



RESTRUCTURING PAPER  
ON A  
PROPOSED PROJECT RESTRUCTURING  
OF  
COLLEGE EDUCATION DEVELOPMENT PROJECT  
APPROVED ON JUNE 3, 2016  
TO  
PEOPLE'S REPUBLIC OF BANGLADESH

EDUCATION

SOUTH ASIA

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**ABBREVIATIONS AND ACRONYMS**

CD	Country Director
CEDP	College Education Development Project
DLI	Disbursement Linked Indicator
DLR	Disbursement Linked Results
DPD	Deputy Project Director
DPP	Development Project Proposal
ECNEC	Executive Committee of the National Economic Council
ECPD	Enhanced Continuous Professional Development
EOP	End of Project
FY	Fiscal Year
GoB	Government of Bangladesh
IDA	International Development Association
IDG	Institutional Development Grant
IDP	Institutional Development Plan
MOE	Ministry of Education
MTR	Mid-Term Review
NTRCA	National Teacher Registration and Certification Authority
NTSC	Non-government Teacher Selection Commission
OM	Operation Manual
PD	Project Director
PDO	Project Development Objective
PG	Post Graduate
PMIS	Project Management Information System
PMU	Project Management Unit
SPC	Strategic Planning Committee
TOR	Terms of Reference
UNMC	University of Nottingham Malaysia Campus
US\$	United States Dollar



**BASIC DATA**

**Product Information**

Project ID P154577	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 03-Jun-2016	Current Closing Date 30-Jun-2022

**Organizations**

Borrower People's Republic of Bangladesh	Responsible Agency National University, Ministry of Education
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**Project Development Objective (PDO)**

Original 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.

**Summary Status of Financing**

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IDA-58410	03-Jun-2016	08-Sep-2016	13-Oct-2016	30-Jun-2022	100.00	25.08	73.06

**Policy Waiver(s)**

Does this restructuring trigger the need for any policy waiver(s)?

No



## I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

### *Overall Project Status*

#### 1. *Progress towards achievement of Project Development Objectives (PDO)*

- (a) Rating of PDO: PDOs are to strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching and learning environment of participating colleges. Progress towards achievement of PDO has been **Moderately Unsatisfactory** based on the progress to date.
- (b) PDO level Indicators: The project has four PDO level indicators. Only PDO Indicator 2 (teacher vacancy) has achieved the year-wise target. The remaining PDO Indicator 1 (sector strategy), PDO Indicator 3 (teacher training) and PDO Indicator 4 (institutional development grants) have low likelihood of achieving the End of Project (EOP) targets within the original project period (i.e., June 30, 2019).

#### 2. *Overall Implementation Status*

- (c) Prolonged stagnation and recent acceleration: The project faced nearly two years of stagnant implementation progress since its effectiveness because of prolonged staffing issues and weak capacity of project leaders which adversely impacted the implementation capacity at Project Management Unit (PMU). The Ministry of Education (MoE) has deployed the new Project Director (PD) and Deputy Project Director (DPD) in September 2018 to put in place an effective project leadership. The PMU under the new project leadership has been performing well to make up the initial delays in project implementation. The project implementation has picked up significant momentum under the new project leadership. Most of the key actions agreed during the mission in July 2018 and January 2019 have been completed or are about to be completed following strengthened staffing at the PMU. The project implementation progress is currently rated **Moderately Satisfactory**.
- (d) Disbursement: The total project cost is US\$130 million (IDA: US\$100 million, and GoB: US\$30 million). The actual disbursement from IDA Credit as of January 13, 2019 was US\$25 million, including US\$23.3 million from achievement of Disbursement Linked Indicators (DLI) and US\$1.7 million from the Special Account. The expected additional disbursement by end of FY2018-19 would be US\$6 million from DLI and US\$ 0.8 million from the Special Account.

### **A. Rationale for Restructuring**

- (a) The proposed restructuring including an extension of closing date by 18 months is necessary to achieve the PDOs. It would address the initial two-year stagnation of implementation progress which stemmed from unforeseeable level of weakness and staffing issue in the project leadership. The proposed restructuring would allow the project to continue the implementation of key interventions to achieve the PDOs and maintain the original end-of-project targets for all the PDO level indicators.
- (b) The Mid-Term Review (MTR) conducted in January 13-17, 2019 has confirmed that (i) the project implementation progress has picked up significantly and (ii) PDOs and all the project activities continue to be highly relevant to the sector. The Government of Bangladesh has sent a request letter for restructuring dated on March 3, 2019 with justifications.



II. DESCRIPTION OF PROPOSED CHANGES

B. Proposed Restructuring

1. **Extension of closing date from June 2022 to December 2023:** The closing date will be extended by 18 months to enable the achievement of the PDO which has been derailed by the stagnated implementation in the first two years from unforeseen level of weakness in project management capacity. To fit the new closing date and the revised activity implementation plan, changes will be required for Component 2, the Results Framework and the DLIs, which are discussed in detail below.
2. **Changes to Component 2: Improving Teaching and Learning Environment in Participating Colleges**
  - a. **Revising the basic approach in awarding the Institutional Development Grant (IDG) by reducing the number of rounds from two to one (Component 2.1):** Two rounds of IDG award were originally planned to provide grants to a total of 122 colleges. To expedite the IDG program implementation, it was agreed that IDG awards to all the 122 colleges would be completed in one round. This allows the project to complete the target within the revised project period without any impact on the scope and results envisioned under this activity under the original design. This change will require revisions for related DLI (DLI 4) and indicators in the Result Framework (discussed below).
  - b. **Revising the teacher training design (Component 2.2):** Design of the teacher training program under the partnership with University of Nottingham Malaysia Campus (UNMC) will be modified to include more hands-on practice-based Enhanced Continuous Professional Development (ECPD) courses for managers and teachers for stimulating school-based behavioral changes in teaching and learning practices. Certificate of Completion will be awarded upon successful completion of ECPD courses. This change will require revisions for related DLI (DLI 5) and indicators in the Result Framework (discussed below).
3. **Changes in the Results Framework:** To reflect the project closing date extension and the changes in component design, the Results Framework has been revised as following: (i) revision in intermediate and EOP target dates for three PDO indicators (sector strategy, teacher training and IDG) and all intermediate indicators; (ii) change in monitoring indicator description for PDO indicator 4 (IDG) to account for one round IDG instead of two; (iii) expansion of EOP target for intermediate indicator 2 (beneficiary number) and indicator 8 (number of awareness programs); (iv) revision in the definition of PDO indicator 3 (teacher training) to include the new 'certificate of completion' award under the redesigned activity.

REVISED DESCRIPTION OF MONITORING INDICATORS

PDO Level Results Indicators	Revised Description
3. Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the Project	The number of teachers and managers in Honours and Masters colleges (both government and nongovernment colleges) who are trained in subject, pedagogical, and managerial trainings under the Project. Trainees are considered as trained when s/he completes a Certificate of Completion or Post Graduate (PG) Certificate or Diploma course under the Training Consortium.
4. Teaching and learning environment at Honours and Masters colleges upgraded (% of IDP activity milestones achieved)	Each Institutional Development Plan (IDP) will set several activity milestones. The grant supported colleges will report the activity progress by indicating the achievement of the milestones and will show the ratio of milestones achieved (for example, if there are five milestones, completing two milestones will be 40percent achievement). The average



milestone achievement ratio of the grant supported colleges will be calculated based on the self-reported semiannual reports and confirmed by the verification.

- 4. **Changes in the DLIs:** The changes in DLIs are as follows: (i) change in the DLI achievement dates for DL1 1 (strategic plan); DLI 3 (teacher management); DLI 4 (IDG) and DLI 5 (teacher training) to ensure completion of related implementation activities and to reflect the project closing extension; (ii) revision of the Disbursement Linked Results (DLR) description for DLI 4 to account for one round of IDG instead of two; and (iii) revision in the DLI verification protocol for DLI 5 (teacher training) to include the new 'certificate of completion' award. No other changes were made to the DLI verification protocols under the original project.
- 5. **Disbursement arrangement and estimates:** The changes to the DLIs with the extension imply a change to the disbursement arrangements as well as estimates as the DLRs are now spread over 6.5 years as against 5 years. This however does not imply any changes to the scope or end-of-project targets.

I. SUMMARY OF CHANGES

	Changed	Not Changed
Results Framework	✓	
Loan Closing Date(s)	✓	
Disbursements Arrangements	✓	
Implementation Schedule	✓	
Implementing Agency		✓
DDO Status		✓
Project's Development Objectives		✓
Components and Cost		✓
Cancellations Proposed		✓
Reallocation between Disbursement Categories		✓
Disbursement Estimates		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓



Financial Management		✓
Procurement		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

**IV. DETAILED CHANGE(S)**

**LOAN CLOSING DATE(S)**

<b>Ln/Cr/Tf</b>	<b>Status</b>	<b>Original Closing</b>	<b>Revised Closing(s)</b>	<b>Proposed Closing</b>	<b>Proposed Deadline for Withdrawal Applications</b>
IDA-58410	Effective	30-Jun-2022		31-Dec-2023	30-Apr-2024



**Results framework**

**COUNTRY: Bangladesh**  
**College Education Development Project**

**Project Development Objectives(s)**

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.

**Project Development Objective Indicators by Objectives/ Outcomes**

Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
<b>To strengthen the strategic planning and management capacity of the college education subsector</b>									
Sector strategy and action plan developed, and the initial implementation started (Text)	DLI 1	No strategic plan is available for the tertiary college subsector.			Background studies are drafted by the expert groups.	First draft of strategic plan is completed, discussed at a consultation workshop, and disclosed on the MoE website for public comments.	MoE approves the strategic plan and action plan.	DPP has been approved by Executive Committee of the National Economic Council (ECNEC).	The first year activities have been implemented.
<b>Action: This indicator has been Revised</b>									
Government college teacher vacancies filled (Text)	DLI 2	Vacancies: 2,700	MoE has filled 900 government college teacher vacancies.	MoE has filled cumulatively, 1,500 government college teacher vacancies.	MoE has filled cumulatively, 2,700 government college teacher vacancies.				MoE has completed a needs assessment for teacher posts.



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
<b>Action: This indicator has been Revised</b>									
<b>To improve the teaching and learning environment of participating colleges</b>									
Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the Project (Text)	DLI 5	0.00	MOE has completed a need assessment for teachers and managers training.		800 teachers and managers are trained	2,000 teachers and managers are trained	5,000 college teachers and managers are trained.		8,000 college teachers and managers are trained.
<b>Action: This indicator has been Revised</b>									
Teaching and learning environment at Honours and Masters colleges upgraded (% of IDP activity milestones achieved) (Number)		0.00	0.00	0.00	0.00	10.00	20.00	50.00	70.00
<b>Action: This indicator has been Revised</b>									

**Intermediate Results Indicators by Components**

Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
<b>Component 1: Strengthening the strategic planning and management capacity</b>									



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
Students benefiting from direct interventions to enhance learning (CRI, Number)	0.00	800,000.00	900,000.00	1,800,000.00	1,900,000.00	2,000,000.00	2,100,000.00	2,100,000.00	
<b>Action: This indicator has been Revised</b>									
Students benefiting from direct interventions to enhance learning - Female (CRI, Number)	0.00	368,000.00	423,000.00	864,000.00	931,000.00	1,000,000.00	1,071,000.00	1,071,000.00	
<b>Action: This indicator has been Revised</b>									
Management in the participating colleges strengthened (% of grant supported colleges publish timely annual reports) (Percentage)	0.00	0.00	0.00	0.00	20.00	30.00	50.00	80.00	
<b>Action: This indicator has been Revised</b>									
<b>Component 2: Improving the teaching and learning environment in participating colleges</b>									
Number of colleges which completed self-assessment for quality assurance (Number)	0.00	0.00	0.00	0.00	0.00	10.00	20.00	30.00	



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
<b>Action: This indicator has been Revised</b>									
Increased satisfaction levels of students and teachers of grant supported colleges about teaching and learning environment (targets set by % increase) (Text)	n.a	N.A.	N.A.	Student:Teacher:(Baseline)	N.A.	Student: Teacher: (15% increase from the baseline)	N.A.	Student: Teacher: (30% increase from the baseline)	
<b>Action: This indicator has been Revised</b>									
<b>Component 3: Project Management, communication and monitoring and evaluation</b>									
PMU is fully operational (Yes/No)	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
<b>Action: This indicator has been Revised</b>									
Midterm and follow-up tracer study conducted (Text)	n.a	N.A.	N.A.	Tracer study conducted	N.A.	N.A.	N.A.	Follow-up Tracer study conducted	
<b>Action: This indicator has been Revised</b>									
Web-based Project Management Information System (PMIS) is established and regularly updated. (Text)	n.a	N.A.	N.A.	Development of the web-based PMIS initiated	PMIS fully functional and regularly updated	PMIS fully functional and regularly updated	PMIS fully functional and regularly updated	PMIS fully functional and regularly updated	



Indicator Name	DLI	Baseline	Intermediate Targets						End Target
			1	2	3	4	5	6	
<i>Action: This indicator has been Revised</i>									
Awareness raising activities are regularly conducted. (Number)		0.00	2.00	4.00	8.00	10.00	12.00	14.00	16.00
<i>Action: This indicator has been Revised</i>									

#### Disbursement Linked Indicators Matrix

DLI 1				
Development of college sub-Sector strategic plan				
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	Yes	Text	18,000,000.00	11.11
Period	Value		Allocated Amount (USD)	Formula
Baseline	No strategic plan is available for the tertiary college subsector.			
Year 1 (Effectiveness–Dec 2017)	MOE has established a national strategic planning committee and six expert groups under the terms of reference acceptable to the Association		2,000,000.00	-
Year 2 (Jan–Dec 2018)			0.00	-
Year 3 (Jan-Dec 2019)	The six expert groups have drafted background studies.		2,000,000.00	-



Year 4 (Jan–Dec 2020)	MOE has finalized a draft college sub-sector strategic plan, disclosed on the MoE website for public comments, and carried out consultation workshops.		4,000,000.00	-
Year 5 (Jan–Dec 2021)	MOE has: (a) approved the college sub-sector strategic plan; and (b) drafted at least one Development Project Proposal (DPP) in line with the approved college sub-sector strategic plan		4,000,000.00	(a) US\$2 million; (b) US\$2 million
Year 6 (Jan–Dec 2022)	ECNEC has approved MOE’s DPP		4,000,000.00	-
Year 7 (Jan–Dec 2023)	MOE has implemented the first year activities of the DPP		2,000,000.00	-
<b>Action: This DLI is New</b>				
<b>DLI 2</b>	<b>The number of government college teacher vacancies filled</b>			
<b>Type of DLI</b>	<b>Scalability</b>	<b>Unit of Measure</b>	<b>Total Allocated Amount (USD)</b>	<b>As % of Total Financing Amount</b>
Output	Yes	Text	18,000,000.00	66.67
<b>Period</b>	<b>Value</b>		<b>Allocated Amount (USD)</b>	<b>Formula</b>
Baseline	Vacancies: 2,700			
Year 1 (Effectiveness–Dec 2017)	(a) MoE has submitted requisition of at least 2,700 government college teacher positions to the Public Service Commission; and (b) MOE has filled 900 government college teacher vacancies		8,000,000.00	(a) US\$4 million; (b) US\$4 million
Year 2 (Jan–Dec 2018)	MOE has filled, cumulatively, 1500 government college teacher vacancies.		4,000,000.00	-
Year 3 (Jan–Dec 2019)	MOE has filled, cumulatively, 2700 government college teacher vacancies.		4,000,000.00	US\$2 million for 600



Year 4 (Jan–Dec 2020)	MOE has completed a needs assessment for new teacher posts.		2,000,000.00	-
Year 5 (Jan-Dec 2021)			0.00	-
Year 6 (Jan-Dec 2022)			0.00	-
Year 7 (Jan-Dec 2023)			0.00	-
<b>Action: This DLI is New</b>				
<b>DLI 3</b>	Improvement of teacher management system for nongovernment colleges			
<b>Type of DLI</b>	<b>Scalability</b>	<b>Unit of Measure</b>	<b>Total Allocated Amount (USD)</b>	<b>As % of Total Financing Amount</b>
Output	No	Text	12,000,000.00	33.33
<b>Period</b>	<b>Value</b>		<b>Allocated Amount (USD)</b>	<b>Formula</b>
Baseline	n/a			
Year 1 (Effectiveness–Dec 2017)	The government has issued a gazette to amend rules of Non-Government Teachers Registration and Certification Authority (NTRCA)		4,000,000.00	-
Year 2 (Jan–Dec 2018)			0.00	-
Year 3 (Jan-Dec 2019)	The government has initiated drafting of Non-government Teacher Selection Commission (NTSC) Act		2,000,000.00	-
Year 4 (Jan–Dec 2020)	The Cabinet of Ministers has approved NTSC Act		3,000,000.00	-
Year 5 (Jan-Dec 2021)	The government has established the Non-Government Teacher Selection Commission		3,000,000.00	-



Year 6 (Jan-Dec 2022)			0.00	-
Year 7 (Jan-Dec 2023)			0.00	-
<b>Action: This DLI is New</b>				
<b>DLI 4</b>	Improved teaching and learning environment in selected government and non-government colleges			
<b>Type of DLI</b>	<b>Scalability</b>	<b>Unit of Measure</b>	<b>Total Allocated Amount (USD)</b>	<b>As % of Total Financing Amount</b>
Output	Yes	Text	22,000,000.00	9.09
<b>Period</b>	<b>Value</b>		<b>Allocated Amount (USD)</b>	<b>Formula</b>
Baseline	No competitive funding to colleges in Bangladesh			
Year 1 (Effectiveness–Dec 2017)	MOE has issued an operation manual for the colleges’ competitive funding program		2,000,000.00	-
Year 2 (Jan–Dec 2018)			0.00	-
Year 3 (Jan-Dec 2019)	MOE has signed Performance contracts with the selected colleges for competitive funding in accordance with the operation manual		4,000,000.00	-
Year 4 (Jan–Dec 2020)	On average 20% of the allocated budget of the competitive funding is utilized in accordance with the operation manual		4,000,000.00	-
Year 5 (Jan-Dec 2021)	On average 40% of the total allocated budget of the competitive funding is utilized in accordance with the operation manual		4,000,000.00	US\$2 million for 30% utilization
Year 6 (Jan-Dec 2022)	On average 75% of the total allocated budget of the competitive funding is utilized in accordance with the operation manual		4,000,000.00	US\$2 million for 55% utilization



Year 7 (Jan-Dec 2023)	On average 90% of the total allocated budget of the competitive funding is utilized in accordance with the operation manual		4,000,000.00	US\$2 million for 82% utilization
<b>Action: This DLI is New</b>				
<b>DLI 5</b>	Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the Project			
<b>Type of DLI</b>	<b>Scalability</b>	<b>Unit of Measure</b>	<b>Total Allocated Amount (USD)</b>	<b>As % of Total Financing Amount</b>
Output	Yes	Text	20,000,000.00	20.00
<b>Period</b>	<b>Value</b>		<b>Allocated Amount (USD)</b>	<b>Formula</b>
Baseline	0.00			
Year 1 (Effectiveness–Dec 2017)	(a) MOE has signed international partnership agreement with partners for the provision of teacher and manager training; and (b) MOE has completed a need assessment for teachers and managers training.		4,000,000.00	(a) US\$2 million; (b) US\$2 million
Year 2 (Jan–Dec 2018)	-		0.00	-
Year 3 (Jan-Dec 2019)	Cumulatively 800 teachers and managers are trained under the partnership.		4,000,000.00	US\$2 million for 400 teachers and managers
Year 4 (Jan–Dec 2020)	Cumulatively 2,000 teachers and managers are trained under the partnership.		4,000,000.00	US\$2 million for 1,400 teachers and managers trained
Year 5 (Jan-Dec 2021)	Cumulatively 5,000 teachers and managers are trained under the partnership.		4,000,000.00	US\$2 million for 3,500 teachers and managers trained
Year 6 (Jan-Dec 2022)	Cumulatively 8,000 college teachers and managers are trained under the partnership.		4,000,000.00	US\$2 million for 6,500 teachers and managers trained



Year 7 (Jan-Dec 2023)	-	0.00	-
<b>Action: This DLI is New</b>			

**Verification Protocol Table: Disbursement Linked Indicators**

<b>DLI 1</b>	Development of college sub-Sector strategic plan		
<b>Description</b>	Actions to be taken each year toward the development and approval of the Strategic Plan for the College Subsector and implementation of initial activities.		
<b>Data source/ Agency</b>	MoE		
<b>Verification Entity</b>	N.A.		
<b>Procedure</b>		Verification Procedure and Sources	
	Year 1	The following documents will be submitted to the Bank team: (a) TOR of the national strategic planning committee and the expert groups cleared by the Bank (b) A letter from the MoE secretary confirming the establishment of the national SPC (c) A signed minute of the first meeting of the national SPC	
	Year 3	The first draft of six background studies	
	Year 4	The following documents will be submitted to the Bank team: (a) Completed six background studies (b) A draft strategic plan which includes phased action plan (c) A report on the seven consultation workshops	
	Year 5	The following documents will be submitted to the Bank team: (a) The approved strategic plan including action plans (b) The first draft of the DPP	
	Year 6	The following document/s will be submitted to the Bank team: the approved DPP.	



	Year 7	The following document/s will be submitted to the Bank team: a progress report on the first year activities.
<b>DLI 2</b>	The number of government college teacher vacancies filled	
<b>Description</b>	The number of vacant teacher posts filled in all the government colleges (including Degree (pass), Honours, and Masters colleges). The number of vacant posts at the entry level as of 2016 is 2,700. The vacancies will be considered as filled when MoE have completed recruitment of teachers and appointed teachers to government colleges. The DSHE will conduct a needs assessment of teacher posts to assess the gaps and additional requirement of teacher posts in colleges.	
<b>Data source/ Agency</b>	MOE/PMU	
<b>Verification Entity</b>	N.A.	
<b>Procedure</b>		Verification Procedure and Sources
	Year 1	The following documents will be submitted to the Bank team: (a) Ministry of Public Administration (MoPA) requisition letter submitted to Public Service Commission for filling up the identified vacancies in the government colleges (b) A letter from the MoE confirming the newly recruited teachers are appointed
	Year 2	The following document/s will be submitted to the Bank team: a letter from the MoE confirming that the newly recruited teachers are appointed.
	Year 3	The following document/s will be submitted to the Bank team: a letter from the MoE confirming the newly recruited teachers are appointed.
	Year 4	The following document/s will be submitted to the Bank team: a completed needs assessment for new teacher posts.
<b>DLI 3</b>	Improvement of teacher management system for nongovernment colleges	
<b>Description</b>		Definitions
	Year 1	The Government Gazette will be issued to amend the rules of nongovernment teacher registration under the NTRCA.



	Year 3	The government will start drafting an act for NTSC.
	Year 4	The draft NTSC Act will be approved by the cabinet of ministers.
	Year 5	Nongovernment Teacher Selection Commission will be established.
<b>Data source/ Agency</b>	MOE/NU	
<b>Verification Entity</b>	N.A.	
<b>Procedure</b>		Verification Procedure and Sources
	Year 1	The following documents will be submitted to the Bank team: A copy of the gazette issued by the government
	Year 3	The first draft NTSC Act
	Year 4	The following document/s will be submitted to the Bank team: the cabinet approved draft NTSC Act.
	Year 5	The following document/s will be submitted to the Bank team: the Government Gazette on the NTSC Act.
<b>DLI 4</b>	Improved teaching and learning environment in selected government and non-government colleges	
<b>Description</b>		Definitions
	Year 1	The Operations Manual (OM) will be developed to describe the procedures for selection and implementation of the IDG program.  The OM will be developed based on the agreed table of contents. The main areas to be covered in the OM will include objectives; planning and budgeting procedures; selection procedures and criteria; procurement, financial and subproject management procedures; reporting and monitoring procedures; and all the necessary templates.



	Year 3	Performance Contracts will be signed with the competitive grants awarded government and nongovernment colleges.
	Year 4, Year 5, Year 6	Grant supported colleges will submit utilization reports to the PMU.  The average utilization rate will be calculated as the total amount of utilized fund divided by the total amount of grants awarded to colleges.  Suspended grants divided by cancelled grants will be excluded from the calculation.  A survey based on the agreed TOR will verify at least 50% of the grant supported subprojects.
	Year 7	Grant supported colleges will submit utilization reports to the PMU.  The average utilization rate will be calculated as the total amount of utilized fund divided by the total amount of grants awarded to colleges.  Suspended grants divided by cancelled grants will be excluded from the calculation.
<b>Data source/ Agency</b>	MOE/PMU	
<b>Verification Entity</b>	A Survey Firm hired based on agreed ToR for Year 4, 5 and 6 DLRs.	
<b>Procedure</b>		Verification Procedure and Sources
	Year 1	The following documents will be submitted to the Bank team: The completed operations manual
	Year 3	The following documents will be submitted to the Bank team: The signed Performance Contracts for all the selected colleges
	Year 4, Year 5,	The following documents will be submitted to the Bank team: (a) Fund utilization report



	Year 6	(b) Verification report indicating compliance with the OM
	Year 7	The following document/s will be submitted to the Bank team: fund utilization report.
<b>DLI 5</b>	Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the Project	
<b>Description</b>	The cumulative number of teachers and managers in Honours and Masters colleges (both government and nongovernment colleges) who are trained in subject, pedagogical, and managerial trainings under the Project. Trainees are considered as trained when s/he completes a Certificate of Completion or PG Certificate or Diploma course under the Training Consortium.	
<b>Data source/ Agency</b>	MOE/PMU	
<b>Verification Entity</b>	A survey firm hired based on agreed ToR for Year 5 DLR.	
<b>Procedure</b>		Verification Procedure and Sources
	Year 1	The following document/s will be submitted to the Bank team: the signed partnership agreement.
	Year 3, Year 4, Year 6	The following document/s will be submitted to the Bank team: consolidated training completion reports.
	Year 5	The following documents will be submitted to the Bank team: (i) consolidated training completion reports; and (ii) a verification report.



**ANNEX 1: DEFINITIONS AND DESCRIPTION OF MONITORING INDICATORS**

<b>PDO Level Results Indicators</b>	<b>Description</b>
1. Sector strategy and action plan developed, adopted, and the initial implementation started	Actions to be taken each year toward the development and approval of the Strategic Plan for the College Subsector and implementation of initial activities.
2. Government college teacher vacancies reduced	The number of vacant teacher posts filled in all the government colleges (including Degree (pass), Honours, and Masters colleges). The number of vacant posts at the entry level as of 2016 is 2,700. The vacancies will be considered as filled when MoE have completed recruitment of teachers and appointed teachers to government colleges. The DSHE will conduct a needs assessment of teacher posts to assess the gaps and additional requirement of teacher posts in colleges.
3. Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the Project	The number of teachers and managers in Honours and Masters colleges (both government and nongovernment colleges) who are trained in subject, pedagogical, and managerial trainings under the Project. Trainees are considered as trained when s/he completes a Certificate of Completion or PG Certificate or Diploma course under the Training Consortium.
4. Teaching and learning environment at Honours and Masters colleges upgraded (% of IDP activity milestones achieved)	Each IDP will set several activity milestones. The grant supported colleges will report the activity progress by indicating the achievement of the milestones and will show the ratio of milestones achieved (for example, if there are five milestones, completing two milestones will be 40percent achievement). The average milestone achievement ratio of the grant supported colleges will be calculated based on the self-reported semiannual reports and confirmed by the verification.
<b>Intermediate Results Indicators</b>	<b>Description (indicator definition and so on)</b>
1. Number of beneficiaries (of which % of female beneficiaries) (includes all NU affiliated tertiary level college students)	The number of students enrolled/registered and teachers in each year in all government and nongovernment NU affiliated colleges in the tertiary level courses, including Degree (pass), Honours, and Masters courses, excluding HSC students.
2. Management in the participating colleges strengthened (% of grant supported colleges publish timely annual reports)	Grant supported colleges will be required to prepare and submit annual reports to the PMU within a certain period stipulated in the OM to show information about the institution as well as the progress of institutional development activities. This indicator captures the ratio of IDG supported colleges which submit and publish annual reports within the stipulated time for the respective year. Late submissions will not be counted. Publication can be made by means of posting on the college website or any other means that are publicly accessible.
3. Number of colleges which completed self-assessment for quality assurance	The cumulative number of government and nongovernment colleges which completed at least one self-assessment in accordance with the self-assessment guideline prepared by the Project
4. Increased satisfaction levels of students and teachers of grant supported colleges about teaching and	The increase in the average level of satisfaction about teaching and learning environment among students and teachers as measured in the form of Likert scale of 1 to 5, with 5 being fully satisfied. The data will be obtained through three



learning environment (targets set by % increase)	rounds of satisfaction surveys in years 1, 3, and 5. Teachers will be asked about their satisfaction over the teaching environment.
5. PMU is fully operational	The indicator will measure whether or not the PMU is fully operational. Being fully operational is defined as having met three of the following four conditions: (a) Staffing (70 percent of PMU staff are in place); (b) Procurement (at least 70 percent of the procurement was completed as intended in the Procurement Plan); (c) Monitoring & Evaluation (at least 70 percent of the intended reports published and activities completed); and (d) Financial Management (the previous IUFR is completed in time).
6. Midterm and follow-up tracer study conducted	Implementation and completion of each of the two rounds of the tracer study
7. Web-based PMIS is established and regularly updated	Development and regular updating of the PMIS. Being fully functional and regularly updated is defined as having met the following conditions: (a) the system is online and accessible; (b) the database is updated by more than 70 percent of the grant supported colleges; and (c) the latest news of the Project are posted regularly.
8. Awareness raising activities are regularly conducted	The cumulative number of awareness raising campaigns conducted centrally by the PMU and the implementing agencies. Awareness raising campaign includes print and electronic media, workshops and seminars, and so on.