure equal inclusion right to the TP?
☐ Yes ☐ No
5. Do your proposed activities pose any threat to cultural tradition and way of life of any of these tribal groups?
☐ Yes ☐ No
6. Do your proposed activities severely restrict access to common property resources and livelihood activities?
☐ Yes ☐ No
7. Do your proposed activities affect places/objects of cultural and religious significance (places of worship, ancestral burial grounds, etc.)
☐ Yes ☐ No
8. Are there any social concerns expressed by TP community and organizations, students and teachers?
9. The TP community and organizations perceive the social outcomes of the activity:
☐ Positive
☐ Negative
☐ Neither positive nor negative

10. Does your institute have adequate mechanism for ensuring free, prior and informed consent of the TP communities about the activities to be undertaken that would benefit/affect these communities?

☐ Yes ☐ No

11. If “yes”, please briefly describe the mechanism

12. In respect of the social impacts and concerns, is there a need to undertake an additional impact assessment study?

☐ Yes ☐ No

13. In respect of the social impacts and concerns on TPs, is there a need to undertake an additional impact assessment study and prepare a Tribal People’s Plan?

☐ Yes ☐ No

College Principal’s Signature with Seal and Date:

Signature: **Seal**..... **Date**.....

Part C

GUIDELINES FOR TRIBAL PEOPLES PLAN

Objectives of Tribal Peoples Plan

The main objectives of the Tribal Peoples Plan (TPP) are to ensure that the activities funded by **CEDP** do not adversely affect small ethnic communities, and that they receive culturally compatible social and educational benefits. This will require the colleges to carefully screen all proposed activities to determine presence of TPs in the locality and ensure informed direct participation of the TPs in the activities. There are approximately 2.5 – 3.0 million tribal/ethnic communities living in Bangladesh, covering less than 2% of the total population. The largest proportion of the country's tribal population lives in Bandarban, Rangamati and Khagrachari in the Chittagong Hill Tracts (CHT) District. The Universities and Colleges closest to these areas are situated in Chittagong City and in other Upazilas of the Chittagong District where, even if tribal students come to study, they are assimilated with the mainstream student population. Some tribal people/small ethnic communities, can also be found in rural areas of the north-west and north-eastern regions/Districts. The project aims to improve the quality of education and engages mainly on the supply side of academic and administrative processes; it does not directly work with the communities to improve access to education. Nevertheless, based on the results of the social screening, the participating colleges would prepare Tribal Peoples Plan to consult with TPs and identify culturally sensitive and acceptable mitigation measures for any unforeseen impacts on TPs.

Identifying the Tribal Peoples

Although the TPs of Bangladesh are well recognized locally, the **CEDP-PMU** and its officials and the heads of institutions will examine the following characteristics to make formal identification:

- Self-identification as members of a distinct tribal cultural group and recognition of this identity by others;
- Collective attachment to geographically distinct habitats or ancestral territories in the project area and to the natural resources in these habitats and territories;
- Customary cultural, economic, social or political institutions that are separate from those of the dominant society and culture; and
- A tribal language, often different from the official language of the country or region.

Basic Principles

To avoid or minimize adverse impacts and, at the same time, ensure benefits for TPs, the **CEDP-PMU** will apply the following basic principles in selection and design of particular activity:

- Ensure that TP communities in general and their organizations are not excluded by any means in activities selection, design and implementation processes of the project activities.
- Together with TPs, carefully screen the activities for a preliminary understanding of the nature and magnitude of potential impacts, and explore alternatives to avoid or minimize any adverse impacts.

- Where alternatives are infeasible and adverse impacts on TPs are unavoidable, the participating college, together with TPs and others knowledgeable of TP culture and concerns, will immediately make an assessment of the key impact issues.
- The MoE will provide required resources and expertise to participating colleges with significant number of TPs to be affected (based on the screening results) to help the colleges undertake the necessary tasks in order to adopt appropriate mitigation measures. The most important in this respect is intensive consultation with the TP communities, community elders/leaders, and formal and informal organizations, civil society organizations like NGOs, and others who are interested in and have knowledge of TP issues.

Consultation will include the activity objectives and scope; the likely key adverse impacts on (and benefits for) TPs; TPs' own perception of the impacts and feedback; and a preliminary assessment of economic opportunities which the MoE could promote – in addition to mitigation of the adverse impacts.

Identifying TP Social Concerns

Impacts on TPs will vary in terms activities and their scopes, presence and size of TP population in the institution locales, as well as the magnitude of potential adverse impacts and social risks. To the extent applicable for a particular activity, information on the cultural and socioeconomic characteristics and potential vulnerability will be used to identify the TPs' social concerns and adopt alternative mitigation measures.

Impact Mitigation & Development Measures

The universities and institutions will carry out a needs-assessment among TP students to gauge their academic difficulties and career aspirations in order to make the curriculum more accessible to and effective for them.

TP Consultation Strategy

As required for informed consultation, concerned institutes will provide TPs with all activity-related information, including that on potential adverse impacts if any. To facilitate consultation the institution will,

- Prepare a time-table for dialogues during activity selection, design and implementation processes, and consult them in a manner so that they can express their views and preferences freely.
- In addition to the communities in general, consult TP organizations, community elders/leaders and others with adequate gender and generational representation; and civil society organizations like NGOs and groups knowledgeable of TP issues regarding the university, academic curriculum, quality of education and marketability of the education i.e. is it helping TPs get jobs?

Consultation will in general concentrate on awareness-raising, garnering feedback on the curriculum and other aspects of student life (inclusion and participation) as well as exploring additional development activities that could be promoted under the project. The institutes will keep Minutes of these consultation meetings in the activity files and make them available for inspection by GoB, National University and World Bank officials and other interested groups and persons.

RESUME of the IDG Manager (IDGM)**1. PERSONAL DATA**

LAST NAME	MIDDLE NAME		FIRST NAME	
DATE OF BIRTH	E-MAIL	TELEPHONE (OFFICE)	TELEPHONE (HOME)	MOBILE NUMBER
FAX NUMBER	TAXPAYER I.D. NUMBER (TIN)	CURRENT POSITION		
PLACE OF BIRTH	NATIONALITY	CURRENT RESIDENT ADDRESS IN FULL		
WORKING HOURS (hours per week)				

2. ACADEMIC DATA

UNDERGRADUATE	UNIVERSITY	COUNTRY	YEAR
GRADUATE	UNIVERSITY	COUNTRY	YEAR
POST-GRADUATE	UNIVERSITY	COUNTRY	YEAR

3. PRIOR EXPERIENCE IN IMPLEMENTING PROJECT/RESEARCH

TITLE OF THE PROJECT/ RESEARCH ACTIVITIES	DONOR/ SPONSOR	POSTION IN THE PROJECT	YEAR	
			FROM	TO

4. PRIOR POSITIONS

INSTITUTION	POSITION	FROM	TO

5. INSTITUTIONAL ADDRESS

NAME OF THE INSTITUTION	LOCATION & ADDRESS	WEBSITE	E-MAIL

RESUME of the Deputy IDG Manager (DIDGM)

1. PERSONAL DATA

LAST NAME	MIDDLE NAME		FIRST NAME	
DATE OF BIRTH	E-MAIL	TELEPHONE (OFFICE)	TELEPHONE (HOME)	MOBILE NUMBER
FAX NUMBER	TAXPAYER I.D. NUMBER (TIN)	CURRENT POSITION		
PLACE OF BIRTH	NATIONALITY	CURRENT RESIDENT ADDRESS IN FULL		
WORKING HOURS (hours per week)				

2. ACADEMIC DATA

UNDERGRADUATE	UNIVERSITY	COUNTRY	YEAR
GRADUATE	UNIVERSITY	COUNTRY	YEAR
POST-GRADUATE	UNIVERSITY	COUNTRY	YEAR

3. PRIOR EXPERIENCE IN IMPLEMENTING PROJECT/RESEARCH

TITLE OF THE PROJECT/ RESEARCH ACTIVITIES	DONOR/ SPONSOR	POSTION IN THE PROJECT	YEAR	
			FROM	TO

4. PRIOR POSITIONS

INSTITUTION	POSITION	FROM	TO

5. INSTITUTIONAL ADDRESS

NAME OF THE INSTITUTION	LOCATION & ADDRESS	WEBSITE	E-MAIL

Proposal Evaluation Criteria

	EVALUATION CRITERIA	MARKS
1	Clarity and Quality of Objectives and Specific Objectives	20.0
2	Clarity and Feasibility of Proposed Activities, and Coherence with Specific Objectives	20.0
3	Impact and Benefit Assessment	10.0
	<i>Clarity of identification of expected impacts and benefits</i>	5.0
	<i>Extent and magnitude of expected impacts and benefits</i>	5.0
4	Quality and Clarity of the Milestones and Performance Indicators	20.0
	<i>Activity Milestones</i>	10.0
	<i>Performance indicators</i>	10.0
5	Effectiveness of Collaboration and Professional Development Plans	10.0
6	Sustainability	5.0
	<i>Institutional commitment</i>	5.0
7	Justification of the Budget	10.0
	<i>Coherence with proposed activities</i>	5.0
	<i>Rationale and justification for unit costs and quantities</i>	5.0
8	Quality of the Management Plan	5.0
	<i>Composition and Capacity of Management Team</i>	5.0
	Total marks	100.0

**College Education Development Project
Institutional Development Grant**

Evaluation Format for
Grant Evaluation Panel*

IDP SUB-PROJECT NO :

IDP SUB-PROJECT TITLE :

TOTAL MARKS GIVEN:

EVALUATOR:

Name:

Designation

Institution.....

Mobile Number:

E-mail address:

SIGNATURE:.....

Date.....

* *Evaluators are requested to complete this form in FULL*

**Summary of
Distribution of Marks for Evaluation of IDP**

Evaluation criteria and Marks	MARKS
1. Clarity and Quality of Objectives and Specific Objectives	20.0
<i>1.1 Quality of Background data (Ref: para 8, 9 and 10 of IDP)</i>	<i>5.0</i>
<i>1.2 Statement of Overall Objectives</i>	<i>5.0</i>
<i>1.3 Statement of Specific Objectives</i>	<i>10.0</i>
2. Clarity and Feasibility of Proposed Activities, and Coherence with Specific Objectives	20.0
<i>2.1 Description of Activities</i>	<i>5.0</i>
<i>2.2 Assessment of Expected Impacts and Benefits for Stakeholders</i>	<i>5.0</i>
3. Impact and Benefit Assessment	10.0
<i>3.1 Impact on overall teaching-learning environment of the college</i>	<i>5.0</i>
<i>3.2. Expected benefits to faculty due to improved institutional facilities</i>	<i>5.0</i>
4. Quality and Clarity of the Milestones and Performance Indicators	20.0
<i>4.1 Activity Milestones to Measure the Progress of IDP Implementation</i>	<i>10.0</i>
<i>4.2 Indicators to Measure the achievements of IDP</i>	<i>10.0</i>
5. Effectiveness of Collaboration and Professional Development Plan	10.0
<i>5.1 Professional Training plan for Faculty</i>	<i>5.0</i>
<i>5.2 Collaboration with other education institutions, industry, NGOs, member of the community etc.</i>	<i>5.0</i>
6. Sustainability	5.0
<i>6.1 Institutional commitment and engagement in post-IDP implementation period</i>	<i>10.0</i>
7. Justification of the Budget	10.0
<i>7.1 Coherence with proposal design and objectives</i>	<i>5.0</i>
<i>7.2 Rationale and justification for unit costs and quantities</i>	<i>5.0</i>
8. Quality of the Management Plan	5.0
<i>8.1 Composition and capacity of the IDPMT</i>	<i>5.0</i>
Total marks	100.0

Evaluation Marks Sheet

[Note: All sub-criteria as set out below will be individually scored. If any sub-criterion is not scored, the evaluation of the IDP will be considered as incomplete. Please award marks for each item up to one decimal place]

Guidelines for Giving Marks on IDP Proposal	MARKS	Marks given by Evaluator
1. Clarity and Quality of Objectives and Specific Objectives	20.0	
1.1 Quality of background data	5.0	
How is the overall quality of the background data ?		
1.2 Statement of Overall Objectives	5.0	
Are the overall objectives clear, coherent and realistic?		
1.3 Statement of Specific Objectives	10.0	
Are the specific objectives coherent with the design and goals of the Institutional Development Plan ?		
2. Clarity and Feasibility of Proposed Activities, and Coherence with Specific Objectives	20.0	
2.1 To what extent the description of activities would lead towards the achievement of specific objectives ?	10.0	
2.2 To what extent the description of specific objectives would lead towards the proposed development of institutional facilities?	10.0	
3. Impact and Benefit Assessment	10.0	
3.1 Student access to quality (Teaching-Learning)	5.0	
To what extent the sub-project will give undergraduate students greater access to improved teaching-learning facilities, updated curricula, new subjects, reduce the current deficiencies in academic qualification/skills and endow the graduates with the required competencies that the job market demands?		
3.2. Institutional Development	5.0	
To what extent the subproject interventions would : give greater access to improved teaching-learning, soft skills and extra-curricular facilities, ICTs, digital library resources,		
4. Quality and Clarity of the Milestones and Performance Indicators	20.0	

4.1 Milestones	10.0	
To what extent the milestones described indicate the crucial activities and to expected results stated in the proposal?		
4.2 Performance Indicators coherence with activities and expected results	10.0	
To what extent the performance indicators correspond to the specific objectives, design of the proposal and expected results and outcomes? How practical are the means of calculation ?		
5. Effectiveness of Collaboration and Professional Development Plan	10.0	
5.1 Collaboration	5.0	
To what extent proposed collaboration with other education institutions, industry, NGOs or any member of the community would help the implementation of IDP?		
5.2 Professional Development	5.0	
To what extent the training of faculty in financial management, subproject management and procurement procedure would improve their professional competence?		
6. Sustainability	5.0	
6.1 Institutional commitment and engagement	5.0	
To what extent the activities initiated under the subproject would continue as part of the academic improvement impacted by IDG?		
7. Justification of the Budget	10.0	
7.1 Coherence with proposed activities and expected results	5.0	
To what extent the proposed cost estimates for all the activities lead to the achievement of specific objectives and expected results?		
7.2 Rationale of cost estimates	5.0	
To what extent the amounts requested for each item of expenditure in the budget are rational and justified?		
8. Quality of the Management Plan	5.0	
8.1 Composition and Capacity of IDP Management Team	5.0	
To what extent the composition of IDP Management Team would successfully steer the subproject by following the activities plan?		
Total marks obtained out of 100.00		

GENERAL COMMENTS

Please give criteria-wise specific comments in the following table. The comments are expected to be in conformity with the evaluation marks.

Evaluation Criteria
1. Clarity and Quality of Background Data and Proposal Design
2. Quality and Clarity of the Milestones and Performance Indicators
3. Relevance to the Country and Benefits
4. Justification of the Budget
5. Quality of the Management Plan
6. Institutional Engagement and Sub-Project Management

7. Clarity of Impact Analysis
8. Sustainability
Any other comments:

Signature of GEP Member with Date

FINANCIAL MANAGEMENT GUIDELINES AND FORMATS FOR IDP SUB-PROJECTS

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Abbreviations and Acronyms

CAO	Chief Accounts Officer, Ministry of Education
C&AG	Comptroller & Auditor General
CEDP	College Education Development Project
CIDPMO	College Institutional Development Plan Management Office
CONTASA	Convertible Taka Special Account
DDO	Drawing and Disbursing Officer
DLI	Disbursement Linked Indicators
FAPAD	Foreign Aided Projects Audit Directorate
FMR	Financial Management Report
GAAP	Governance & Accountability Action Plan
GoB	Government of Bangladesh
IDA	International Development Association
IDG	Institutional Development Grant
IDGM	Institutional Development Grant Manager
IDGOM	Institutional Development Grant Operations Manual
IDGSB	Institutional Development Grant Selection Board
IDP	Institutional Development Plan
IDPFMG	Institutional Development Plan Financial Management Guidelines
IDPSP	Institutional Development Plan Subproject
IDPMO	Institutional Development Plan Management Office
IUFR	Interim Unaudited Financial Report
NU	National University
OA	Operating Account
PD	Project Director
PIC	Project Implementation Committee
PMU	Project Management Unit
PSC	Project Steering Committee
STD	Short Term Deposit
VC	Vice Chancellor

1. Introduction: Fund Flow to CEDP

- 1.1 The World Bank will disburse funds to the Consolidated Fund of the GoB on the basis of eligible Project expenditures pre-financed by the GoB for components 1 and 2 of CEDP. Chief Accounts Officer (CAO) of the Ministry of Education will transfer the fund from the Treasury to UGC for the Project. The UGC in turn shall disburse funds for components 1 & 2 of the Project to CEDP-PD. The CAO will submit the consolidated half-yearly IUFRs to the World Bank in pre-agreed formats
- 1.2 For component 3, IDA will disburse funds quarterly to the special account (**CONTASA**) of the Project based on financial reports that will include a six-month fund requirement. The Interim Unaudited Financial Report (IUFR) should be submitted within 45 days from the end of reporting period. Disbursement of subsequent tranches of funds under component 3 would depend on the submission of Quarterly Financial Management Report to **CEDP-PMU** Finance Unit documenting amounts spent on activities according to work/activities plan and supported by a Statement of Expenditures (SOEs) submitted for documentation of eligible expenditures and upon receiving evidence of satisfactory utilization (above 80%) of the fund released up to the last tranche according to milestone.

2. IDG to Colleges

- 2.1 Eligible colleges as defined in the **IDGOM** shall take part in competitive grant mechanism under component 2.1 and will be awarded **IDG** following a rigorous and transparent **IDP** selection procedure. The colleges which have received **IDG** awards will implement the **IDP** sub-projects with due diligence and efficiency and in accordance with sound financial standards and practices satisfactory to the **GoB** and the **World Bank**, and take cognizance of the provisions of the *Anti-Corruption Guidelines* applicable to recipients of the **World Bank** financing. In addition the Governance and Accountability Action Plan (**GAAP**) of the project has to be followed.⁵ The colleges will further maintain a financial system and prepare financial statements in accordance with consistently applied accounting standards acceptable to **GoB** and the **World Bank**, both in a manner adequate to reflect the operations, resources and expenditures related to **IDP** sub-projects. At the request of the **World bank** and the **NU/PMU**, the college will have such financial statements audited by independent auditors, in accordance with consistently applied auditing standards acceptable to the **World Bank**, and promptly furnish the statements so audited to the **NU/PMU** and the **World Bank**.
- 2.2 Satisfactory financial management capability of **IDG** participating colleges is one of the important preconditions to have access to Institutional Development Grants (**IDG**). A capable and reliable Financial Management System is also crucial for proper implementation of the subprojects. Financial Management is an important aspect of project management and it impacts all activities that an executing agency undertakes in transforming a project from plans to physical reality, as well as the subsequent operation of the completed project. Moreover, sound financial management helps project in performing more efficiently by reducing delays or bottlenecks, speeding disbursements, facilitates achieving stated milestones and performance indicators on time and assists project monitoring and evaluation. This Financial Management Guidelines for **IDP** Subprojects (**IDPFMG**) will be the basic handbook, in addition to the **IDG** Operations Manual (**IDGOM**) to be followed by the **IDGMs** of approved subprojects, concerned entities, PMU-Management and **IDG** units for carrying out the financial activities of the subprojects.

⁵The World Bank's Anti-Corruption Guidelines and GAAP are included in the **IDGOM**.

- 2.3** The Institutional Development Plan Management Office (**IDPMO**) at the **IDG** awarded college will prepare subproject's financing and procurement plans according to the work/activities plan and the detailed budget included in the approved **IDPSP** and broadly follow the plans covering the entire duration of the subproject.
- 2.4** Soon after signing of the Performance Contract, the PMU Management Unit will disburse the first tranche of the funds covering subproject's first two quarters as mentioned in its financing plan following a request for advance from the **IDGM**. The **IDGM** will submit "Request for Advance" supported by next two quarters cash forecast statement to the Project Director, **CEDP** using prescribed format.

3. Scope of Institutional Development Grant (IDG)

- 3.1** Improving the Teaching-Learning Environment in Participating Colleges is one of the major subcomponent of College Education Development Project (**CEDP**). This subcomponent 2.1 will address the following challenges faced by the individual institution in raising the quality and relevance of college education: (i) inadequate teaching-learning facilities, specifically for the science and technology programs; (ii) lack of linkage with the industry; (iii) absence of quality assurance at the institutional and subsector levels; and (iv) inadequate planning and management capacity for institutional development. The Project will support the development of **IDP** and its implementation in participating eligible government and non-government colleges. The **IDP**, with a three-year implementation period, will set out institutional goals, actions necessary to achieve the goals, and milestones to measure the achievements of the **IDP** at the institution.
- 3.2** To overcome the above challenges the colleges need to prepare an institutional development plan (**IDP**) which would delineate the objectives and spell out detailed description of activities to be carried out for bringing about the expected transformation to the educational environment of the college. The design of the **IDP** will be to improve the teaching-learning infrastructure in the colleges by investing **IDG** funds received from the project. The **IDP** shall support the following quality and management enhancing activities: (i) upgrading/revamping basic teaching-learning facilities and Internet connectivity; (ii) improving market relevance of college education through curricula modernization, training of students in soft skills and establishing linkages with employers and industry; (iii) introducing quality assurance; and, (iv) strengthening management capacity and upgrade of the financial management capacity in participating colleges. The **IDG** will provide concerned government officials and college teachers insight on the planning, management, and implementation capacity of participating colleges, informing about the strategic plan, policy, and operations of the subsector. Implementation of **IDPs** will have a demonstration effect on the rest of the college sub-system.

4. Institutional Arrangements

- 4.1** The National University (**NU**) is the implementing agency of College Education Development Project. The Inter-Ministerial Project Steering Committee (**PSC**) of the project will provide policy guidance, oversee overall project implementations, and carry out quarterly annual reviews of project activities. The Project Implementation Committee (**PIC**), chaired by the Vice Chancellor, **NU** will provide direct supervision to the Project Director (**PD**) and his/her team of professionals and specialists engaged in implementation of different components and activities of the project and resolve implementation problems. The **PIC** would sit to monitor the project activities on a monthly basis.

5. IDP Sub-Project

- 5.1** Implementation of **IDP** sub-projects will be the responsibility of the government **and** non-government colleges which would receive IDG funds following a rigorous **IDP** proposal evaluation and selection process. The **IDG** receiving colleges will establish an **IDP** management office (**IDPMO**) headed by the Principal, who will be the subproject Manager (**IDGM**) and assisted by Vice Principal and four faculty. The **IDPMO** shall maintain records, files, ledgers, cashbook, vouchers, bills, invoices, stock register, accounts book and all concerned correspondences and documents on subproject implementation activities. The **IDGM** will recruit support staff, i.e., Secretary/Office Manager, Accountant/Finance Officer, Data Entry Technician, and support staff, e.g., Janitor/Sohayak etc., provisionally in line with approved sub-project proposal to work in **IDPMO**. Establishment of **IDPMO** is a precondition for **IDP** contract to become effective. Additionally, the officials and specialists posted in **PMU** shall extend all kinds of technical assistance to the **IDP** subproject implementing colleges.
- 5.2** **IDG** unit in the **PMU** will function as the central management office for promotion, mobilization, training, implementation and day to day monitoring of all **IDP** subprojects and act as the trouble shooter when needed. The highest authority to take decision on all matters related to **IDP** implementation is the **IDG** Selection Board (**IDGSB**).
- 5.3** The **IDG** Operations Manual (**IDGOM**) will be the basic handbook for use by the **PMU**, colleges and **IDGMs** respectively for accessing **IDG** funds, subproject proposal processing and selection procedure to be followed, and carrying out the subproject activities at the institutional level. The **IDPFMG** and the **IDGOM**, therefore, will be the two main documents that would be indispensable for the management of **IDP** subprojects physical and financial activities.

6. IDP Sub-Project Financial Management

- 6.1** The **IDG** Manager (**IDGM**) will be primarily responsible for all financial management activities of his/her sub-project and will be accountable to NU/Project for all financial matters concerning subproject implementation. The accountants/finance staff recruited for the sub-project will help **IDGM** in maintaining the financial management system of the subproject. S/he will identify all financial transactions and enter them immediately into the books of accounts and maintain all documents, registers, records and correspondences.
- 6.2** The main duties and responsibilities of the Accountant/Finance Officer will be to:
- Checking invoices for goods, works and services and processing for payment;
 - Maintain Bank Book, Payroll Registers;
 - Maintain all Ledgers, etc.;
 - Maintain bidding documents/vouchers/bills/receipts/invoices/contracts/work orders and all other important financial transaction and procurement documents in a systematic order;
 - Collect bank statement and reconcile bank balance;
 - Prepare sub-project's Quarterly Financial Management Reports (QFMRs);
 - Prepare reply to the audit observations made by government's auditors from Local and Revenue Audit and Foreign Aided Project Audit Directorate (**FAPAD**);
 - Prepare quarterly and annual budget expenditure plans for the sub-project;
 - Any other financial management related tasks assigned to him/her.

- 6.3** The Management unit at **PMU** will provide technical assistance to **IDGM** on financial management and procurement activities of the sub-projects and for preparation and submission of **FMR** to **PMU**. Additionally **PMU** officials and specialists will also provide technical assistance when needed by the subprojects.

7. IDG Disbursement to Colleges

- 7.1** After the signing of the Performance Contract the **IDG** award receiving college's **IDGM** shall open an current of **STD** account in the name of the subproject in a comercial Bank which will be known as Operating Account (**OA**). The **PMU** Managment Unit will transfer **IDG** funds directly to the awarded college's **IDP** subproject's Operating Accounts (**OAs**) to carry out its implementation activities according to approved financing and procurement plans included in the approved **IDP** subproject proposal (**IDPSP**). The selected sub-projects in colleges will receive the entire amount of estimated cost mentioned in the signed Performance Contract as grant from **PMU** in periodic installments.
- 7.2** In order to receive the **IDG** funds the **IDPMO** will prepare subproject's financing and procurement plans according to the work/activities plan and the detailed budget included in the approved **IDPSP** and broadly follow the plans covering the entire duration of the subproject.
- 7.3** Soon after signing of the Performance Contract, the **IDGM** will submit "Request for Advance" supported by next two quarters cash forecast statement based on work and procurement plans to the Project Director, **CEDP** using prescribed format. The Managment Unit of the **PMU** will transfer **IDG** amounts directly to awarded **IDP** subproject's Operating Accounts (**OAs**) to carry out its implementation activities according to Budget and financing and procurement plans included in the approved **IDP** subproject proposal (**IDPSP**). The selected sub-projects in colleges will receive the entire amount of estimated cost mentioned in the signed Performance Contract as grant from **PMU** in tranches.
- 7.4** In preparing the budget estimate and detailed cost breakdown of the activities under the **IDP** subproject, GoB's budget preparation methods and rules will be followed by the colleges. For this purpose, eligible colleges shall consult **Annexure 9** of the **IDGOM** which describes the Guidelines for **Economic Codes** that are mandatory for all government departments, attached bodies to the Ministries, autonomous institutions and organizations for the preparation of budget. Items of expenditure not mentioned according to Economic Codes will not be eligible for inclusion in the **IDP** and rejected.

8. Operating Account (OA)

- 8.1** The dedicated operating account opened by the **IDGM** will be used solely for the purpose of financing **IDP** sub-project activities. The **IDGM** will operate the account as single signatory and will act as the authorized person for utilizing fund. He will be the Drawing and Disbursement Officer (**DDO**) of the sub-project.
- 8.2** Immediately after opening of operating account in a Bank, the **IDGM** shall forward the following information to Project Director, **CEDP** to facilitate transfer of **IDG** funds to sub project:
1. Name of Account
 2. Account Number

3. Name of Bank
4. Branch
5. Full Postal and e-mail Address

9. Payments from Operating Account:

9.1 The **IDGM** shall strictly follow the government's financial rules and regulations in making expenditures and payments for procurement of goods, works and services following the procurement plan included in the **IDPSP** for undertaking procurement. The IDGM would make payment for only those expenditures which have followed the due procedure and are included in the **IDPSP** budget. The **IDGOM** provides the examples of indicative eligible expenditures to be made by the subprojects. Before making any payment, invoices should be checked properly to ensure that:

- (i) Specifications and quality of supplied goods, services, or works are as mentioned in the tender document and its schedule and are according to purchase order/contract;
- (ii) Items and quantities of supplied goods, services, or works supplied are according to purchase order/contract;
- (iii) Unit price of the procured items are according to purchase order/contract;
- (iv) Delivery of the procured items are within stipulated time/deadline;
- (v) Procured items have been duly received, checked and entered in stock register;
- (vi) Invoices are free from any arithmetical errors and inconsistencies;
- (vii) The goods, services and works supplied/delivered are chronological from the dates of invitation of tender, contract and purchase order.
- (viii) The tender documents, tender evaluation report and payment proposal have been authorized by competent authority and approved by the HOPE and World Bank where applicable.
- (ix) Any other relevant issues.

9.2 In addition to above, and before making payments out of **OA**, the **IDGM** must ensure that:

- (i) That the activity undertaken was included in the Activity/Work, Financing and Procurement Plans and budget of the subproject;
- (ii) Duly approved/certified by competent authority as properly executed;
- (iii) Expenditures are properly documented, verified and approved for payments;
- (iv) Outcome of the activity/work done can be physically verified, ownership established and properly safeguarded.

9.3 Eligible and Non-eligible Expenditures

9.3.1 Under the **IDP** subproject implementation, following expenditures will be allowed, which will be used to support the proposed activities of the **IDP** for enhancing the quality of teaching and learning environment, improving connectivity, upgrading management capabilities, and introducing quality assurance mechanism, etc.

- (i) Expenditures for organizing and participating in trainings, seminars, conferences, and workshops within Bangladesh;
- (ii) Purchase of teaching and learning equipment and supplies;

- (iii) Purchase of lab equipment, library literatures, sanitary equipment, ICT equipment, and other supplies;
- (iv) Refurbishment/renovation of classroom, laboratory, toilets, sanitation, leisure rooms, and other college facilities;
- (v) Expenditures for organizing student activities such as industry visits, science study tours, debates, essay competition, cultural events, etc.;
- (vi) Costs for establishing campus network, switch rooms, last mile and broad-band connectivity;
- (vii) Incentives for members of the IDP Management Team;

9.3.2 Non-eligible expenditure: Following expenditures will not be allowed under the IDP implementation.

- (i) Stipend, scholarship, bursaries, honorarium, per diem or allowance for students;
- (ii) Salary and allowance for the teachers, officials and support staff of the colleges;
- (iii) Any part of regular recurrent/revenue expenditures of the colleges;
- (iv) Large-scale civil works for construction of new physical infrastructure (e.g., building, road, laboratory, workshop, classroom, auditorium, library, seminar/lecture hall, etc.);
- (v) Any expenditures that are not included in the IDP work plan, procurement plan, and financing plan and budget; and
- (v) Any expenditures that are not related to the **IDP** activities.

10. Cash Basis of Accounting

10.1 The sub-project will maintain accounts on cash basis in line with the GoB's accounting system. Therefore, efforts shall be made to process payments as early as possible so that expenditures are recorded and paid for in the period in which they are incurred.

- (i) Receipts will be recorded when cash is received and payments will be recorded when disbursements are made, not when liability arises.
- (ii) Subproject shall employ consistent methods in maintaining records and in preparing financial statements.

11. Books of Accounts and Supporting Documents

11.1 The IDPMO shall maintain books of accounts adequately to record following transactions relating to the sub-project implementation:

- (i) All sums of money received and expended by the subproject and the purposes for which the receipts and expenditures take place; and
- (ii) Assets procured by the subproject.

11.2 Therefore, the minimum principal books of accounts to be maintained at IDPMO for sub-project would be:

- (i) Cash Book
- (ii) Petty Cash Book
- (iii) General Ledger

11.3 The books of accounts shall capture all financial data required to generate reports on sub projects.

11.4 In addition to the above, some registers may also be used to record other important information, which are deemed necessary for the sub-project. Following are the examples of some of essential registers to be used:

- (i) Cheque Book Register
- (ii) Fixed Assets Register
- (iii) Stock Register
- (iv) Income Tax Register
- (v) VAT Register
- (vi) Payroll Register
- (vii) Consultant's Remuneration Register
- (viii) Suppliers Registers
- (ix) Advance Payment Register
- (x) Fund Receipts & Documentation Register
- (xi) Bank Account Reconciliation Register

12. Bank Reconciliation

12.1 Reconciliation of bank account should be carried out regularly on a monthly basis. Bank Statement of operating account shall be obtained from the bank at the beginning of the following month and the following tasks shall be performed:

- (i) Entries in the bank statements shall be compared with the entries made in the sub- project's Bank Transaction Register (Bank Book),
- (ii) A list of all debits (Bank charges etc.) and credits (interest credited etc.) appearing in the bank statements but not in the Project's Bank transaction register (Bank book) shall be listed. These are usually related to Bank charges, Bank interest and dishonored checks etc. Appropriate vouchers shall be prepared for these transactions and after due authorization shall be entered in the Bank book.
- (iii) A list of all the receipts and payments recorded in the Bank book but not appearing in the Bank statements shall also be prepared for subsequent follow up. These will usually relate to checks not yet presented by payees, or deposits not yet credited etc.

12.2 Bank reconciliation statement shall be prepared taking into account the items listed above and the balance shown as per the bank statement shall be agreed with the balance shown in the sub-project's Bank book.

13. Petty Cash

13.1 Small payments, which are usually required to be paid in cash for day-to-day expenses of the sub-project, shall be paid out of Petty Cash float maintained under the imprest system. The limit of petty cash imprest required by the sub-project manager will be according to GoB's "Delegation of Financial Powers for Development Projects". For better cash management, it is necessary to maintain a regular interval for payment and replenishment of petty cash fund.

14. End of Month Procedures

14.1 At the end of the month, the IDGM shall prepare a statement showing opening balance, receipts during the month, payments made over the same period. A statement of expenditure is necessary to prepare at the end of the month showing both in detail and summarized heads of expenditure. Monthly progress reports and other financial reports may be prepared using above expenditure report.

14.2 The following tasks are to be completed at the end of each month to ensure all transactions have been accounted for correctly:

- i) Bank reconciliation
- ii) Petty cash reconciliation
- iii) General ledger reconciliation
- iv) Month end ledger balancing

14.3 After performing all month end activities, FMR will be required to be prepared following the format provided in the Annexure 14 of this IDPFMG.

15. End of Year Procedures

15.1 The end of year means the completion of four quarters from the beginning of subproject implementation. The tasks outlined as end of month activity will be repeated at the end of implementation year. The sub-project manager shall be required to prepare and submit a financial statement highlighting unspent balance of the subproject at the end of year. The statement shall include opening balance, receipts during the year, payments made during the year and closing balance, which will facilitate PMU to update books of accounts and ascertain the actual amount of sub-project expenditure for the year. Other financial statements may also be prepared as required by various stakeholders.

16. Re-appropriation under Approved Budget

16.1 The recipient colleges shall be allowed to re-appropriate allocations from one budget head to another, if required, for cost and expenditure rationalization during the **IDP** implementation. However, such re-appropriations shall have to be made with the concurrence of the Project Implementation Committee (**PIC**) of **CEDP**. For this purpose the **IDGM** shall send the re-appropriation proposal to the **PD** justifying the changes in the budget allocation for any activity. The **PD** as member-secretary of **PIC** shall include it in the agenda of the **PIC** meeting to be convened in consultation with **NU VC**.

16.2 Subproject Cost Escalation: In circumstances, e.g., when there have been unforeseeable changes in the costs of essential goods and services, the recipient colleges shall be allowed to request for revisions of the estimated budget of the **IDP** to accommodate such changes. Efforts should firstly be made to accommodate such changes through re-appropriation between expenditure items within the total budget. Budget revisions shall be granted only after close scrutiny of the justifications and with the concurrence of the **PD** and **IDA**. The revised estimated budget shall not exceed the ceiling amount set for each Group of colleges. Budget revisions can be made only once in a lifespan of the **IDP** subproject implementation.

17. Document/Record Maintenance by IDPMO

- 17.1** The IDPMO shall retain all payment records and other relevant documents in a systematic order evidencing eligible expenditures and to enable UGC, PMU, GoB auditors and World Bank officials to examine such records and also for the purpose of transparency and accountability in handling of fund. The college will retain such records at least for one year after receiving the final audited financial statement on the CEDP by GoB auditor or two years after closing of the subproject, whichever is later.

18. Financial Reporting

- 18.1** The **IDGM** will be required to prepare and submit sub-project's Financial Management Report (**FMRs**) on every quarter in the format provided in the Annexes. The **FMR** is a set of reports divided into three parts: Financial report, Documentation of eligible expenditures and Request for advance. The **IDGM** shall prepare and submit the report online to Project Director, **CEDP** through the **PMIS** within 21 days after the end of each quarter. The Project Management Information System (**PMIS**) established at **PMU** will have a function to support the financial management and submission of the **FMRs** by the IDP implementing colleges on line.
- 18.2** The **PMU** will ensure that all **IDG** related financial information (including disbursements and expenditures under components 1 and 2) are provided periodically to the Chief Accounts Officer (**CAO**) of the MoE by complying with the GoB regulation.
- 18.3** One of the Disbursement Linked Indicators (**DLIs**) of the **CEDP** is the proportion of the **IDG** utilization in accordance with the **IDGOM**. The information from the quarterly financial management reports will provide the basis on which this indicator's attainment will be calculated. Accuracy of the provided information and compliance with the **IDGOM** will be verified through the verification surveys which will be arranged by the **PMU**.
- 18.4** The **FMRs** of sub-project will be used particularly for (i) Financial monitoring of the sub-project, (ii) documentation of eligible expenditures against advance (iii) payment of advance to Operating Account.

18.5 The FMR includes following templates (shown in Annexes):

Part-1 : Financial Report

- 1-A Sources and Uses of Fund
- 1-B Uses of Fund by IDP Activities
- 1-C IDP Activity Report
- 1-D Bank Reconciliation Statement

Part -2 : Expenditure Documentation Report

- 2-A Eligible Expenditure Documentation Report
- 2-B Statement of Expenditure (government college)
- 2-C Statement of Expenditure (non-government college)

Part -3 : Request for Advance

- 3-A Sub-Project's Cash Forecast Statement
- 3-B Request for Advance

18.6 The FMRs will be prepared for each sub-project individually. The first FMR will be required to be submitted at the end of the first quarter of subproject's start of implementation.

18.7 Following documents are required to be furnished with financial monitoring reports:

- (i) Bank statement of operating account for the reporting period.

19. Internal Control

19.1 For effective utilization of resources and as custodian of the assets procured by the subproject, it is essential to ensure that proper and adequate internal controls are in place. Internal Control is the whole network of systems that is administrative, operational and financial at each level of activity of the project to provide reasonable assurance that project objectives will be achieved, with particular reference to:

- (i) The effectiveness of operations,
- (ii) The economical and efficient use of resources,
- (iii) Compliance with applicable policies, procedures, laws, and regulations,
- (iv) The safeguarding of assets and interests from losses of all kinds, including those arising from fraud, irregularity and corruption, and
- (v) The reliability of financial transactions and integrity of supporting staff.

19.2 The internal control system embraces concepts of effectiveness, value for money, compliance, fraud and financial controls.

20. Categories of Control

In order to achieve accountability and transparency at all level, the internal control system shall include the following elements:

- (i) Segregation of duties
- (ii) Organizational structures
- (iii) Authorization and approval
- (iv) Physical safeguards
- (v) Management review and monitoring
- (vi) Accounting and Arithmetical procedures
- (vii) Personnel arrangement
- (viii) Supervision

21. Audit

21.1 Foreign Aided Projects Audit Directorate (FAPAD) under the office of the Comptroller and Auditor General of Bangladesh (C&A) is mandated to carry out financial audit of development partner assisted development projects. In addition to FAPAD audit, the project will arrange for internal audit to be carried out by a firm of Chartered Accountants hired for the purpose in accordance with the terms of reference (TOR) developed for the audit.

21.2 The primary objectives of the audit will be:

- (i) To verify the accuracy and completeness of accounts to secure that all revenue and receipts collected are brought to account under the proper head, that all expenditures and disbursement are authorized, vouchered, and correctly classified, and that the final account represents a complete and true statement of the financial transactions it purports to exhibit.
- (ii) Review the underlying internal control systems and procedures to identify any material risks to complete, accurate and timely financial reporting, and
- (iii) Render the audit opinions required under the project legal agreements.

21.3 Therefore IDP subprojects will have to undertake two audits every year, which are:

(i) Internal Audit:

This will be operational audit on an annual basis by engaging an independent firm of Chartered Accountants. This audit will examine the physical, financial and operational aspects of subproject implementation and provide timely feedback to subproject management regarding any control, weakness or management improvements required. The scope of the operational audit would be comprehensive including review of financial transactions, efficacy of internal control arrangements and evaluation of the project performance against the subproject objectives.

(ii) External Audit:

The external audit of the subproject will be carried out by the Foreign Aided Projects Audit Directorate (FAPAD), the designated unit of the C&AG and shall be in accordance with standards acceptable to IDA. The subproject should respond to the audit observations with due regard to the objectivity of the raised matter during the course of audit. The audited financial statements together with the audit report there on shall be submitted to IDA within six months from the end of each fiscal year by FAPAD.

The Annual Financial Statement (AFS) and other enclosures of the subproject shall be prepared by Management Unit of CEDP enabling FAPAD to complete audit and finalize reports within the timeline.

22. Fixed Assets

In order to verify existence, ownership and safe custody of the various fixed assets, the sub-project manager should have a well-designed system to record acquisition and disposal of all the fixed assets capable of easily identifying assets, its current location and ascertain its history and cost. Each asset, as soon as acquired, shall be given a unique identification number, which should be painted, labeled or tagged to the asset. The CEDP-PMU will supply non-removable stickers for pasting on all equipment, machines, devices, implements and furniture procured by the IDP subproject. Fixed Assets shall be grouped/sub-grouped into different categories (i.e., office equipment, furniture and fixture, electrical equipment, scientific instruments, laboratory equipment, machines, devices, tools, computers and accessories, peripherals, etc.) as required by the management for easy reference and identification.

23. Physical Verification of Fixed Assets

Periodical (at least annual, preferably on the balance sheet date) physical inspection of fixed assets shall be carried out by the college authority and reconciled with fixed asset register. Discrepancies found shall be investigated into and appropriate action taken as well as remedial measures to be introduced to prevent recurrence of discrepancy.

Ledger

Item of Expenditure:

Economic Code:

Approved budget as per IDP

Amount received

Tk.

Tk.

Date	Voucher No.	Particulars	Folio No (CR page)	Debit (receipt) Tk.	Credit (payment) Tk.	Balance Tk.	Remarks
1	2	3	4	5	6	7	8

Petty Cash Book

Date	Particulars (with cheque No.)	Folio Page	Receipt Taka	(Payment) Taka	Balance Taka
1	2	3	4	5	6

Cheque Book Register

Account No. -----

Date	Payee	Purpose (including CB page & voucher No.)	Check No.	Taka	Signature		Remarks
					(Issuing authority)	Receiver	
1	2	3	4	5	6	7	8

Income Tax Register

[illegible]

VAT Register

[illegible]

Consultant's Remuneration Register

Cost Estimate of Services, and Schedule of Rates

Table (1): Remuneration of the Consultant

Gross Rate* (per month/day/hour in currency)	Time Spent (number of month/day/hour)	Total (currency)
		Sub-total (1)

Table (2): Reimbursable

	Rate (per unit in currency)	Units	Total (currency)
			Sub-total (2)

Total Contract Ceiling = Subtotal (1) + Sub-Total (2)

*: The gross amount of consultant's remuneration mentioned in Table 1 includes income tax (IT) @ 10% and value added tax (VAT) @ 15% as per the existing laws of Bangladesh. Any change in the IT/VAT structure by the Government will be adjusted in a way that the net remuneration to the consultant is not affected. Breakdown of the consultant's gross rate is as follows:

Gross	A
Deduction of Advanced Income Tax (10%) on Gross	B
Deduction of Value Added Tax (15%) on Gross	C
Net-rate (Payable to Consultant)	A-B-C

Bank Account Reconciliation Statement

As on : _____

Account no:

Name of Bank:

Address:

Taka Taka

Add: 1. Amount deducted by bank but not entered in bank book

Date	Check no.	Particulars	Amount
------	-----------	-------------	--------

Amount deposited but not credited by bank

Total

Less: 1. Checks issued but not presented for encashment

Date	Check no.	Particulars	Amount
------	-----------	-------------	--------

2. Amount deposited but not entered in bank book

Balance as per Bank Book as on.....

Prepared by

Verified by

Approved by

Accountant

Accounts Officer
(Name and Seal)

Principal
(Name and Seal)

College IDP Management Office
Consolidated Financial Statement

Name of Institution _____

For the Quarter:

(in Lakh Taka)

Particulars	Current Quarter			Year to Date			Cumulative to Date			Approved Budget of the Subproject
	CEDP	Others	TOTAL	CEDP	Others	TOTAL	CEDP	Others	TOTAL	
1	2	3	4	5	6	7	8	9	10	11
Opening Bank Balance										
Add: Receipts										
Total Funds Available										
Less: Uses of Fund										
1 IDP										
2										
3										
4										
5										
6										
7										
8										
9										
10										
Total Use of Funds										
Closing Balance										

Signature.....

Accounts Officer, **IDPMO**

Name and Seal:

Date:

Signature

IDGM

Name and Seal:.....

Date:.....

IDP Subproject Quarterly Financial Management Report (Part 1)

Statement of Sources & Uses of Fund
(For the Quarter)

Sub-Project Title:
Name of College:
IDP No.

Particulars	Current Quarter				Financial Year to Date				Cumulative to Date			Approved Budget (for IDP sub-project life)
	CEDP	Others	TOTAL		CEDP	Others	TOTAL		CEDP	Others	TOTAL	
1	2	3	4		5	6	7		8	9	10	11
Opening Bank Balance												
Add: Receipts												
IDG Grant												
Others												
Total Receipts												
Total Fund Available												
Less: Uses of Funds												
Pay of Officer												
Pay of Staff												
Supplies & Services												
Repair & Maintenance												
Acquisition of Assets												
Operational Costs												
Total Uses of Fund												
Closing Balance												
Cash at Bank												
Cash in Hand												
Total												

Countersigned by

Principal
(Name and Seal)

Accounts Officer, IDPMO
(Name and Seal)

Uses of Fund by Sub-Project Activities

For the Quarter:

Sub-Project Title:

Name of College:

IDP No.

Economic Code	Item of Expenditure/Activities	Actual Expenditure			Approved Budget (Sub-project life)	Budget Balance
		Current Quarter	Financial Year To Date	Cumulative To Date		
1	2	3	4	5	6	7 (6-5)
Revenue Expenditure						
4501	Pay of Officer					
4601	Pay of Staff					
	Supplies & Services:					
4801	Travel Expenses					
4817	Development & maintenance of Website					
4828	Printing & Stationary					
4829	Financial Support & Allowances					
4831	Books & Journals for Library					
4840	Training & Study Tour					
4842	Conference/Seminar/Workshop					
4852	Chemicals/Reagent etc					
4874	Consulting Services					
4886	Survey					
4899	Other Expenses					
<i>Total Supply & Services (4800)</i>						

4921	R/M: Refurbishment/Renovation								
(a) Total Revenue Expenditure (4500+4600+4800+4900)									
Capital Expenditure									
Acquisition of Assets									
6813	Machinery & Other Equipment								
6815	Computer & IT Equipment								
6817									
6819	Office Equipment								
6820	Teaching & Learning Materials								
6821	Furniture & Fixtures								
6822	Laboratory Equipment/Instrument								
6827	Electrical Equipment								
<i>Total Acquisition of Assets (6800)</i>									
(b) Total Capital Expenditure (6800)									
Total Cost (a+b)									
(c) Operational Cost									
Total Sub-Project Cost (a+b+c)									

Countersigned by

Accounts Officer, IDPMO
(Name and Seal)

Principal
(Name and Seal)

IDP Activity Statement

For the Quarter:

Sub-Project Title:

Name of College:

IDP No.

SL No	Description	Amount	Total Amount
Part I			
1	Total fund received from CEDP to the end of reporting quarter		
2	Less: Total expenditures documented to the end of reporting quarter		
	Total Outstanding Advance		-
Part II			
1	Opening IDG Balance at the beginning of quarter		
2	Add: IDG Expense at the beginning of quarter		
3	Add: Fund released during the quarter		
4	Less: Refund during the quarter (if any)		
	Outstanding Advance to be accounted for	-	-
Part III			
1	Closing IDG Balance at the end of quarter		
2	Add: IDG Suspense at the end of quarter (separate list to be provided)		
3	Add: Eligible Expenditure documented (form 2-A)		
	Total Outstanding Advance accounted for		-

Countersigned by

Principal

(Name and Seal)

Accounts Officer, IDPMO

(Name and Seal)

Bank Reconciliation Statement of Operating Account (OA)

As on -----

Sub-Project:
IDP No.
Account no:
Name of Bank:
Address:

Balance as per Bank statement as on -----

Taka

Taka

-

Add: 1. Amount deducted by bank but not entered in bank book

2. Amount deposited but not credited by bank

Total

Less: 1. Checks issued but not presented for encashment

2. Amount deposited by bank but not entered in bank book

Balance as per Bank Book as on.....

Countersigned by

Principal
(Name and Seal)

Accounts Officer, **IDPMO**
(Name and Seal)

Eligible Expenditures Documentation Report

For the Quarter:-----

Sub-Project Title:
Name of Institution:
IDP No.

Sl. No	Description	Eligible Expenditures Documented in BDT		
		Current Quarter	Current Financial Year	Since inception of Sub-Project
1	Statement of Expenditures (SOE)	-		
2	Statement of Expenditures (SOE)			
Total		-	-	-

Countersigned by

Principal
(Name and Seal)

Accounts Officer, IDPMO
(Name and Seal)

Statement of Expenditures (SoE)

For the Quarter: -----

Sub-Project
Title:
Name of
Institution:
IDP No.

Figure in BDT

Sl. No	Description	Contract No & Date	Package No	Selection Method	Contractor's Name	Contract Currency	Contract Value	Amount Invoiced	Invoice No & Date	Amount Paid from OA	Contract Balance Carried Forward
1	2	3	4	5	6	7	8	9	10	11	12
Total							-	-	-	-	-

Countersigned by

Principal
(Name and Seal)

Accounts Officer, IDPMO
(Name and Seal)

Statement of Expenditures (SoE):

For the Quarter:-----

Sub-Project Title:
Name of Institution:
IDP No.

Sl. No	Description	Contract No & Date	Package No	Selection Method	Contract or's Name	Contract Currency	Contract Value	Amount Invoiced	Invoice No & Date	Amount Paid from OA	Contract Balance	Eligible for Documentation	
1	2	3	4	5	6	7	8	9	10	11	12	% of Financing	Amount Taka
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
Total							-	-	-	-	-	-	-

Countersigned by
Principal
(Name and Seal)

Accounts Officer,
IDPMO
(Name and Seal)

Form 2-C (For Government College)

Statement of Expenditures (SoE):

For the Quarter:.....

Sub-Project Title:

Name of College:

IDP No.

Sl. No.	Description	Contract Value Taka	Amount Invoiced Taka	Amount Paid Taka
1	2	3	4	5
Total		-	-	-

Countersigned by

Principal
(Name and Seal)Accounts Officer, IDPMO
(Name and Seal)

Statement of Expenditures (SoE):

For the Quarter:.....

Sub-Project Title:

Name of College:

IDP no.

Sl. No.	Description	Contract Value Taka	Amount Invoiced Taka	Amount Paid Taka	Percentage of Financing	Eligible for Documentation Taka
1	2	3	4	5	6	7 (5X6)
						-
						-
						-
						-
						-
						-
						-
						-
Total		-	-	-		-

Countersigned
byPrincipal
(Name and Seal)Accounts Officer, **IDPMO**
(Name and Seal)

Projected Cash Forecast Statement

For the Quarter: _____

Sub-Project Title:

Name of College:

IDP No.

Sl. No.	Item of Expenditure	Fund Requirement for the current quarter (Taka)	Fund Requirement for the next quarter (Taka)	Total fund requirement for next 6 months ending (Taka)
1	2	3	4	5 (3+4)
Total Projected Expenditure				

Statement of Required Advance to Operating Account

Sl. No.	Particulars	Taka
	Projected eligible expenditure for the next three months ending-----	
	Less: Closing Balance of Operating Account and Cash in Hand	
Requested amount to be advanced to OA		

Requested advance in Taka _____

Countersigned by

Principal
(Name and Seal)Accounts Officer, IDPMO
(Name and Seal)

Projected Cash Forecast Statement

For the Quarter: _____

Sub-Project Title:

Name of Institution:

IDP No.

Sl. No	Item of Expenditure	Fund Requirement for the current quarter (Taka)	Fund Requirement for the next quarter (Taka)	Total fund requirement for next 6 months ending (Taka)
1	2	3	4	5 (3+4)
Total Projected Expenditure				

Statement of Required Advance to Operating Account

Sl.no	Particulars	Taka
	Projected eligible expenditure for the next three months ending-----	-
	Less: Closing Balance of IDG received	
Requested amount to be advanced to OA		

Requested advance in Taka _____

Countersigned by

Principal
(Name and Seal)Accounts Officer, IDPMO
(Name and Seal)

Request for Advance

Name of College:

IDP No.
Requested Advance in Taka

Request Number & Date

- | | | | |
|---|--------------------------------|---|-------------|
| 1 | Contract No. and Date | : | <div></div> |
| 2 | Title of Sub-Project | : | <div></div> |
| 3 | IDP Proposal No. | : | <div></div> |
| 4 | Name of IDG Manager | : | <div></div> |
| 5 | Name of College | : | <div></div> |
| 6 | Bank Account No. | : | <div></div> |
| 7 | Name of Bank, Branch & Address | : | <div></div> |
| 8 | Requested Amount in Words | : | <div></div> |
| 9 | Remarks (if any) | : | <div></div> |

Countersigned by

Principal
(Name and Seal)

Accounts Officer, **IDPMO**
(Name and Seal)

National University
College Education Development Project
Institutional Development Plan Subproject

Quarterly Progress Report

1. Reporting Quarter
2. a) Name of College:
- b) IDP Sub-project Title.....
- c) Duration of Sub-project.....
- d) Date of Commencement of Sub-project.....
3. **Quarterly Financial Progress:**

(in Lakh Taka)

Head	Fund Received for the Quarter	Expenditure for the Quarter	Current Year's Expenditure	CD-VAT
	Taka	Taka	Taka	
Revenue				
Capital				
Grand Total				

4. **Quarterly Activity-wise Progress:**

(in Lakh Taka)

Sl. No	Name of the Activity	Unit	Cumulative Progress at the Beginning of Quarter				Target in current quarter		Progress in Current Quarter			Cumulative Progress at the End of Quarter			Remarks
			Physical		Financial		Physical	Financial	Physical	Financial	Physical	Financial	Physical	Financial	
			Qty	%		Qty	%		Qty	%		Qty	%		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Total														

*Column 2 can be extended to include all activities/components

5. Implementation Problems and Suggested Measures

Problem Number	Type of problem	Description of Problem (s)
1.	Appointment/Hiring of Provisional Staff	
2.	Establishment of IDP Management Office	
3.	Training	
4.	Procurement	
5.	Management	
6.	Fund Allocation/Release	
7.	Others (specify)	

6. Suggested Measures for Improvement: (In brief and specific)

Problem Number	Measures Suggested
1.	
2.	
3.	
4.	
5.	
6.	
7.	
None	

Signature_____

Accounts Officer

Signature_____

Date _____

(SEAL)

Signature_____

Principal

Signature _____

Date-----

(SEAL)

National University
College Education Development Project
Six Monthly IDP Sub-project Monitoring Format

Reporting period: 1. January-June 2. July-December Year:.....

01. Name and Details of the Sub-Project

Name of the College	
Name of the sub-project:	
Sub-Project Number (IDP Number):	
Institutional Development Plan Management Office (IDPMO) Contact Number:	
Round:	
Name and Designation of the IDGM with mobile number	
Name and Designation of the Deputy IDGM with mobile number	
College Group:	
IDP Subproject Inception Date:	Completion Date:

02. Name and Details of Internal/provisional staff/consultants included/hired in the IDP Management Office

Number of Staff*	Number of Students (if any)	Number of Consultants ***	Full Time (how many out of total staff)		Part time (how many out of total staff)	Number of Provisional Staff**
Name of Internal Staff	Designation (In the college)	Hiring Date (In the sub-project)	Type of Contract (Lump sum=1; Daily Basis= 2; Monthly=3; Others)		Duration (Months)	Expected Total Cost (Lakh taka)
Name of Provisional Staff (Support Staffs)	Designation	Hiring Date	Type of Contract	Duration (Months)	Expected Cost (Lakh Taka)	
Name of Consultant	Designation	Hiring Date	Type of Contract	Duration (Months)	Expected Cost (Lakh Taka)	

*Academics engaged in sub-project management and included in IDPMO

** Support staff recruited temporarily to provide secretarial service to sub-project management e.g., accountant, office secretary, data-entry operator, Office Sohayok etc.

*** Experts appointed following relevant provisions of PPR 2008 or WB Guidelines

03. Number of Direct Beneficiaries of the sub-project

Category of Beneficiary	Number	Remarks
Students (Undergraduate)		
Students (Post-graduate)		
Faculty members		
Faculty members (Advanced Master's, PhD)		
Other College staff		
Other stakeholders: ()		
TOTAL		

* Please count only the benefits that have already been realized (not the expected beneficiaries)

**Please do not double-count the beneficiaries. For example, if 1 person attended 2 workshops, beneficiary is still 1 person.

04. Summary of the Activities of the sub-project [According to the proposal]

--

05. Description of the Progress so far according to Work/Activity plan

Progress during the past six months:
Overall progress so far:

06. Activities planned in coming six-months period according to Work/Activity plan

--

07. Description of implementation issues/ impediments/ Challenges [Issues that may hamper implementation] and proposed remedial actions

Issues/Impediments/Challenges	Remedial actions

08. Update on Milestone status

Milestone	Progress Rate (% completion) till date	Expected Completion Date	Comment/ Justification
Overall Progress Rate (Please put the average progress rate of all the milestones)		-	-

Note: Copy Milestones from paragraph 3 Table (A) of IDP Proposal. If any milestones are cancelled from the activity, please state the justification, and put n/a in the progress rate.

09. Update on Performance Indicators to Evaluate Sub-project Impact

Indicators	Baseline Value (as in the proposal)	Desired Standard on Terminal Year.....	Present Value as on

Note: Copy from paragraph 3 table (B) of IDP Proposal.

10. Fund Utilization

Description	Amount
Total Budget of the IDP Sub-Project (BDT million)	
Fund Received up to Reporting Period (BDT million).	
Fund Utilized up to Reporting Period (BDT million)	
Percentage (%) of received fund against contract amount of the IDP sub-project	
Percentage (%) of fund utilized against contract amount of the sub-project	

11. Results (Output) Achieved by the IDP Sub-project

	Categories of Result (Output)	Number & Name
1)	Refurbished/ Renovated class room	
2)	Virtual Class room	
3)	Language lab/Club	
4)	Refurbished/ Renovated Seminar Room	
5)	Refurbished/ Renovated Conference Hall	
6)	Refurbished/ Renovated Laboratory	
7)	Refurbished/ Renovated Field Laboratory	
8)	Established/ Renovated Computer Lab	
9)	Curricula/Syllabus Updated	
10)	Office automation	
11)	Digital Library	
12)	Campus Network/ ICT Network	
13)	Academic Assessment (Self-Assessment) of department/institute/faculty	
14)	Digital Archive of Research Program	
15)	Other Achievements (If any)	

12. Acquisition of Equipment/ Materials

Sl. No.	Equipment/ Materials	Quantity/Unit
1)	Multimedia projector	
2)	Laptop	
3)	Desktop	
4)	Printer	
5)	Scanner	
6)	Photocopier	
7)	Fax/telephone	
8)	White board	
9)	Electronic/Smart/Digital Board	
10)	Multimedia Screen	
11)	Books	
12)	Journals	
13)	Number of Air Conditioners	
14)	Number of Furniture & fixture	
15)	Other items: ()	
16)	Other items: ()	

13. Acquisition of Scientific Equipment/ Chemicals/Reagents/Consumables etc.

Sl. No.	Name of Equipment	Quantity
1)		
2)		
3)		
4)		
5)		

14. Capacity Building and Experience Sharing Programs (Workshop/ Seminar /Training/Conferences) Organized by the sub-project for Teachers, Students or External stakeholders

Event	Title	Target Groups*	Number of Participants	National/International
Training:				
Workshop:				
Conference:				
Seminar:				
Study tour				
Peer Review				
Others (if any)				

* Target groups may be teachers, students, university staff, field workers, practitioners, etc.

15. External Training/ Workshop Attended by IDPMO officials and Teachers under the funding of IDP sub-project

Name of Training/ Workshop	Participants Name	In-country/ Overseas

16. Publications made under the IDP sub-project since its inception. Please also provide the full list of articles/journals published in the past six months.

Name of Publication, Articles etc.	Number
Journal publication (Bangladeshi journal)	

17. Details of Journal/Articles publications

Full reference (author, title, journal, date of publication)	Academic field

18. Institutional Quality Assurance Activity

Sl. No.	Quality Assurance Activities	Yes/No/Number	Comments
1.	Institutional Self-Assessment Promotion Workshop Held		
2.	Training of Teachers in Self-Assessment held		
3.	Number of Teachers Trained in Self-Assessment Procedure		
4.	Institutional Self-Assessment Committee (ISAC) formed		

19. Institutional Self-Assessment Activities

Sl. No.	Self-Assessment Activities	Total participants	Total expense	Comments
1.	Workshop 1 on Team building organized by ISAC			
2.	Workshop 2 on finalizing draft SAR organized by ISAC			
3.	Workshop 3 on finalizing improvement plan by ISAC			
4.	Other workshops (if any)			

20. Institutional Self-Assessment Report (SAR)

SL No	Self -Assessment Activities	Yes/No	Comments
1	Institutional Survey completed		
2	Institutional SAR draft prepared		
3	Draft SAR peer reviewed		
4	Institution Finalized Improvement Plan		

21. External peer review process

Sl. No.	Peer Review Activities	Yes/No	Comments
1.	Institution selected peer reviewer (PR)		
2.	Institution Contracted PR		
3.	Draft SAR peer reviewed		
4.	Peer review report submitted		

22. Name and URL of Developed Website:

Name:

URL: <http://>

23. Other Noteworthy Achievements :

24. Comments

25. Declaration

All data and information provided above are true and correct. I, as, IDGM, have filled up the format and agree to be accountable for any misinformation and incorrect data mentioned. I also declare that all the sections of the format are correctly filled up.

Signature:.....

Name of IDGM/Principal:

(with Seal and Date)

Date:

National University
College Education Development Project
Subcomponent 2.1

Financial Incentives for IDG Management Team (IDGMT)

Name of the IDP submitting College: _____

Designation of the IDGMT official	Maximum Permissible Incentive Amount	Conditions
IDG Manager	Three month's basic salary per year*	Incentives will be eligible only when Performance Indicators have been achieved
Deputy IDG manger	Two month's basic salary per year	
Members of IDGMT	One month's basic salary	

* For non-government colleges, the highest basic salary of the corresponding rank in government colleges will apply

Government of the Peoples' Republic of Bangladesh
National University
College Education Development Project (Component 2.1)
Institutional Development Plan Subproject

PERFORMANCE CONTRACT

Between

National University

And

.....[name of institution].....

Agreement No: _____

Title of Sub-Project: _____

Total IDG Amount: _____

Date: _____

PERFORMANCE CONTRACT
For
The Implementation of
Institutional Development Plan Sub-Project by Colleges

PREAMBLE

THIS PERFORMANCE CONTRACT IS ENTERED INTO THIS day of 2018 BETWEEN The National University, (hereinafter **NU**, which approved the sub-project, acting by and through its duly authorized representative (hereinafter referred to as “ **FIRST PARTY** ”) of the one part **AND**, thecollege (hereinafter referred to as the **SECOND PARTY**) which shall be responsible for implementing the sub-project, acting by and through its duly authorized representative, the other **PARTIES**, WHEREBY IT IS AGREED AS FOLLOWS:

- (a) Whereas the International Development Association (hereinafter **IDA**) and the Government of Bangladesh (hereinafter **GoB**) have entered into *Financing Agreement* dated September 8, 2016 (hereinafter the **FA**), whereby **IDA** is to make a Credit to the **GoB** in an amount equivalent to US\$ 100 million (the Credit) to assist in the financing of the Project as described in Schedule 1 of the **FA** (the Project) and on the terms and conditions otherwise set forth or referred to in the **FA**; and whereas pursuant to Section IV of the Schedule 2 of the **FA**, the **GoB** is to provide part of the proceeds of the Credit as **Grants** for *Institutional Development Plan* sub-project and whereas the **PARTIES** hereto wish the terms and conditions hereinafter set forth to constitute the **Performance Contract**:
- (b) Pursuant to the Development Project Proposal (**DPP**) on College Education Development Project (hereinafter **CEDP**) approved by the Executive Committee of National Economic Council (hereinafter **ECNEC**) in its duly meeting held on August 9, 2016;
- (c) Pursuant to the *Institutional Development Grant Operations Manual* (hereinafter the **IDGOM**) on the implementation of the **Institutional Development Plan** sub-projects under the **CEDP Component 2.1**;
- (d) Pursuant to the Institutional Development Grant Selection Board (hereinafter **IDGSB**) meeting held on, 2017 for approving grant award to the successful applicants for of the Institutional Development Grant (**IDG**); **AND**
- (e) Pursuant to the Order of **IDGSB** for awarding of **IDG** grant to the successful applicant on 2017;
- (f) Provided, the **SECOND PARTY** means a College affiliated to the **NU**, under the **NU Act** and relevant Statuas and regutation, **AND**, offering Bachelor (Hons) and Master’s study programs, and eligible to receive **IDG** funds according to the criteria set forth in the **IDGOM**;
- (g) Provided, **Grant** means the funds received by the **FIRST PARTY** from **IDA** through **GoB** as delineated in the *Financing Agreement*, and at paragraph (a) above of this **Performance Contract** and to be allocated time to time under their contact by the **FIRST PARTY** to the **SECOND PARTY**;
- (h) Based on the requirements and capacities of the **TWO PARTIES** to this **Contract**, the said parties shall undertake a collaborative venture to finance and implement the (*sub-project title*) at the (*name of institution*) in accordance with the terms and conditions stipulated in the **Clauses** included in this **Contract** hereinafter:

The TWO PARTIES:

1. FIRST PARTY:

NATIONAL UNIVERSITY

Address: Board Bazar, Gazipur, 1704 , Bangladesh

Tel: + 880-2-929 1016

Fax: + 880-2-929 1037, + 880-2-929 1049

Authorized by:

Position:

Bank Special Account Number:

2. SECOND PARTY:

.....College

Address:

Tel:

Fax:

Bank Account Number:

Represented by:

Position:

Email:

Sub-project title: "*[proposal name]*"

Contract No: _____

Clause 1

ASSIGNMENT AND SCOPE OF WORK

- 1.1 FIRST PARTY**, in its capacity as the **National University** responsible for allocating **IDG** Grants received from the **IDA**, as the implementing agency appointed by the **GoB** for **CEDP**:
- (a) has awarded a grant to **SECOND PARTY** to implement the **IDP** sub-project submitted by the **SECOND PARTY** with the endorsement and undertaking of the **SECOND PARTY** in accordance with the provisions of the **IDGOM**. The contents of the sub-project assignment are described in the **IDP** sub-project proposal approved by the **IDGSB**;
 - (b) confirms that the sub-project proposal (**Annexure 1**), which is attached to this **Contract** serves as the Terms of Reference for the **IDG** sub-project assignment, and forms an integral part of this legal document;
 - (c) approves the sub-project implementation plan contained in the sub-project proposal submitted by the **SECOND PARTY** ;
 - (d) will monitor, review, and evaluate **SECOND PARTY**'s implementation of the sub-project assignment and with respect to the scope of work which conform to the provisions and conditions provided in the **IDGOM**; and,
- 1.3 SECOND PARTY**, in its capacity as the implementer of the approved **IDP** sub-project proposal:
- (a) shall implement the sub-project with due diligence and efficiency, and in accordance with sound educational, scientific, technical, financial, and managerial standards and practices, aimed at achieving the objectives of **IDP** and satisfactory to the **GoB** and **NU**; and is responsible for reporting on the sub-project implementation to **FIRST PARTY** as stipulated in this **Contract**;
 - (b) shall be responsible for providing to **FIRST PARTY** the following: Table of Milestones, Table of Performance Indicators, Work Plan, Financing Plan, Procurement Plan, and Training Plan acceptable to **FIRST PARTY**. Such information provided by **SECOND PARTY** constitute indispensable part of the approved sub-project proposal attached to this **Contract**.

Clause 2

DURATION OF CONTRACT

- 2.1.** This contract shall become effective immediately upon signing by the **TWO PARTIES** and shall remain valid throughout the time period specified in the sub-project proposal and in its implementation plan. The sub-project will be implemented for the period beginning fromand will be completed on....., as specified in the sub-project proposal. The implementation time begins from the date of the signing of this Performance Contract.
- 2.2.** If the implementation of the sub-project is delayed for any reason, **SECOND PARTY** must inform the **FIRST PARTY** in writing the reasons for the delay, and if necessary place before hand request an extension of the time allowed for implementation. **SECOND PARTY** should not exceed the time period specified in the approved sub-project proposal, unless so authorized in writing by the **FIRST PARTY**, provided, that the **FIRST PARTY** shall do so in accordance with the relevant provisions of the **IDGOM** in respect of duration of sub-projects.

Clause 3

RESPONSIBILITIES OF FIRST PARTY

- 3.1 Monitoring of the sub-project implementation by **FIRST PARTY** will be made through reports required under Clause 4, which shall be monthly implementation progress report, quarterly financial progress report, and six monthly monitoring report submitted by the **SECOND PARTY**. Such monitoring will be continuous by **FIRST PARTY** throughout the entire implementation period of the sub-project.
- 3.2 During the life of the sub-project, **FIRST PARTY** or its authorized representative may inspect at any time the location and activities of the sub-project, and any relevant documents and records for purposes of monitoring the implementation or conducting financial or technical audits.
- 3.3 **FIRST PARTY** shall be responsible for providing the **IDG** fund to **SECOND PARTY** in accordance with the provisions and conditions mentioned in the *Guidelines for Fund Release and Utilization under Development Projects, Delegation of Financial Power for Development Projects, Delegation of Financial Power to Corporations, Autonomous, Semi-Autonomous Bodies*, the *IDGOM* and this Contract.
- 3.4 The **FIRST PARTY** reserves the rights adequate to protect its interests and those of the **GoB**, including the right to (i) suspend or terminate the right of the **SECOND PARTY** to use the proceeds of the **IDG**, or to obtain a refund of all or any part of the amount of the **Grant** then withdrawn, upon the **SECOND PARTY**'s failure to comply with any of their obligations under this **Performance Contract**. In the instance of non-compliance with the operational procedures, misuse and/or misappropriation of the **IDG** grants by the **SECOND PARTY**, the **FIRST PARTY** shall take legal action against the institutions concerned and the respective persons responsible for such misdeeds according to the existing criminal laws of the country. Moreover, the **FIRST PARTY** may decide to suspend participation of the offending **SECOND PARTY** temporarily as a corrective measure with the objective to restore financial discipline in implementing the IDP subproject.

Clause 4

RESPONSIBILITIES OF SECOND PARTY

- 4.1 **SECOND PARTY** shall be responsible for the overall timely implementation of the sub-project in accordance with the implementation plan/work plan, financing plan, procurement plan, and training plan included in the approved sub-project proposal;
- 4.2 **SECOND PARTY** shall be responsible for submitting to **FIRST PARTY** and the following reports:
- (a) monthly progress report on sub-project implementation in the formats provided by **FIRST PARTY**;
 - (b) quarterly financial reports in formats provided by the **FIRST PARTY**;
 - (c) six monthly monitoring report
 - (d) data and information on achievements of the sub-project milestones and performance indicators
 - (e) A Project Completion Report (hereinafter **PCR**) summarizing all the activities implemented and the results achieved over the entire period of the sub-project (due within two months of the completion of all activities specified in the sub-project proposal);
- 4.3 **SECOND PARTY** shall be held accountable and liable according to law of the land for any non-compliance with the operational procedure laid down in the *IDGOM*, and misuse, transfer and/or misappropriation of IDG funds received from the **FIRST PARTY**, as well as for inefficiency that may cause delay in implementation and non-attainment of crucial milestones and performance indicators mentioned in the sub-project proposal.

Clause 5

PROCUREMENT

- 5.1 **SECOND PARTY** shall strictly follow *The Public Procurement ACT 2006*, and *The Public Procurement Rules 2008* together with the World Bank's *Procurement Regulations for IPF Borrowers, July 2016*, and the relevant provisions of *IDG Operations Manual* in respect of procurement; And, will be held accountable for any deviation from the regulations and procedures in matters of procurement stipulated in the aforementioned documents and pay fines and indemnity for such lapses determined by the **GoB, IDA and FIRST PARTY**.

Clause 6

FINANCE

A. Sub-Project Cost and Financing

- 6.1 The estimated total cost, excluding local taxes, of the sub-project is BDT_____, as approved by the **IDGSB**;
- 6.2 Over the life of the sub-project, **FIRST PARTY** will provide to **SECOND PARTY** a grant of up to BDT_____ (Total Grant Amount), which represents 100% of the total cost of the sub-project. **FIRST PARTY** will not be responsible for any financial liabilities which may arise due to deviation from financial rules and regulations, irregularities in fund utilization and expenditures and for inefficient implementation of the sub-project by the **SECONDPARTY**.

B. Financial Management

- 6.3 **SECOND PARTY** shall open a sub-project operating account in a commercial Bank for depositing the **IDG** funds received from the **FIRST PARTY** and for the sole purpose of making payments or/and expenditures for the activities mentioned in the **IDP** sub-project proposal and required for the implementation of the sub-project.
- 6.4 The financial records relating to the bank accounts referred to in Clauses 7.4 and 7.5 above, and to the sub-project income and expenditure accounts and book-keeping ledgers maintained or/and stored in papers or/and in computer programs described above, as well as the quarterly financial reports described in Clause 4, may be subject to review and verification by the authorized **GoB** auditors or/and by independent auditors, at any time, as required by the **GoB, IDA and FIRST PARTY**.
- 6.5 (a) the term "eligible expenditures" means expenditures for the activities and for procurement of goods, works and services described in the *IDP Financial Management Guidelines (IDPFMG)* annexed to the *IDG Operations Manual*.
- (b) the term 'installments' means the amount of fund that will be released quarterly by the **FIRST PARTY** in accordance with the *Guidelines for Fund Release and Utilization for Development Projects* for the utilization by the **SECOND PARTY**. If the specifically defined sub-project milestones and performance indicators are not achieved during the implementation of the subproject, such release of funds may be withheld by the **FIRST PARTY**;
- 6.6 After **FIRST PARTY** has received evidence satisfactory to it that **SECOND PARTY** has (i) established an Institutional Development Plan Management Office (**IDPMO**); (ii) duly opened **IDG** Bank Account, release of funds to **SECOND PARTY** shall be made as follows:

- (a) First quarter shall be made by the **FIRST PARTY**, as stipulated in the **IDPFM**, upon receipt of the request in writing from the **SECOND PARTY** to that effect.
 - (b) Subsequent installments will be released, in the amounts indicated, against the achievement of the sub-project milestones and performance indicators included in the sub-project proposal. A request letter to the **FIRST PARTY** signed by the **SECOND PARTY** represented by the Principal of the sub-project implementing College attesting that the performance milestone and indicators have been achieved, will constitute each successive request for fund release in installments in accordance with **Financing Plan** and the approved budget of the **IDP** sub-project.
- 6.7** For each expenditure made out of its **IDP** sub-project Bank Account opened and maintained by the **SECOND PARTY**, it shall, at such time as **FIRST PARTY** shall request, furnish to **FIRST PARTY** such documents and other evidence showing that such payment was made exclusively for eligible expenditures.
- 6.8** For all expenditures from its **IDG** sub-project Bank Account, **SECOND PARTY** shall:
- (a) maintain records and accounts adequate to reflect such expenditures in accordance with sound accounting practices;
 - (b) retain, until instructed otherwise by **FIRST PARTY**, all records (EoI, bidding documents, invitations of bids, contracts, orders, invoices, vouchers, cash-memos, bills, pay orders, receipts and other documents) evidencing such expenditures;
 - (c) authorize auditors of the **GoB** and/or independent auditors and representatives of **FIRST PARTY** and **IDA** to examine such records.
- 6.9** Not with standing the provisions of Clause 6.5, **FIRST PARTY** shall not be required to make further fund release to **SECOND PARTY**:
- (a) if **SECOND PARTY** have failed to furnish to **FIRST PARTY**, within the period of time specified in Clause 4 of this **Performance Contract**, the reports required to be furnished to **FIRST PARTY** pursuant to said Clause;
 - (b) Thereafter, release of **IDG** grants from the Bank Account maintained by **FIRST PARTY** for the **IDP** sub-projects, shall follow such procedures as **FIRST PARTY** shall specify by notice to **SECOND PARTY**. Further release of funds shall be made only after and to the extent that **FIRST PARTY** have been satisfied that all such amounts remaining in deposit in the **IDG** sub-project Bank Account maintained by **SECOND PARTY** will be utilized in making payments for eligible expenditures;
- 6.10** (a) If **FIRST PARTY** has the evidence at any time that any amount out of **IDG** sub-project operating account maintained by **SECOND PARTY**:
- (i) was made for an expenditure or in an amount not eligible pursuant to **IDPFMG**; or
 - (ii) was not justified by the financial rules and regulations of the **GoB** and **IDA**,
- (b) **SECOND PARTY** shall, promptly upon notice from **FIRST PARTY**:
- (i) provide such additional evidence as **FIRST PARTY** may request; or
 - (ii) If **FIRST PARTY** shall so request, refund to **FIRST PARTY** an amount equal to the amount of such payment or the portion thereof not so eligible or justified. Unless **FIRST PARTY** decides otherwise, no further release of fund by **FIRST PARTY** into the **IDG** operating account maintained by **SECOND PARTY** shall be made until **SECOND PARTY** has made such deposit or refund, as the case may be.

- (c) If **FIRST PARTY** has evidence at any time that any amount outstanding in the **IDP** sub-project operating account maintained by **SECOND PARTY** will not be required to cover further payments for eligible expenditures, or/and amount deposited in the operating account maintained by the **SECOND PARTY** shall remain unutilized or/and unspent, then the **SECOND PARTY** shall promptly upon notice from **FIRST PARTY**, refund such outstanding or/and unspent amount to **FIRST PARTY**;
- (d) refunds to **FIRST PARTY** made pursuant to Clauses 7.12 (a) and (b) shall be credited to the Project Account maintained by **FIRST PARTY** for the implementation of **IDP** sub-projects.

Clause 7

SUB-PROJECT ASSETS AND SERVICES

- 7.1 Materials and services purchased under this **Performance Contract** shall be used exclusively for the purpose of implementation of sub-project;
- 7.2 All books and journals procured under the sub-project must be registered in line with the coding system of the institution's library for overall management purposes;
- 7.3 All materials and equipment purchased under this **Performance Contract** shall become the property of **SECOND PARTY** and shall be registered in its inventory as provided in the relevant rules of the institution;

Clause 8

PENALTIES

- 8.1 In cases where disbursed **IDP** grants, or goods procured under the **IDP** grants for a sub-project are misappropriated by the **SECOND PARTY** and/or if the **SECOND PARTY** transfer amounts deposited in the **IDP** operating account maintained by them to a separate bank account, and/or withdraw fund from the **IDP** operating account and spend such fund for purposes not included in **IDP** sub-project proposal, then the **SECOND PARTY** shall refund the entire such withdrawn/transferred fund to the Project account maintained by the **FIRST PARTY** without fail;
- 8.2 If the **SECOND PARTY** do not comply with the provision mentioned above, then the **FIRST PARTY** shall take recourse to recover the misappropriated and/or transferred **IDG** fund, among others, by deducting such equivalent amount from any other fund earmarked for the **SECOND PARTY**, and by taking recourse to legal action under the provisions of the Criminal Law of Bangladesh.

Clause 9

SUSPENSION AND TERMINATION

- 9.1 This **Performance Contract** may be suspended or terminated prior to its stipulated expiry date in the following cases:
 - (a) **SECOND PARTY** fails to comply fully with the provisions and regulations governing **IDP** sub-project implementation, the requirements of **IDG** funds utilization, or responsibilities assigned under this **Performance Contract**. **FIRST PARTY**, based on the level of violation by **SECOND PARTY**, shall give a written decision on suspension or termination of this **Contract** before completion;

- (b) If delay in the **IDP** sub-project implementation by **SECOND PARTY** due to unforeseen factors such as natural disaster, earthquakes, fires, flood, cyclone or any unexpected situations beyond human capacity, and these situations are certified to be the direct reasons for the delay or obstacle to the implementation of the sub-project and **SECOND PARTY** has tried alternatives to overcome these situations, the provisions and conditions regulated in this Clause may not be applied provided that **SECOND PARTY** should inform **FIRST PARTY** in writing, within seven days after the occurrence of such events, of the reasons and the applied alternatives, and should inform **FIRST PARTY** as soon as possible after the situation has returned to normal.

Clause 10

SETTLEMENT OF DISPUTES

- 10.1** Any dispute arising out of this **Performance Contract** shall, preferably, be settled out of court through consensus ensuring mutual understanding and benefits;
- 10.2** If the dispute cannot be resolved on the basis of consensus, the contracting **PARTIES** may take it to a court of law and seek resolution in accordance with the relevant provisions of law. The court's decree shall be final and binding on all **PARTIES**;
- 10.3** Any fees and other related charges incurred in settlement of disputes shall be borne by the losing party.

Clause 11

OTHERS

- 11.1** The terms and conditions of this **Performance Contract** may be reviewed at the request of either **PARTY** after the start of implementation of the **IDP** sub-project. Any modifications of the contents of this **Performance Contract** must be agreed upon by all **PARTIES** and in writing;
- 11.2** Any regulations relating to the sub-project implementation not covered by this **Performance Contract** shall be followed by the **PARTIES** in accordance with the existing laws, rules and regulations in Bangladesh;
- 11.3** This **Performance Contract** will come into effect and will be considered legal and binding on all parties on the date of signing by the **TWO PARTIES**;

Attached to this **Performance Contract** are the approved sub-project proposal with its Annexes referred to in Clause 1 paragraph 1.1 (b) of this **Contract** and constitute an integral part of this **Contract**;

IN WITNESS WHEREOF the duly authorized representatives of the **PARTIES** hereby commit their signatures below on the day and year indicated in the preamble to this **Performance Contract**.

Name, signature and seal of the FIRST PARTY

Name, signature and seal of the authorized representative
of the SECOND PARTY

Witnesses

- 1.
- 2.
- 3.

National University
College Education Development Project (CEDP)
Sub-component 2.1
Institutional Development Plan

SUB-PROJECT COMPLETION REPORT

A. SUB-PROJECT DESCRIPTION:

1.Name of the Sub-Project / IDP No.	
2.College (Name, Address, Location, Website)	

3. Objectives of the Sub-Projects per IDP:

3.1	General Objectives of the Sub-project
3.2	Specific Objectives of the Sub-project

4. Sub-Project Budget:

(In lakh Taka)

	Original	Revised
(a) Total		
(b) IDG Grant		

5. Date of Contract Signing

--

6. Implementation Period:

Date of Commencement (dd/mm/yyyy)	Date of Completion (dd/mm/yyyy)

B. IMPLEMENTATION POSITION

1. Implementation Period:

Implementation Period (in number of months)			Time Over-run	Reasons for Extension of Subproject Period / Delayed Completion
Original IDP	Revised (if any)	Actual		
1	2	3	4 = 3 - 1	5
XX months	XX months	XX months	XX month	

2. Cost of the Sub-Project: (In lakh Taka)

Source	Budget Amount (as per the original IDP)	Budget Amount (as per revised IDP)	Disbursed Amount	Actual Expenditure	Remarks/ Reasons for Cost Over-run/Re-appropriation/Underutilization
	(a)	(b)	(c)	(d)	(e)
IDG Grant					

3. Information regarding IDP Subproject Management Team:

Names IDPMT Staff	Position in the Entity	Position in the Sub-Project	Full / Part time	Dates of (dd/mm/yyyy)		Remarks
				Joining the project	Leaving the project	
1	2	3	4	5	6	7

4. Procurement of Goods, Works and Consultancy Services:

4.1 Procurement of Goods and Works of the Subproject:

Package No.	Description of Goods /Works/ Services	Price (in Lakh Taka)		Completion Date of Works/Supply of Goods		Description of Issues / Challenges (e.g., delays, cost over-run, management, etc.)
		As per the IDP	Actual Contract	As per the IDP	Actual completion	
1	2	3	4	7	8	9

4.2 Procurement of Consultancy Services:

Package No.	Description of Consultancy	Price (in Lakh Taka)		Man Months		Description of Issues / Challenges (e.g., delays, cost over-run, management, etc.)
		As per the IDP	Actual Contract	As per the IDP	Actual completion	
1	2	3	4	5	6	7
3.	Local Consultants					

5. Equipment and Facilities:

5.1. Number of Procured Equipment & Machineries:

Description of Equipment	As per the original IDP	Actual	Remarks
1	2	3	7
(a) ICT Equipment			
1. Desktop Computers			
2. Laptop Computers			
3. Software			
4. Server Computers			
5. Multimedia Projectors			
6. Interactive/White/Smart boards			
7. Cameras (SLR/Video etc.)			
8. LED/LCD Television			
9. Video Player/Home Theater			
10. Public Speaker System/Microphone			
11. Printers			
12. Scanner			
13. Photocopier			
14. Specialized Computer Software			
15. High speed broadband internet connection			
16. Router/Wifi system			
17. Others, specify:			
(b) Laboratory Equipment			
<i>Please specify items</i>			
1.			
2.			
3.			
(c) Library Materials			
1. Books			
2. Journals			
3. Online journal subscription (Digital Library)			
4. Others, specify:			

5.2. Number of Established / Renovated Facilities:

Description of Facilities	Newly Established		Upgraded/Refurbished		Remarks
	As per the original IDP	Actual	As per the original IDP	Actual	
1. Classrooms					
2. Conference/Meeting Rooms					
3. Lecture Theaters					
4. Auditorium					
3. Computer Labs					
4. Language Labs					
5. Laboratories					
6. Libraries					
7. Toilets/Washrooms					
8. Water supply and sanitation/Drainage/Sewage					
9. Others, specify:					

6. Description of Updated/Created/New Courses, Curricula, and Syllabus

Subject and Title of Courses/Curricula/Syllabus	Remarks (description of contents, revisions and approval status)
1.	
2.	
3.	

7. Training/ Study Tour / Workshop / Seminar/ Conference Organized by the Sub-Project:

Titles and Description of Training /Study tour/Workshop/Seminar/conference	As per the original IDP		Actual		Remarks
	Number of participants	Duration (in days/weeks/ months)	Number of participants	Duration (in days/weeks/ months)	
1	2	3	4	5	6
(a) Overseas Training					
(b) In-Country Training					
(c) Study tour					
(d) Workshop/seminar					
(e) Conference (please mention national or international)					

8. URL of Subproject/College Website Developed under the Sub-Project

URL	Remarks

C. FINANCIAL AND PHYSICAL PROGRESS :

1. Allocation and Fund Utilization

(In Lakh Taka)

	Allocation and Target			Actual Expenditure & Physical Progress		
Year (Qtrly)	IDG	Financial (%)	Physical (%)	IDG	Financial (%)	Physical (%)
1	2	3	4	7	8	9
Y-1, Q-1						
Y-1, Q-2						
Y-1, Q-3						
Y-1, Q-4						
Total (2017-18)						
Y-2, Q-1						
Y-2, Q-2						
Y-2, Q-3						
Y-2, Q-4						
Total (2018/19)						
Y-3, Q-1						
Y-3, Q-2						
Y-3, Q-3						
Y-3, Q-4						
Total for the Sub- Project Life						

2. Total Component-wise Expenditure (Please follow the detailed budget items annexed to the IDP):

(In lakh Taka)

Economic Code	Items of Expenditure/Activities	Budget Allocation (as per the originalCP)	Actual Expenditure	Reasons for deviation (±)
	1	3	5	7
(A) Revenue Expenditure				
4500	Pay of Officer			
4600	Pay of Staff			
	<i>Supplies & Services</i>			

4801	Travel Expenses			
4817	Website development & maintenance			
4828	Printing & Stationary			
4831	Books & Journals			
4840	Training & Study Tour			
4842	Conference/Seminar/Workshop			
4852	Chemicals/Reagent etc			
4874	Consulting Services			
4883	Incentives for IDPMT			
4886	Survey			
4899	Other Expenses			
	Total Supply & Services (4800)			
4921	R/M: Refurbishment/Renovation			
(A) Total Revenue Expenditure (4500+4600+4800+4900)				
(B) Capital Expenditure				
	Acquisition of Assets			
6815	Computer & Accessories			
6817	Computer Software			
6819	Office Equipment			
6820	Teaching & Learning Materials			
6821	Furniture & Fixtures			
6822	Laboratory Equipment/Instrument			
6827	Electrical Equipment			
	Total Acquisition of Assets (6800)			
	Misc. Capital Expenditure			
7981	Other Capital Expenditure			
	Total Misc. Capital Expenditure (7900)			
(B) Total Capital Expenditure (6800+7900)				
Total Cost (A+B)				
(C) Operational Cost				
Total Sub-Project Cost (A+B+C)				

D. ACHIEVEMENT OF OBJECTIVES OF THE SUB-PROJECT

1. Achievement of Sub-Project Objectives

Specific Objectives as per the IDP	Status(% Achieved)	Description of Achievements Made	Reasons for shortfall, if any

2. Milestone Achievement

3. Performance Indicators

	Indicators as per the IDP	Baseline Value as per IDP	Target Value as per IDP	Current Standard at Subproject End	Reasons for Differences, if any
1					
2					
3					
4					

E. BENEFIT ANALYSIS

1. Beneficiaries

1.1 Direct Beneficiaries

Beneficiary	Number of current beneficiaries	Cumulative total of beneficiaries during the project period	Description of Benefits
	(a)	(b)	(c)
a) Students:			
Undergraduate			
Master's			
b) Faculty Members:			
Academic staff (Teachers)			
Non-Teaching staff (Officials)			
c) Others:			
<i>please specify</i>			

1.2 Indirect Beneficiaries

Beneficiary	Number of current beneficiaries	Cumulative total of beneficiaries during the project period	Description of Benefits
	(a)	(b)	(c)

* Indirect beneficiaries may include faculty members' and students' families, community members, neighborhood, business, services or industry personnel who are not directly involved in the sub-project, but are benefited from the sub-project's investment and activities.

2. Publications made under the Sub-Project

Publication	Number of Publication		Remarks (e.g., paper title, conference name, etc.)
	In preparation	Completed / Published during Sub-Project	
Master's Thesis			
Journal Publications			
Other Articles			
Academic Conference/Seminar/Workshop Proceedings			
Academic Conference Presentations			
Books			
Other, <i>please specify</i> :			

3. Collaborations Established related to the Sub-Project

Description of Collaborations (types and forms of collaborations)	Name of Partners	Purposes and Achievements of the Collaboration
a) Collaboration with other Institutions, Organizations		
b) Collaboration with Industry and Practitioners (if any)		

4. Impacts of the Sub-Project

Please describe the impacts of the sub-project, include as much quantitative figures and real-life stories as possible, avoiding general statements

4.1. Impacts on Teaching and Learning

4.3. Impacts on Students' Job Placement

F. MONITORING AND AUDITING

1. Monitoring Visits by MoE, IMED, National University, DSHE, CEDP-PMU, World Bank Officials and others:

Name of the Officials	Institutions/Agencies of the Officials	Date of Monitoring Visit	Remarks
1	2	3	4

2. Auditing during and after Implementation:

2.1. Internal Audit:

Auditor	Audit Period	Date of Audit	Major findings/objections	How objections were resolved
1	2	3	4	5

2.2. External Audit:

Auditor	Audit period	Date of Audit	Major findings/Objections	How Objections were resolved
1	2	3	4	5

G. DESCRIPTIVE REPORT

1. Analysis of the Post-Implementation situation and result of the sub-project

	Particulars of Item	Remarks
1	Impact of the subproject	
1.1	Direct	
1.2	Indirect	
2	Plans for future utilization of facilities created by the subproject	
3	Operation and maintenance of facilities and equipment procured/established by the subproject	
4	Challenges in the sustainability of facilities created and equipment procured by the subproject	
8	Potential future impact on Socio-Economic activity and poverty reduction in Bangladesh	
9	Impact on management and governance of the college	
10	Impact on quality assurance	
11	Impact on environment (soil, air, water, biodiversity, etc.)	
12	Other noteworthy impact on the college (Teachers, students, staff etc.)	

2. Problems encountered during Implementation

	Items	Remarks (Please use separate rows for each problem)
	Sub Project Management (Financial management, Procurement execution)	
	Project Director/IDG Unit/Procurement unit/CEDP-PMU	

	Environmental Hazards	
	Support from PIC/National University/DSHE	
	Consultancy	
	Contractor	
	Manpower for IDPMT	
	Law & Order, Political Interference	
	Tendering Process (e.g., tender box snatching)	
	Natural Calamity (e.g., flood, cyclone, fire, earthquake)	
	Project Financing, Allocation and Release	
	Design Formulation and Approval	
	Project Fund Disbursement	
	Mission of the development partners.	
	Time & Cost Over-run	
	Project Supervision/Inspection	
	Delay in Decision-making	
	Transport	
	Training	
	Approval Procedure	
	Others	

3. Recommendations of the IDG Manager/Principal:

Date:

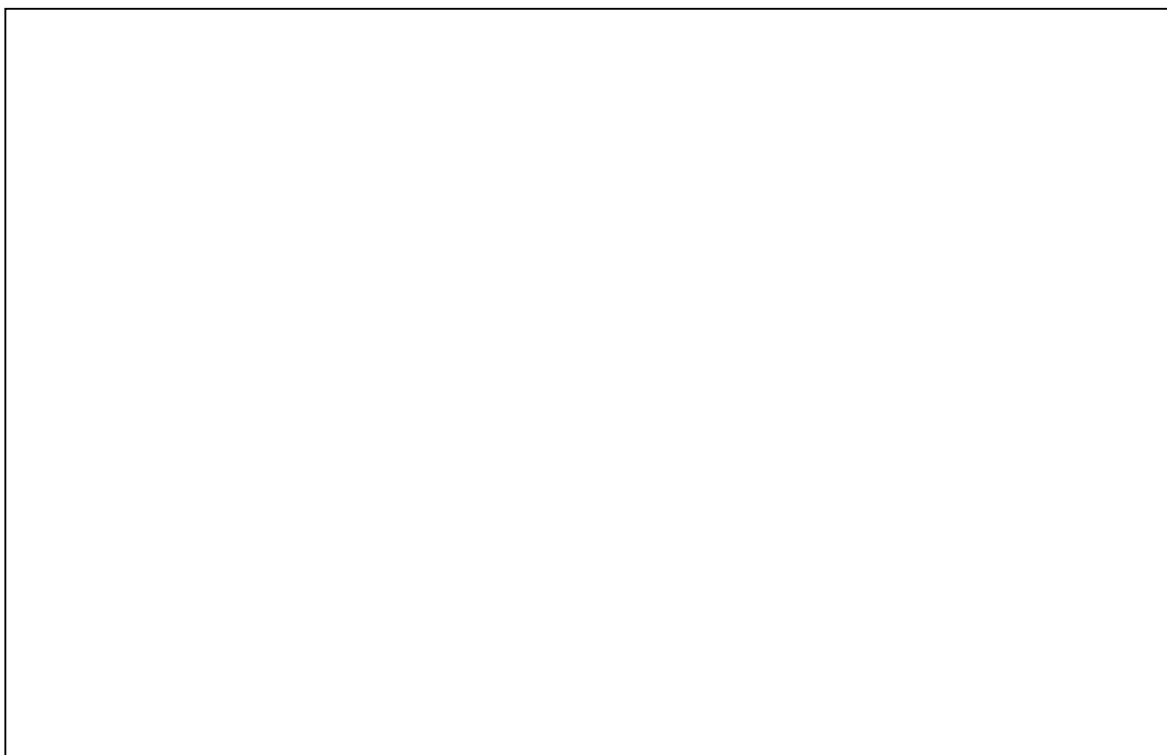
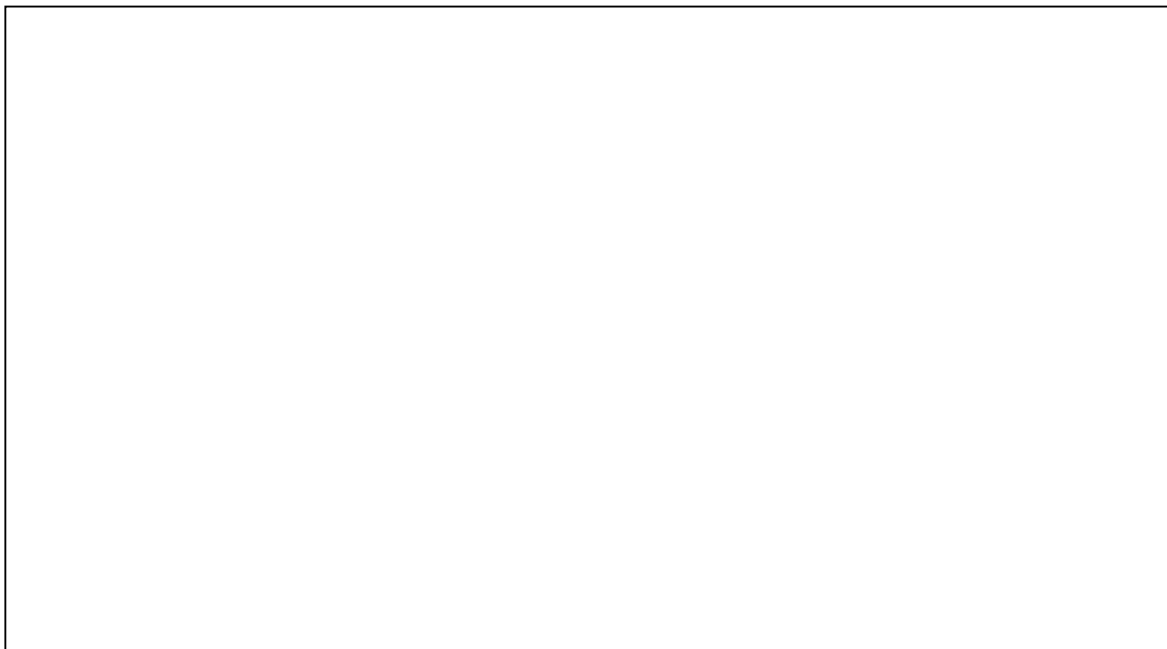
Signature and seal of the IDG Manager

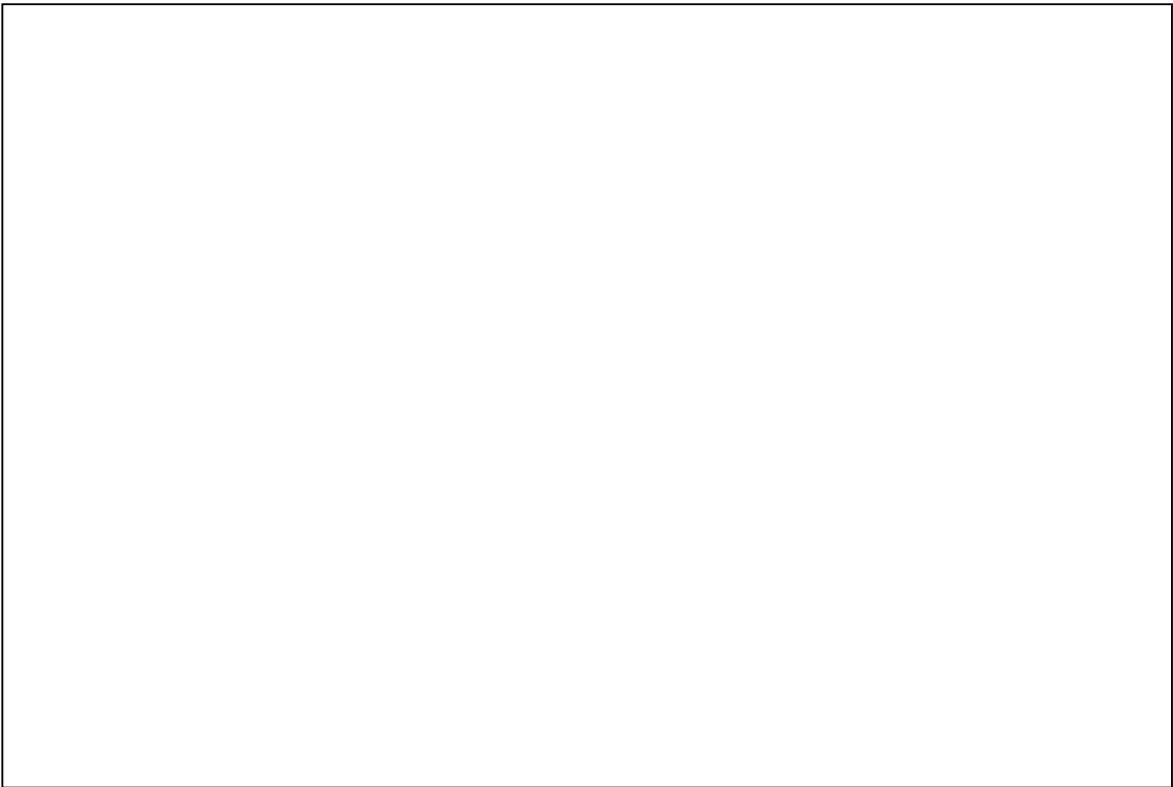
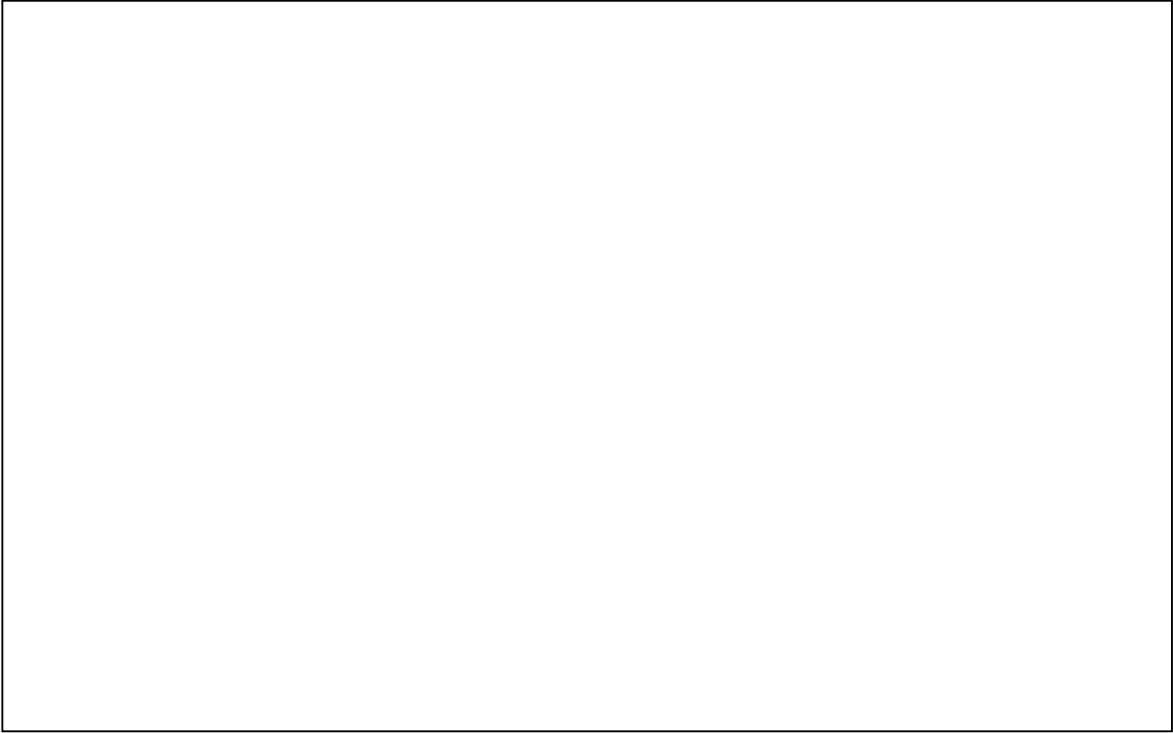
4. Remarks/Comments of VC, National University

Date:

Signature and Seal of Vice Chancellor

Please attach/paste photos of the sub-project (before and after implementation photos of equipment/instruments purchased, refurbished labs, classrooms, meeting rooms, auditorium, facilities renovated/built, workshops, training etc.) **(Please use jpeg format for copying photos):**





IDP বাস্তবায়নে প্রয়োজনীয় সম্ভাব্য খাতের একাউন্ট কোডসমূহ

কোড	খাত	কোড	খাত
রাজস্ব ব্যয়		মেরামত, সংরক্ষণ ও পুনর্বাসন	
৩১১১০১	মূল বেতন অফিসার	৩২৫৮১০২	আসবাবপত্র
৩১১১২০১	মূল বেতন কর্মচারি	৩২৫৮১০৩	কম্পিউটার ও অফিস সরঞ্জাম
৩১১১৩০১	দায়িত্ব ভাতা	৩২৫৮১০৫	অন্যান্য যন্ত্রপাতি ও সরঞ্জামাদি
৩১১১৩০৩	দৈনিক/খোরাকী ভাতা	৩২৫৮১০৬	আবাসিক ভবন
৩১১১৩০২	যাতায়ত ভাতা	৩২৫৮১০৭	অনাবাসিক ভবন
৩১১১৩০২	সম্মানী/ভাতা/ফি/পারিশ্রমিক	৩২৫৮১০৮	অন্যান্য ভবন ও স্থাপনা
সরবরাহ ও সেবা			
১১৪১১০১	দেশজ পণ্য ও সেবারমুসক	মূলধন ব্যয়	
৩২৫৫১০১	কম্পিউটার সামগ্রী (consumable)	৪১১২২০২	কম্পিউটার ও আনুষঙ্গিক
৩২৪১১০১	ভ্রমণ ব্যয়	৪১১৩৩০১	কম্পিউটার সফটওয়্যার
৩২১১১০২	পরিষ্কার পরিচ্ছন্নতা	৪১১২৩১০	অফিস সরঞ্জামাদি
৩২১১১০৪	আনুষঙ্গিক কর্মচারি/প্রতিষ্ঠান	৪১১২৩১২	শিক্ষা ও শিক্ষণউপকরণ
৩২১১১০৬	আপ্যায়ন ব্যয়	৪১১২৩১৪	আসবাবপত্র
৩২১১১০৭	হায়ারিংচার্জ	৪১১২৩০৬	গবেষণাগার সরঞ্জামাদি
৩২২১১০৮	বীমা/ব্যংকচার্জ	৪১১২৩০৩	বৈদ্যুতিক সরঞ্জামাদি
৩২১১১০৯	দৈনিক মজুরী	৪১১২২০৪	টেলিযোগাযোগ সরঞ্জামাদি
৩২১১১১১	সেমিনার, কনফারেন্স	৪১১২৩০২	ক্যামেরা ও আনুষঙ্গিক
৩২১১১২৫	প্রচার ও বিজ্ঞাপন	৪১১২৩০৪	প্রকৌশল ও অন্যান্য সরঞ্জামাদি
৩২১১১২৬	অডিও/ভিডিও	৪১১১৩০৮	নলকূপ স্থাপন
৩২১১১২৭	বইপত্র ও সাময়িকী	৪১১২৩০৫	অগ্নিনির্বাপক সরঞ্জামাদি
৩২১১১২৮	প্রকাশনা		
৩২২১১০৬	পণ্যের ভাড়া ও পরিবহন ব্যয়		
৩২২১১০৯	ব্যবস্থাপনাব্যয়		
৩২৩১২০১	অভ্যন্তরীণ প্রশিক্ষণ		
৩২৫৫১০২	মুদ্রণ বাঁধাই		
৩২৫৫১০৪	স্টেশনারী, সিল ও স্ট্যাম্পস		
৩২৫৫১০৫	অন্যান্য স্টেশনারী		
৩২৫৬১০৭	ক্রীড়া সামগ্রী		
৩২৫৭১০১	কনসালটেন্সি		
৩২৫৭১০৩	গবেষণা ব্যয়		
৩২৫৭৩০১	অনুষ্ঠান/উৎসবাদি		
৩২৫৭২০৬	সম্মানী/পারিতোষিক (সরকারি কর্মচারি ব্যতীত)		

CEDP at a Glance

Project Title

College Education Development Project (CEDP)

Sponsoring Ministry

Secondary & Higher Education Division

Ministry of Education

Implementing Agency

University Grants Commission of Bangladesh

National University Bangladesh

Estimated Cost of the Project (In Lakh Taka)

- i) Total BDT : 104000.00
- ii) GOB : 24000.00
- iii) PA : 80000.00

Project Implementation Period

Date of Commencement: July 2016

Date of Completion: June 2021

Objectives of the Project

The project development objectives 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.

The Specific Objectives of the Project are:

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

Components of the CEDP

The project comprises the following three components:

- * Component-I : Strengthening the Strategic Planning and management Capacity.
- * Component-2 : Improving the Teaching and Learning Environment in Participating Colleges.
- * Component-3 : Project Management, Communication and Monitoring and Evaluation.



**Photograph of
College Education Development Project (CEDP)**



Workshop on institutional Development Grant at IMLI



Workshop on institutional Development Grant at IMLI



Briefing Session for Master Trainer Cohort-1 (2nd Semester) at NAEM



Vice-Chancellor, NU at Briefing Session for Master Trainer Cohort-1 (2nd Semester) at NAEM



Briefing Session for Master Trainer Cohort-2 (1st Semester) at NAEM



Workshop on Institutional Development Grant (IDG) Operations Manual Finalization



Secretary, SHED, VC, National University with PMU



Project Director, at Briefing Session for Master Trainer Cohort-1 (2nd Semester)



Briefing Session for Master Trainer Cohort-1 (2nd Semester)