

**BANGLADESH  
COLLEGE EDUCATION DEVELOPMENT PROJECT  
(P154577, Cr. 5841-BD)**

**1<sup>st</sup> Implementation Support Mission  
November 20-24<sup>th</sup>, 2016**

**AIDE MEMOIRE**

**I. INTRODUCTION**

1. A World Bank team<sup>1</sup> for Bangladesh carried out the 1<sup>st</sup> Implementation Support Mission for the College Education Development Project (CEDP) from November 20-24, 2016. The objective of the mission was to review the implementation status of the project activities and agree on an implementation plan for the period November 2016-June 2017.

2. This Aide Memoire (AM) records the findings, agreements and recommendations of the mission. The mission met with representatives of the Ministry of Education (MoE), Ministry of Finance (MoF), Economic Relations Division (ERD), Planning Commission, National University (NU), Directorate of Secondary and Higher Education (DSHE), University Grants Commission (UGC), National Academy for Educational Management (NAEM), and the Bangladesh Open University (BOU). The list of officials met and institutions visited is in **Annex 6**. The Aide Memoire was discussed: (i) at a pre-wrap-up meeting on November 23, 2016 chaired by Prof. Harun-or-Rashid, Vice-Chancellor, NU; and (ii) at a wrap-up meeting held on November 24, 2016 chaired by Mr. Sohorab Hossain, Secretary, MoE. The Mission expresses its appreciation for the kind cooperation of the officials and representatives of various concerned agencies and the MoE. As agreed with the Government of Bangladesh, this Aide-Memoire will be classified as “For Public Disclosure” under the WB Access to Information policy.

**II. KEY PROJECT DATA**

<b>Project Data</b>		<b>Project Performance Ratings</b>	
Board Approval	June 3, 2016	<i>Now</i>	
Effectiveness	October 13, 2016	Development Objectives	S
Closing date	June 30, 2021	Implementation Progress	S
Credit amount	SDR 70.6 m	Project Management	S
Amount disbursed	SDR 0 m	Procurement	S
% disbursed	0 %	Financial Management	S
		M&E	S

Ratings: **HS**=Highly Satisfactory; **S**=Satisfactory; **MS**= Moderately Satisfactory; **MU**= Moderately Unsatisfactory; **U**=Unsatisfactory; **HU**=Highly Unsatisfactory; **NA**=Not Applicable; **NR**=Not Rated.

<sup>1</sup>The team comprised the following members Messrs/Mmes: Mokhlesur Rahman (Co-Task Team Leader), Shiro Nakata (Sr. Economist); T. M. Asaduzzaman (Operations Analyst); Asahabur Rahman (Education Policy and Planning Consultant); Tashmina Rahman (Research Analyst); Mohammed Atikuzzaman (Financial Management Specialist); Arafat Istiaque (Procurement Specialist); Nadia Sharmin (Environment Specialist); Sabah Moyeen (Sr. Social Development Specialist), Ferdous Jahan (Social Development Consultant). Yoko Nagashima (Co-Task Team Leader) and Al Alejandro Welch participated in the mission from Washington D.C.

### III. ACHIEVEMENT OF DEVELOPMENT OBJECTIVES

3. The Project Development Objectives (PDOs) are to *strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching and learning environment of participating colleges*. Progress towards achievement of PDO is rated **Satisfactory** based on the progress to date.

4. **The PDO level indicator:** Key Performance Indicator (KPI) 2 has been achieved. A total of 1,716 government college teacher vacant posts have been filled against the Year 1 target of 900. The remaining KPIs are on track. The updated Results Framework is in **Annex 1**.

### IV. SUMMARY OF IMPLEMENTATION PROGRESS

5. The project was approved by the World Bank Board on June 3, 2016. The Executive Committee of the National Economic Council (ECNEC) has approved the Project on August 9, 2016. The Financing Agreement was signed on September 8, 2016 and the IDA Credit became effective on October 13, 2016. Md. Zahidul Islam, Additional Secretary, MoE has joined as the Project Director on October 16, 2016. Prof. Dr. M. Shah Nowaz Ali, Member, UGC and Prof. Dr. Hafiz Md. Hasan Babu, Pro-VC, NU were designated as the focal point for CEDP.

6. **Overall Implementation Status:** The implementation progress rating is **Satisfactory**. The NU/Project has completed the following actions agreed during negotiations: (i) deployment of Project Director and five staff to Project Management Unit (PMU); (ii) MoE has constituted the Project Steering Committee (PSC) and Project Implementation Committee (PIC); (iii) the Partnership Agreement was signed on November 16, 2016 by the NU, DSHE, BOU, NAEM and University of Nottingham, UK through Malaysia Campus (UNMC) for implementation of teacher training; and (iv) the Project Implementation Manual (PIM) including Institutional Development Grant (IDG) Operational Manual has been drafted.

7. However, some key activities agreed during the negotiations yet to be completed: (a) deployment of Procurement and Financial Management consultants; and (b) placement of remaining staff to the PMU.

8. The total project cost is US\$130 million (IDA: US\$100 million, and GoB: US\$30 million). US\$90 million of the IDA contribution will be disbursed against DLI achievements and US\$10 million through the Special Account. The expected disbursement for FY17 would be US\$20 million, including US\$18 million from DLI and US\$2 million from the Special Account.

### V. STATUS OF ACHIEVEMENT OF DISBURSEMENT LINKED INDICATORS

9. The total DLI amount is US\$90 million. It is expected that out of US\$28 million slated for year 1, US\$18 million will be disbursed by June 30, 2017. The DLIs expected to be achieved and verified by April 2017 include: (i) DLI 1 – Development of College Subsector Strategic Plan (US\$2 million): establishment of six expert groups and the National Strategic Plan Committee; (ii) DLI 2 – The number of government college teacher vacancies filled (US\$8 million): requisition of government college teacher positions submitted to the Public Service Commission (PSC) and 900 government college teacher vacancies filled; (iii) DLI 3 – Improvement of teacher management system for non-government colleges (US\$4 million): a gazette on amended rules of Non-government Teacher Registration and Certification Authority (NTRCA) issued; (iv) DLI 4 –

Improve teaching and learning environment in selected government and non-government colleges (US\$2 million); the operation manual for competitive funding program issued; and (v) DLI 5 – Number of teachers and managers in Honors and Master’s colleges trained (US\$2 million); international partnership agreement signed. The current status of DLI achievement is in **Annex 2**.

## **VI. COMPONENT WISE PROGRESS AND NEXT STEPS**

### **Component 1 – Strengthening Strategic Planning and Management Capacity**

#### ***Subcomponent 1.1: Development of a Strategic Plan for the College Subsector***

10. The key progress under this subcomponent include: (i) NU has shared a list of members for the six expert groups and the National Strategic Plan Committee; and (ii) a draft ToR for the international consultant has been prepared. ***It was agreed that: (a) MoE would prepare TORs and establish the six expert groups and the National Strategic Plan Committee by December 15, 2016; (b) the six expert groups would draft the outline of the reports by February 28, 2017; and (c) NU/CEDP would deploy the national and international consultant by February 28, 2017.***

#### ***Subcomponent 1.2: Improvement of the Teacher Management System***

11. The key progress made under this subcomponent are: (i) the MoE has appointed 1,716 lecturer posts under the 33rd and 34th Bangladesh Civil Service (BCS) recruitment phases and is in process for appointment of another 862 vacant positions in the government colleges under the 35th BCS. Based on the request of MoE, the Ministry of Public Administration (MoPA) has already sent requisition to the Public Service Commission (PSC) to fill up additional 748 vacancies<sup>2</sup>; (ii) the Government has amended the Non-government Teacher Registration and Certification Authority (NTRCA) rules for reforming the teacher recruitment in non-government colleges, which has been published in the Bangladesh Gazette and (iii) the MoE has established a committee for drafting the new Non-government Teachers Selection Commission (NTSC) Act.

### **Component 2 – Improving Teaching and Learning Environment in Participating Colleges**

#### ***Subcomponent 2.1: Improving Teaching-Learning Environment in Colleges***

12. The draft Institutional Development Grants (IDG) Operations Manual (OM) will be finalized in consultation with key stakeholders<sup>3</sup>. Proposal writing workshops for eligible colleges will be organized. ***It was agreed that the NU/CEDP would (a) publish and distribute the Operations Manual by December 29, 2016; (b) call for IDG proposals through print and electronic media by February 10, 2017; and (c) complete proposal writing workshops for all eligible colleges by April 30, 2017.***

#### ***Subcomponent 2.2: Strengthening Teaching and Management Capacity in Colleges***

13. The key progress under this subcomponent includes: (i) a Training Consortium (TC) comprising of NU, DSHE, BOU, NAEM, and UNMC representatives has been established; (ii) the Partnership Agreement was signed on November 16, 2016 between the NU, DSHE, BOU, NAEM

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<sup>2</sup> As the government has been establishing new government colleges, the number of teacher posts continues to increase.

<sup>3</sup> Key stakeholders are UGC, NU, DSHE, BOU, NAEM, and World Bank Education Team.

and UNMC for 8,500 teachers training; and (iii) draft questionnaire for the training needs assessment (TNA) prepared. A five member working team comprising of the four representatives from NU, DSHE, NAEM and BOU as well as the Program Officer for Training under the PMU will be formed to support the TC with a range of activities. These include: identifying master trainers, teachers, management and future leaders for the training program, supporting the teacher needs assessment work, coordinating teacher training activities between the TC and colleges, among others.

14. *It was agreed that NU/CEDP would complete the following tasks by December 15, 2016: (a) development of a six-month activity plan (Dec 2016-May 2017); (b) form the five-member working team with a specific ToR; (c) draft a Letter of Invitation to inform potential participants on the training program and circulate it through print and electronic media (including all TC institution websites); and (d) finalize the TNA questionnaire. In addition, the TC/CEDP would share a draft Training Operations Manual with the World Bank by February 28, 2016.*

### **Component 3 - Project Management, Communication, and Monitoring and Evaluation**

#### ***Subcomponent 3.1: Project Management and Communication***

15. The key progress under this subcomponent includes: (i) five out of 33 positions of the PMU filled, including the Project Director (**Annex 4**); and (ii) adequate office space for the PMU allotted at the NU city office. It was noted that completion of PMU staffing and office set-up is critical for expediting the project activities.

16. *It was agreed that: (a) MoE would complete deputation of the remaining PMU staffing by December 15, 2016; (b) CEDP would deploy the consultants and support staff by January 31, 2017; (c) NU/MoE would complete the PMU office establishment by December 15, 2016; (d) CEDP would open Designated Account by December 10, 2016; (e) MoE would ensure CEDP inclusion in the revised Annual Development Program by December 10, 2016; (f) MoE would ensure adequate advance funding from the treasury for implementing project activities in component 1 and 2; (g) NU/CEDP would organize the project launching ceremony by February 15, 2017 and (h) CEDP would publish posters and brochure on CEDP and disseminate to stakeholders by May 31, 2017.*

#### ***Subcomponent 3.2: Monitoring and Evaluation***

17. A tracer study on college graduates has been initiated under the World Bank funding. It was agreed that NU/CEDP would provide necessary support to the consulting firm to complete the study successfully.

18. *It was agreed that NU/CEDP would: (a) establish a functional M&E unit by January 31, 2017; (b) compile the evidence for DLI verification by March 31, 2017; (c) support the implementation of the tracer study; (d) prepare a draft semiannual monitoring report and share it with the World Bank by May 15, 2017; (e) prepare TORs by February 28, 2017 for the (i) development of web-based Project Management Information System (PMIS) and (ii) baseline Satisfaction Survey and share those with the World Bank.*

## VII. PROCUREMENT, FINANCIAL MANAGEMENT, AND ENVIRONMENTAL SAFEGUARD

19. **Procurement.** *It was agreed that the CEDP would: (a) deploy the Procurement Specialist by December 31, 2016 using the three CV method; and (b) share the updated Procurement Plan for Component 3 by January 31, 2017.*

20. **Financial Management.** In order for the Project to be ready to provide financial management support for implementation, the following steps need to be taken promptly by PMU/NU. *It was agreed that CEDP would: (a) open a Designated Account at a commercial bank acceptable to IDA in BDT in the form of Convertible Taka Special Account (CONTASA) by December 10, 2016; (b) send the authorized two signatories (NU Vice Chancellor and the PD) to the World Bank; (c) deploy the Financial Management Specialist by December 31, 2016 using the three CV method; and (d) complete the expenditure forecast of component three for two quarters by December 20, 2016 and submit the IUFR for EEP (economic codes 4501, 4601 of functional code 2537) for components 1 & 2 by February 28, 2017.*

21. **Environment.** The project has been classified as a category 'B' project as per World Bank guidelines. The extent and exact locations of renovation work will be known only when sub-projects are submitted. In the Environmental Management Framework (EMF), it has been agreed that environmental screening would be carried out prior to approval for any sub-project. If there is potential environmental impact, an environmental management and monitoring plan will be developed. *It was agreed that the project would assign a focal person for environmental safeguard management.*

22. **Social Safeguards.** The project would implement the Social Management Framework (SMF) and undertake necessary consultation, grievance redress mechanisms, screening formats and disclosure procedures as described in the document.

23. **Gender:** The project will finalize the Gender Action Plan (GAP) based on the draft included in the SMF.

24. **Citizens' Engagement and Inclusion:** It was agreed that CEDP would: (a) hold a project launching ceremony including all stakeholders, media and public representatives; (b) develop a project website to ensure constant information flow between the project and beneficiaries; (c) implement the SMF framework to ensure access and rights of persons with disabilities and women; and (d) ensure all public official documents and the project website would include contact information for citizens.

## VIII. KEY AGREED ACTIONS

25. A number of actions were agreed during the mission (**Annex 3**). Among these, the key agreed actions are provided below:

- i. Inclusion of CEDP in the revised Annual Development Program by December 10, 2016;
- ii. Opening of Designated Account at a Commercial Bank by December 10, 2016;
- iii. Establishment of PMU office accommodation at NU city office campus December 15, 2016;
- iv. Staffing for CEDP PMU including consultants by January 31, 2017; and
- v. Submission of DLI achievement evidences by March 31, 2017.

## **IX. OTHER IMPLEMENTATION ISSUES**

1. *Next supervision mission.* The next mission is tentatively scheduled for May/June 2017. The World Bank team will regularly follow up on project implementation, particularly on mission agreements and recommendations.

## **X. List of Annexes**

Annex 1: Results Framework

Annex 2: Status of Disbursement Linked Indicators

Annex 3: Agreed Action Plan (December 2016-May 2017)

Annex 4: CEDP Staffing Status

Annex 5: Status of Legal Covenants

Annex 6: List of Persons Met and Institutions Visited List of persons Met

### Annex 1: Results Framework and Monitoring

PDO	To strengthen the strategic planning and management capacity of the college education subsector and to improve the teaching and learning environment of participating colleges.
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	Core	DLI	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
<b>PDO Level Results Indicators</b>												
PDO Indicator 1: Sector strategy and action plan developed, adopted, and the initial implementation started [DLI 1]	<input type="checkbox"/>	<input checked="" type="checkbox"/>	–	No strategic plan is available for the tertiary college subsector.	Background studies are drafted by the expert groups.	First draft of strategic plan is completed, discussed at a consultation workshop, and disclosed on the MoE website for public comments.	MoE approves the strategic plan and action plan.	DPP has been approved by Executive Committee of the National Economic Council (ECNEC).	The first year activities have been implemented.	Semi-annual	Progress report	NU/PMU
<i>Achievement so far</i>					ToR for expert groups drafted					On-track; Expert groups will be formed by January 2017		
PDO Indicator 2: Government college teacher vacancies filled [DLI 2]	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Number	Vacancies: 2,700	MoE has filled 900 government college teacher vacancies.	MoE has filled cumulatively, 1,500 government college teacher vacancies.	MoE has filled cumulatively, 2,700 government college teacher vacancies.	MoE has completed a needs assessment for teacher posts.	–	Semi-annual	Progress Report	DSHE/PMU

	Core	DLI	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
<i>Achievement so far</i>					MoE has filled 1,716 government teacher vacancies					Achieved		
PDO Indicator 3: Number of teachers and managers in Honours and Masters colleges trained in subject and pedagogical training under the Project [DLI 5]	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cumulative Number	n.a.	MOE has completed a need assessment for teachers and managers training.	800 teachers and managers are trained.	2,000 teachers and managers are trained	5,000 teachers and managers are trained	8,000 college teachers and managers are trained.	Semi-annual	Progress Report	NU/ PMU
<i>Achievement so far</i>					Assessment tool drafted					On-track; Assessment will start in January 2017		
PDO Indicator 4: Teaching and learning environment at Honours and Masters colleges upgraded (% of IDP activity milestones achieved)	<input type="checkbox"/>	<input type="checkbox"/>	%	0	0	Round 1: 10 Round 2: 0	R1: 30 R2: 10	R1: 70 R2: 30	R1: 70 R2: 70	Semi-annual	Progress Report	PMU
<i>Achievement so far</i>					0					On-track; First call for proposal will be made in 2017		

	Core	DLI	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
<b>Intermediate Results Indicators</b>												
Intermediate Indicator 1: Number of beneficiaries (% of female beneficiaries) (includes all NU affiliated tertiary college students)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Number (% of female)	0 (-)	0.8 million (46)	0.9 million (47)	1.8 million (48)	1.9 million (49)	2.0 million (50)	Annual	NU statistics	NU/ PMU
<i>Achievement so far</i>					0							
Intermediate Indicator 2: Management in the participating colleges strengthened (% of grant supported colleges publish timely annual reports)	<input type="checkbox"/>	<input type="checkbox"/>	%	0	0	R1: 30 R2: 0	R1: 50 R2: 30	R1: 80 R2: 50	R1: 80 R2: 80	Semi-annual	Progress Report	PMU
<i>Achievement so far</i>					0							
Intermediate Indicator 3: Number of colleges which completed self-assessment for quality assurance	<input type="checkbox"/>	<input type="checkbox"/>	Number	0	0	0	10	20	30	Semi-annual	Progress Report	PMU
<i>Achievement so far</i>					0							

	Core	DLI	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/Methodology	Responsibility for Data
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
Intermediate Indicator 4: Increased satisfaction levels of students and teachers of grant supported colleges about teaching and learning environment (targets set by % increase)	<input type="checkbox"/>	<input type="checkbox"/>	Likert scale 5 degree points	–	Student: Teacher: (baseline)	–	Student: Teacher: (15% increase from the baseline)	–	Student: Teacher: (30% increase from the baseline)	Three times during the Project (baseline, midterm, final)	Beneficiary feedback survey	PMU/consultants
<i>Achievement so far</i>					Data not yet available					M&E unit will conduct the satisfaction survey in 2017		
Intermediate Indicator 5: PMU is fully operational	<input type="checkbox"/>	<input type="checkbox"/>	Yes/No	–	Yes	Yes	Yes	Yes	Yes	Semi-annual	Progress Report	PMU
<i>Achievement so far</i>					No					PMU staff and consultants will be fully deployed by January 2017		
Intermediate Indicator 6: Midterm and follow-up tracer study conducted	<input type="checkbox"/>	<input type="checkbox"/>	–	–	–	Tracer study conducted	–	Follow-up Tracer study conducted	–	Semi-annual	Progress Report	PMU
<i>Achievement so far</i>					-							
Intermediate Indicator 7:	<input type="checkbox"/>	<input type="checkbox"/>	–	–	Development of the web-	PMIS fully functional	PMIS fully functional and	PMIS fully functional and	PMIS fully functional	Semi-annual	Progress Report	PMU

	Core	DLI	Unit of Measure	Baseline (2016)	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data
					Year 1 Effectiveness– Dec 2017	Year 2 Jan–Dec 2018	Year 3 Jan–Dec 2019	Year 4 Jan–Dec 2020	Year 5 Jan–Dec 2021			
Web-based PMIS is established and regularly updated.					based PMIS initiated	and regularly updated	regularly updated	regularly updated	and regularly updated			
<i>Achievement so far</i>					Yet to be initiated					M&E unit will initiate MIS development in early 2017		
Intermediate Indicator 8: Awareness raising activities are regularly conducted.	<input type="checkbox"/>	<input type="checkbox"/>	Cumulative Number	–	2	4	6	8	10	Semi-annual	Progress Report	PMU
<i>Achievement so far</i>					0					A launching workshop will be held in January 2017		

## Annex 2: Status of DLI Achievements

DLI	Year	DLR to be Achieved	Amount	Status
<b>Component 1</b>				
DLI 1: Development of College Subsector Strategic Plan	Year 1	(a) MOE has established a national strategic planning committee and six expert groups under the terms of reference acceptable to the Association	US\$2 m	On-track; Expected to be achieved by January 2017  Evidence to be produced by March 31, 2017, if achieved
		(b) the six expert groups have drafted background studies	US\$2 m	On-track; Expected to be achieved by December 2017
DLI 2: The number of government college teacher vacancies filled	Year 1	(a) MoE has submitted requisition of at least 2,700 government college teacher positions to the Public Service Commission	US\$4 m	Achieved (tentative)  Evidence to be produced by March 31, 2017
		(b) MOE has filled 900 government college teacher vacancies	US\$4 m	Achieved (tentative); Evidence to be produced by March 31, 2017
	Year 2	MOE has filled cumulatively 1500 government college teacher vacancies	US\$4 m	Achieved (tentative); Evidence to be produced by March 31, 2017
DLI 3: Improvement of teacher management system for nongovernment colleges	Year 1	(a) The government has issued a gazette to amend rules of Non-Government Teachers Registration and Certification Authority (NTRCA)	US\$4 m	Achieved (tentative)  Evidence to be produced by March 31, 2017
		(b) The government has initiated drafting of NTSC Act	US\$2 m	On-track; Expected to be achieved by December 2017
<b>Component 2</b>				
DLI 4: Improved teaching and learning environment in selected government and non-government colleges	Year 1	(a) MOE has issued an operation manual for the colleges' competitive funding program	US\$2 m	On-track; Expected to be achieved by January 2017; Evidence to be produced by March 31, 2017, if achieved
		(b) MOE has signed Performance contracts with the selected colleges for round 1 competitive funding in accordance with the operation manual	US\$4 m	On-track; Expected to be achieved by September 2017
DLI 5: Number of teachers and managers in Honours and Masters colleges trained in subject, pedagogical, and managerial trainings	Year 1	(a) MOE has signed international partnership agreement with partners for the provision of teacher and manager training	US\$2 m	Achieved (tentative)  Evidence to be produced by March 31, 2017
		(b) MOE has completed a need assessment for teachers and managers training	US\$2 m	On-track; Expected to be achieved by February 2017; Evidence to be produced by March 31, 2017, if achieved
Total Amount			US\$32 m	

### Overview of DLI Achievements

DLI	Year 1	Year 2	Year 3	Year 4	Year 5
1	(a) Soon to be achieved (b) Yet to be achieved	Not Due	Not Due	Not Due	Not Due
2	(a) Achieved (b) Achieved	Achieved	Not Due	Not Due	n/a
3	(a) Achieved (b) Yet to be achieved	Not Due	Not Due	n/a	n/a
4	(a) Soon to be achieved (b) Yet to be achieved	Not Due	Not Due	Not Due	Not Due
5	(a) Achieved (b) Soon to be achieved	Not Due	Not Due	Not Due	Not Due
<b>Total Achieved</b>	<b>4 out of 10</b>	<b>1 out of 5</b>	<b>0 out of 5</b>	<b>0 out of 4</b>	<b>0 out of 3</b>

### Updated Estimated Disbursement Amounts of DLIs (US\$ millions)

DLI	Year 1 (by Dec 2017)		Year 2 (by Dec 2018)		Year 3 (by Dec 2019)		Year 4 (by Dec 2020)		Year 5 (by Dec 2021)		Total	
	Plan	<b>Revised</b>	Plan	<b>Revised</b>	Plan	<b>Revised</b>	Plan	<b>Revised</b>	Plan	<b>Revised</b>	Plan	<b>Revised</b>
1	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	2	<b>2</b>	18	<b>18</b>
2	8	<b>12</b>	4	<b>4</b>	4	<b>0</b>	2	<b>2</b>	0	<b>0</b>	18	<b>18</b>
3	6	<b>6</b>	3	<b>3</b>	3	<b>3</b>	0	<b>0</b>	0	<b>0</b>	12	<b>12</b>
4	6	<b>6</b>	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	22	<b>22</b>
5	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	4	<b>4</b>	20	<b>20</b>
<b>Total</b>	28	<b>32</b>	19	<b>19</b>	19	<b>15</b>	14	<b>14</b>	10	<b>10</b>	90	<b>90</b>

\* Planned amounts are as per the PAD; Revised amounts are based on the latest status of DLI achievements

**Annex 3: Activity Plan, November 2016- June 2017**

<b>Sl. No.</b>	<b>Action/Activity</b>	<b>Completed By</b>	<b>By Whom</b>	<b>Remarks</b>
<b>Overall Key Activities</b>				
1.	Designated Account opening	Dec 10, 2016	PD	CONTASA for project should be opened in a Bank and operated by PD.
2.	CEDP inclusion in Revised ADP	Dec 10, 2016	MoE	
3.	Staffing of PMU, including consultants	Jan 31, 2017	MoE/CEDP	MoPA has deputed PD and four other officials have been posted. More cadre officials are expected to be posted soon. Consultants shall be hired by CEDP according to PPR 2008 provisions
4.	Accommodation for PMU	Dec 15, 2016	NU	At least 5000 sq. ft. will be required
5.	Identify/Nominate a focal person for CEDP at NU	Dec 10, 2016	NU	Pro VC (Academic) has been nominated. NU planning wing shall assist him.
6.	Project launching workshop	Feb 15, 2017	MoE/UGC/NU /CEDP	Education Minister shall inaugurate the workshop in a formal ceremony. WB country Director will be invited to attend.
<b>Component 1: Strengthening Strategic Planning and Management Capacity</b>				
<b>Sub-component 1.1: Development of a Strategic Plan for the College Subsector</b>				
7.	Establishment of National Strategic Plan Committee and six Expert Groups, including ToR	Dec 15, 2016	MoE	NU would prepare the draft of the committees in consultation with UGC Chairman and submit to MoE through UGC
8.	Prepare ToR for national consultant(s) for Strategic Plan	Dec 31, 2016	NU/CEDP	NU/PMU will prepare ToRs for national consultants who will work on the development of strategic plan
9.	Deploy National and International Consultants on Development of Strategic Plan	Feb 28, 2017	NU/CEDP	PMU shall provide logistics support to the International consultant and s/he will be stationed in PMU while in the country
10.	Hold the first meeting of the National Strategic Plan Committee	Jan 31, 2017	NU/CEDP	NU/PMU shall organize the meetings

11.	The six expert groups draft the outline of reports	Feb 28, 2017	MoE/NU/CEDP	The draft outlines of each report will be reviewed by the International Consultant.
12.	All groups start drafting background papers	Dec 2016 - Mar 2017	NU/CEDP	NU/PMU shall organize and coordinate the committees' activities. International consultant shall provide technical assistance to the committee and expert groups
13.	Group A (Vision) completes its draft report	Jun 30, 2017	Group A/NU	Extensive consultations with stakeholders to be held
14.	Other expert groups complete their work and submit drafts to the SPC for review.	Jul 31, 2017	All Expert Groups	SPC shall hold consultations with stakeholders before finalizing the draft report. The international consultant shall consolidate the background reports and produce a final draft.
<b>Sub-component 1.2: Improvement of the Teacher Management System</b>				
15.	Follows up on the progress on filling up the identified vacancies in the government colleges	Jun 30, 2017	MoE/CEDP	Out of 2,700 vacant posts of lecturers MoE has already appointed 1,716 by June 2016 under BCS 33 <sup>rd</sup> and 34 <sup>th</sup> BCS. Another lot of 862 are being appointed by December 2016. MoPA has sent requisitions to PSC for recruiting 748 under 36 <sup>th</sup> and 224 under 37 <sup>th</sup> BCS. 1,399 posts are vacant as of September 2016.
16.	GoB initiates drafting of new NTSC Act that will replace the NTRCA	Dec 31, 2017	MoE	MoE has established a committee for drafting the Act. Work is expected to begin in 2017.
<b>Component 2: Improving Teaching and Learning Environment in Participating Colleges</b>				
<b>Sub-component 2.1: Improving Teaching-Learning Environment in Colleges</b>				
17.	Printing and publication of Institutional Development Grant Operations Manual (IDGOM)	Feb 7, 2017	CEDP	NU has prepared a draft OM which needs to be finalized in consultation with key stakeholders.
18.	Formation of IDG Selection Board	Feb 15, 2017	NU/CEDP	NU/PMU shall follow the IDGOM provisions

19.	Formation of IDG Grant Evaluation Panel (GEP)	Feb 15, 2017	NU/CEDP	The GEP shall be constituted by NU following the IDGOM guidelines
20.	Draft IDG promotion/dissemination plan	Feb 15, 2017	NU/CEDP	IDG promotion workshops to be held in eligible colleges
21.	Proposal Call for IDG	Feb 15, 2017	NU/CEDP	Proposal call will be published in national dailies and on NU and PMU websites
22.	Holding of proposal writing and proposal evaluation workshops	Feb - Apr, 2017	NU/CEDP	NU/PMU shall follow the IDGOM guidelines
23.	Completing IDG evaluation/selection	Jun 30, 2017	NU/CEDP	NU/PMU shall follow IDGOM guidelines
24.	Signing performance agreement	July 31, 2017	NU/CEDP	
<b>Sub-component 2.2: Strengthening Teaching and Management Capacity in Colleges</b>				
25.	Development of a six-month activity plan for the TC	Dec 15, 2016	NU/CEDP	A six-month activity plan for the period Dec 2016-May 2017 detailing activities, role and responsibilities of each TC member in a time bound manner will be developed.
26.	Formation of the five-member working team to support the TC work	Dec 15, 2016	NU/CEDP	The five member working team will include representatives of the NU, DSHE, NAEM, BOU and CEDP PMU.
27.	Training Needs Assessment	Feb 28, 2017	UNMC in collaboration with TC institutions	UNMC shall take lead in conducting the TNA
28.	Establishment of teacher profile database	Mar 31, 2017	TC/CEDP	NU and DSHE teachers data base respectively for non-government and government teachers shall be used
29.	Drafting of Training Operations Manual	Feb 28, 2017	TC/CEDP	
<b>Component 3: Project Management, Communication, and Monitoring and Evaluation</b>				
<b>3.1 Project Management</b>				
30.	Opening of Designated account	Dec 10, 2016	PD/CEDP	NU VC and PD will be the signatories in the Special Account

	(CONTASA) for component 3			
31.	Ensure adequate advance funding from the treasury	Jan 31, 2017	MoE/CEDP	
<b>Communication</b>				
32.	Establish CEDP website	Feb 28, 2017	NU/CEDP	Hosted on the NU website
33.	Project drafts and publishes booklets, posters and brochures on CEDP and disseminates to stakeholders	May 31, 2017	CEDP	
34.	Deploy Communication Specialist	Jan 15, 2017	CEDP	Using three CV method
<b>3.2 Monitoring and Evaluation</b>				
35.	Preparation of ToR for PMIS	Feb 28, 2017	CEDP	
36.	Preparation of ToR for the baseline satisfaction survey	Feb 28, 2017	CEDP	
37.	Compile the evidence for DLI verification	Mar 31, 2017	CEDP	
38.	Tracer study	Apr 30, 2017	NU/CEDP/WB	Consulting firm already on board and questionnaires finalized. Firm shall conduct the survey in consultation with the NU, project and World Bank
39.	Preparation of draft semiannual monitoring report	May 15, 2017	CEDP/NU	
<b>Procurement</b>				
40.	Deploy the Procurement Specialist	Dec 31, 2016	CEDP	
41.	Share the updated Procurement Plan for Component 3	Jan 31, 2017	CEDP	
<b>Financial Management</b>				
42.	Deploy the Financial	Dec 31, 2016	CEDP	

	Management Specialist			
43.	Complete the expenditure forecast of component three for two quarters and	Dec 31, 2016	CEDP	
44.	Submit the IUFR for EEP (economic codes 4501, 4601 of functional code 2537) for components 1 & 2	Feb 28, 2017	CEDP	

**Annex 4: CEDP Staffing Status**

<b>Unit/Position</b>	<b>No of Posts</b>	<b>Type of Appointment</b>	<b>Name of Staff</b>	<b>Date of Joining</b>	<b>Remarks</b>
<b>A. CEDP Unit</b>					
Project Director	1	Deputation			Filled in
Deputy Project Director	1	Deputation			Vacant
Sr. Program Officer	4	Deputation			Vacant
Program Officer	10	Deputation			4 filled in
Finance Officer	1	Deputation			Vacant
Disbursement Officer	1	Deputation			Vacant
Procurement Officer	2	Deputation			Vacant
Accountant	2	Direct recruitment			Vacant
Support Staff	11	Out Source			Vacant
<b>Total</b>	<b>33</b>				

**Annex 5: Status of Legal Covenants**

<b>SN.</b>	<b>Legal Covenants</b>	<b>Due Date</b>	<b>Status</b>
1.	The Recipient shall establish and maintain throughout the implementation of the Project, a Project Steering Committee with composition and terms of reference satisfactory to the Association. The Project Steering Committee shall be responsible for providing overall policy and implementation guidance for the Project.	August 30, 2016	Complied with
2.	The Recipient shall establish and maintain throughout the implementation of the Project, a Project Management Unit under the direction of qualified management provided with sufficient resources, and staffed with competent personnel in adequate numbers and with qualifications, experience and under terms of reference acceptable to the Association. The PMU shall be responsible for overall coordination and implementation of the Project.	August 30, 2016	Partially complied with
3.	The Recipient shall cause the National University to establish and maintain throughout the implementation of the Project, a Project Implementation Committee under the direction of qualified management provided with sufficient resources, and staffed with competent personnel in adequate numbers and with qualifications, experience and under terms of reference acceptable to the Association	August 30, 2016	Complied with
4.	The Recipient shall: (a) adopt a Project Implementation Manual and an IDG Operations Manual, each manual shall be in form and substance satisfactory to the Association; and (b) a carry out the Project in accordance with the provisions of the Project Implementation Manual and IDG Operations Manual; and (b) not amend, revise or waive, nor allow to be amended, revised or waived, the provisions of the Project Implementing Manual and the IDG Operations Manual or any part thereof without the prior written consent of the Association.	August 30, 2016	Partially complied with

## **Annex 6: List of People Met and Institutions Visited**

### **Ministry of Education**

Mr. Sohorab Hossain, Secretary  
Mr. Md. Mahmudul Islam, Joint Secretary (Dev-1)  
Mr Quzi Munirul Islam, Joint Chief, Planning  
Mr. Rafique Ahmed Siddique, Deputy Chief, Planning  
Ms. Asma Nasreen, Sr Asst. Chief

### **Finance Division**

Mr Mohammad Muslim Chowdhury, Addl. Secretary, (Budget 1)  
Mr Md. Habibur Rahman, Joint Secretary, (Budget 1)  
Ms Dilara Begum, Sr Asst. Secretary, (Budget 2)

### **Economic Relations Division**

Mr Kazi Shofiqul Azam, Addl. Secretary  
Mr. AHM Jahangir, Deputy Secretary

### **University Grants Commission**

Prof Abdul Mannan, Chairman  
Prof M Shah Nowaz Ali, Member  
Dr Md Khaled, Secretary  
Md Abdur Razzaque, Director, Planning  
Dr Md. Fakhru Islam, Joint Secretary (Admn.)  
Mr Md Fazlur Rahman, Deputy Director (Planning)

### **National University**

Prof. Harun-or-Rashid, Vice Chancellor

Prof. Dr. Hafiz Md. Hasan Babu, Pro Vice Chancellor (Academic)  
Prof. Dr. Md. Anowar Hossain, Dean (in-charge), Centre for Post-graduate Studies, Training & Research  
Mr. Molla Mahfuz Al-Hossain, Registrar (in Charge)

Mr. Md. Mominul Islam, Director, ICT  
Engr. Suman Chakraborty, Deputy Director, Planning and Development

### **CEDP-Project Management Unit**

Mr Md Zahidul Islam, Project Director  
Mr Muhammad Ruhul Amin, Program Officer (Monitoring)  
Mr Ferdous Ahmed Bhuiyan, Program Officer (Strategic Plan)  
Mr Md. Abdul Ghaffar, Program Officer (Teachers Training)

### **Directorate of Secondary and Higher Education (DSHE)**

Prof. Md. Shamsul Huda, Director General(Acting)  
Prof. Dr. Shofiqul Islam Talukder , Director (Training)

### **National Academy for Educational Management (NAEM)**

Prof. Md. Hamidul Haque, Director General