Institutional Quality Assurance Cell Fund Operations Manual

Ministry of Education
University Grants Commission of Bangladesh
Higher Education Quality Enhancement Project (HEQEP)
Quality Assurance Unit (QAU)

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Institutional Quality Assurance Cell Fund Operations Manual

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Table of Contents

Chapters	Content	Page No.
Acronyms & Abbreviations		vi
Glossary		v
Preface		xi
Introduction		xii
Chapter 1	**Quality Assurance in Higher Education**	
1.1	The Concept	1
1.2	International Context	1
1.3	Bangladesh Scenario	2
1.4	Institutional Arrangements	2
1.5	Quality Assurance Unit (QAU)	3
Chapter 2	**IQAC Funding**	
2.1	Coverage	4
2.2	Eligibility Criteria	4
2.3	IQACF Allocation	4
2.4	Disbursement Rounds	5
2.5	IQACF Mode of Funding	5
2.6	Eligible Expenditure	6
2.7	Procurement	6
2.8	Non-eligible Expenditures	7
2.9	Cost Escalation & Re-appropriation	7
Chapter 3	**Proposal Call**	
3.1	Drafting Proposal	8
3.2	Proposal Call	8
3.3	Proposal Format	8
3.4	Proposal Submission	8
3.5	Proposal Scrutiny	8
3.6	Proposal Database	8
3.7	Proposal Evaluation & Selection	9
3.8	Proposal Review Venue	9
3.9	Budget Rationalization	9
3.10	Central Procurement of Common Equipment	9
3.11	Selection & Award of QAP	9

Chapter 4	**Performance Contract**	
4.1	Signing of Performance Contract	11
4.2	Format of the performance Contract	11
Chapter 5	**IQAC Management**	
5.1	Establishment of IQAC	12
5.2	IQAC Managers	12
5.3	IQAC Staffing	12
5.4	Work Arrangements for Director and AD	12
5.5	Director's Responsibilities	12
5.6	Back up Arrangements	12
5.7	Incentives for Academics	13
5.8	Record keeping and Maintenance	13
Chapter 6	**Duration of IQACF**	
6.1	Institutionalization of IQAC	14
Chapter 7	**Financial Management of IQACF**	
7.1	Introduction	15
7.2	IQACF Disbursement Arrangements	15
7.3	Operating Account	16
7.4	Preparation of Budget	16
7.5	Delegation of Financial Power	16
7.6	Training of IQC staff	17
7.7	Financial Transaction	17
7.8	Utilization of fund	17
7.9	Payments from Operating Account	17
7.10	Cash Basis of Accounting	18
7.11	Books of Accounts and Supporting Documents	19
7.12	Petty Cash	20
7.13	End of Month Procedures	20
7.14	End of Year Procedures	20
7.15	Unspent Balance of IQACF	21
7.16	Re-appropriation of Approved budget	21
7.17	Documents Retention by IQACO	21
7.18	Financial Reporting	21
7.19	Internal Control	22
7.20	Categories of Control	23

7.21	Audit	23
7.22	Internal Audit	23
7.23	External Audit	23
7.24	Fixed Assets	24
7.25	Physical Verification of Fixed Assets	24
Chapter 8	**Procurement**	
8.1	The Legal Framework	43
8.2	Procurement Methods	43
8.3	Strengthening Procurement Capacity at University level	49
Annexes		
Annex 1	QA Proposal Format	50
Annex 2	List of Universities	80
Annex 3	Proposal Review Template	84
Annex 4	Performance Contract	87
Annex 5	Economic Codes	99
Annex 6	Delegation of Financial Powers for Implementation of Development Projects	134

Acronyms and Abbreviations

ADP	Annual Development Program. The development budget portfolio which lists the projects financed by the government and are under implementation following the Development Project Proposal (DPP)
AIF	Academic Innovation Fund
BDT	Bangladeshi Taka. The currency used as legal tender in Bangladesh
FMR	Financial Management Report
GAAP	Governance and Accountability Action Plan
GoB	Government of Bangladesh
HEI	Higher Education Institution
HEQEP	Higher Education Quality Enhancement Project
IDA	International Development Association
PIC	Project Implementation Committee. The committee chaired by Chairman **UGC** to provide operational guidance to **HEQEP**
PSC	Project Steering Committee. The inter-ministerial committee chaired by the Secretary, **MoE** to provide policy guidance to the **HEQEP**
IQAC	Institutional Quality Assurance Cell
IQACF	IQAC Fund
IQACO	Institutional Quality Assurance Cell Office
IQAR	Institutional Quality Assurance Report
MoE	Ministry of Education
NQF	National Qualifications Framework
O & M	Operation and Maintenance
QAC	Quality Assurance Committee
QAACB	Quality Assurance & Accreditation Council, Bangladesh
QAP	Quality Assurance Proposal
QAU	Quality Assurance Unit
QF	Qualifications Framework
SA	Self-Assessment
UGC	University Grants Commission
UGCAR	UGC Annual Report
VC	Vice Chancellor.

Glossary

Academic Council	The highest academic authority in the university responsible for maintenance of standards of instruction, education and examination.
Academic Program	Also called Study Program. Please see below the entry at Study Program
Accreditation	The process of recognizing formally a higher education institution as a whole or a specific study program offered by an institution as having met certain pre-determined minimal criteria or standards.
Additional Financing Schedule	This refers to the additional funding provided to HEQEP by IDA and GoB.
Assessment	The process of systematic gathering, quantifying, and using of information in view of judging the instructional effectiveness and the curricular adequacy of a higher education institution as a whole or academic program. Assessment is necessary in order to validate a formal accreditation decision, but it does not necessarily lead to an accreditation outcome. It also means a technically designed process for evaluating student learning outcomes and for improving student learning and development as well as teaching effectiveness.
Audit	The process of reviewing an institution or a study program by external peers that is primarily focused on its accountability, and determining if the stated goals and objectives in terms of curriculum, teachers, infrastructure, etc., are met.
Best Practice	A method or an innovative process involving a range of safe and reasonable practices resulting in the improved performance of a higher education institution or an academic program, usually recognized as 'best" by other peer institutions. A best practice does not necessarily represent an absolute, ultimate example or pattern, its application assures the improved performance of a higher education institution or program; rather it identifies the best approach to a specific situation, as institutions and programs vary greatly in compositions and scope.
Benchmarking	A standardized method for collecting and reporting critical operational data in a way that enables relevant comparisons among the performances of different institutions or programs, usually with a view to establish good practice, diagnosing problems in performance, and identifying areas of strength. It gives the institution or the program the external references and the best practices on which to base its evaluation and to design its working processes.
Culture of Evidence	As it relates to institutional quality culture, the culture of evidence is a mindset acquired in a higher education institution and based on clear ethical values, principles, and rules, which consists of the self-assessment of its learning outcomes, engaging the teaching staff and the academic administration in a thoughtful, regular collection, selection, and use of relevant institutional performance indicators, in order to inform and prove, whenever and to whomever necessary, that it is doing well in specific areas, e.g., institutional planning, decision making, quality, etc., and for the purpose

	of improving its learning and teaching outcomes. The "culture of evidence" is the empirical basis for the quality culture of a higher education institution.
Consultative Committee	Consultative Committee acts as an advisory committee such as the International Advisory Council, Staff-Student Committee and Industrial Advisory Board.
Deliberative Committee	A decision making committee of the university such as the Syndicate, Examination Board and Academic Committees.
Department	Department means an academic unit in a university that offers study and research programs that lead to awards of degrees/diploma by the university. It may also refer to a non-academic unit such as IT Center, Bursary and Department of Student Affairs.
Designer	The body designing the procedure.
Documented Procedure	Procedures that are represented in a written form.
Faculty	An academic entity which includes departments, centers, institutes, academies and other such academic bodies, such as School of Pharmacy or Center for Business Management Studies.
NQF	Generally, a National Qualifications Framework **(**NQF) is designed to provide nationally recognized and homogeneous standards and qualifications, as well as recognition for all learning of knowledge and competencies and a basis for further review, articulation and development of existing and impending qualifications. Also, among other purposes, it should facilitate curricular change and allow for the improvement of access and social inclusion, as well as the integration of changing societal needs. A NQF is primarily developed by the National Quality Assurance and Accreditation Council through a medium-term process of policy development and public consultation.
Outcomes	Anticipated or achieved results of study programs or the accomplishment of institutional objectives, as demonstrated by a wide range of indicators, such as, student knowledge, cognitive skills and attitudes. Outcomes are direct results of the instructional program, planned in terms of learner growth in all areas.
Performance Indicators (PIs)	A range of parameters representing a measure of the extent to which a higher education institution or a study program is performing in a certain quality dimension. They allow HEIs to benchmark their own performances or allow comparison among HEIs. Common examples of PIs are, number of admission seekers/applications per seat/place, entry scores of candidates, research grants and contracts gained, research articles or studies published, teacher/student ratio, institutions incomes and expenditures, institution's or department's equipment/furniture, etc.
Procedure	A procedure is a set of sequentially arranged actions to be followed in solving a problem or accomplishing a particular task. Includes policies, regulations, processes, systems and rules that fall within the purview of a QA body such as Student Regulations and Registration Process.

Procedure Owner	The authority that manages the implementation of a procedure. For example the procedure owner of an Assessment Appeal Process is the Examination Department.
Quality Assurance Committee (QAC)	The committee set up by the university authority for institutional oversight of IQAC.
Quality Culture	It refers to a set of shared, accepted, and integrated practices in the organizational patterns and the management systems of institutions for quality assurance of higher education. Awareness of and commitment to the quality of higher education, in conjunction with a culture of evidence and with the efficient management of this quality (through quality assurance procedures) are the ingredients of a quality culture.
Qualification	Any higher education award, i.e., degree, diploma or other type of formal certification, issued by a competent authority attesting to the successful completion of a course program. A qualification is important to signify competencies and range of knowledge and skills.
Qualifications Framework	A comprehensive policy framework defining all nationally recognized qualifications in higher education in terms of work load, level, quality, learning outcomes and profiles. It should be designed to be comprehensible through the use of specific descriptions for each qualification covering both its breadth (competencies associated with learning outcomes) and its depth (level). It is structured horizontally in order to cover all qualifications awarded in a system, and, vertically, by level. Its purpose is to facilitate: (i) curriculum development and design of study programs; (ii) student and graduate mobility; and (iii) recognition of periods of study and credentials
Quality Assurance	A system that supports and ensures the performance of an institution or a study program according to established criteria or standards.
Quality Assurance Proposal (QAP)	Proposal submitted by the university in a prescribed format for funding to establish the IQAC.
Self-Assessment (SA)	The process of self-assessment consists of the systematic collection of data relating to all practices in a higher education institution involved in the fulfillment of the objectives of the institution, Self-assessment is a collective institutional reflection and an opportunity for quality enhancement. The resulting SA report further serves to provide information to external peer reviewers who validate the self-assessment conducted by the institution after undertaking a thorough audit.
Stakeholders	Government, a person, a group of persons, organizations that have an interest or concern in the activities of the university.
Standards	Statements regarding an expected level of requirements and conditions against which quality is assessed or that must be attained by higher education institutions and their programs in order for them to be accredited or certified. The term standard means both a fixed criteria against which an outcome can be matched, and a level of attainment.
Study Program	A core modular component of higher education including all the activities, i.e., design, organization, management, as well as the process of teaching,

	learning and research, carried out in a certain field and leading to an academic qualification. Study programs are established by higher education institutions and may differ by level of academic qualification, e.g., Diploma, Bachelor, Master, Doctorate, Baccalaureate, etc., study mode, e.g., full-time, part-time, distance learning, etc., and field of knowledge specialization, in accordance with academic and professional division of labor. A study program is accomplished through; (i) a curriculum, including all disciplines leading to an academic qualification, distributed by year of study, their weight being expressed in type of study credits; (ii) syllabuses or course programs, containing a description of the teaching and learning themes and practices associated with teaching, learning and evaluation; (iii) the organizational chart of students and teaching staff covering the period of implementation of study program; (iv) the system of academic quality assurance for all activities necessary for the completion of the study program.
Strategic Plan	A plan that puts in place the targeted achievements of objectives within a marked timeline. It is a road map which contains broadly defined goals and objectives that are represented in a sequence of steps for achieving the desired future.
Syndicate/ Regent Board	The highest executive authority in the public and private universities. Syndicate is used as a generic term in this document that also means the Regent Board in newly established public universities.
Syndicate Brief	Proposal of a procedure (new or significantly revised) for the endorsement of the Syndicate.
Undocumented Procedure	Procedures that are practiced but not represented in a written form.
University's Quality Assurance Framework	A document which sets out the general parameter for QA activities in the university and ensures that the right things are being done for the right reasons. For example the framework ensures that appropriate program delivery disciplines and governance are implemented effectively. A framework supports innovation and improvement while cultivating a culture of transparency and accountability.

Preface

It is an accepted fact that higher education forms the basis of a knowledge society, a comprehensive system of creativity and innovation, which is crucially important for the sustainable socioeconomic development of a nation. Recently, higher education in Bangladesh has experienced a phenomenal growth at least in quantity, doubling in number of tertiary level students from 1.12 million to 2.61 million in last four years. But the quality of education and research could not match the horizontal increase. There is popular saying that quantity without quality is a sure prescription for disaster, while quality without quantity can act like seeds and at least something to build on. So quality is very important in higher education.

The present government headed by the Hon'ble Prime Minister Sheikh Hasina is committed to change the landscape of higher education through enhancement of quality of higher education and research in the country. Her dream has been transformed into reality by her capable education minister Mr. Nurul Islam Nahid through establishment of universities, formation of accreditation council, opening up of channels of cross border higher education and upgrading the University Grants Commission into Higher Education Commission. For achieving the target of quality education the GOB and the World Bank has generously funded the project which is known as Higher Education Quality Enhancement Project (HEQEP) the project is being meticulously implemented by the University Grants Commission, the project officials and of course by the World Bank officials.

Establishment of Quality Assurance Mechanism is one of the major components of HEQEP. Establishment of IQACs at the universities would create an enabling framework to provide quality education.

The **IQAC Fund Operations Manual (IQACFOM)** provides the provisions and guidelines for proper use of funds to establish the IQACs at the university level. The **IQACFOM** offers a set of formats and policy guidelines, which will guide the universities for standard practices of accounts and financial management. It covers almost all aspects of fund management of **IQAC** operations.

I, believe, the Vice Chancellors of the universities will take necessary actions immediately to make the IQACs functional, which would enhance the capacity of the universities to provide quality education. This will benefit the universities, specially teachers, and students and other stakeholders like employers and the society at large. It is expected that sincere cooperation from the university authorities and academics to utilize the opportunity will be forthcoming.

I thank the GoB and World Bank for this initiative of Quality Assurance.

(Prof. Dr. A. K. Azad Chowdhury)
Chairman (State Minister)
University Grants Commission of Bangladesh.

Introduction

As a consequence of globalization and increased cross border mobility many avenues of opportunities have become open to all countries. Bangladesh intends to avail those opportunities to build a knowledge society for attaining the middle income status by 2020**.** Quality tertiary education can play the steering role to achieve the goal. But currently its tertiary education has been facing many deeply rooted and intertwined challenges like- inadequate funding, inadequate quality of education and research, weak governance and accountability, poor planning and monitoring capacities. These drawbacks can only be mitigated by developing a quality culture and ensuring good practices in higher education institutions (HEIs).

The government of Bangladesh (**GoB**) has recognized that the country is running back in a highly competitive global economy because its tertiary education systems are not adequately prepared to capitalize on the creation and application of knowledge. It also has realized that the state has the responsibility to put in place an enabling culture that would encourage tertiary education institutions to be more innovative and responsive to the demanding needs for rapid economic growth, and to empower the graduates with right skills for successfully competing in the global knowledge economy.

University Grants Commission, (UGC) Bangladesh is the apex body that acts as the intermediary between the Government and the universities for regulating the affairs of all the universities. UGC does not have any effective quality assurance (QA) wing that can help to ensure QA mechanism in public and private universities. This deficiency was recognized in the *Strategic Plan for Higher Education 2006-2016*, University Grants Commission and National Education Policy 2010. The Strategic Plan, *inter alia*, recommended the establishment of an independent Accreditation Council for both public and private universities in Bangladesh. As a follow up of the Strategic Plan UGC has been implementing the Higher Education Quality Enhancement Project (HEQEP) with the financial support of the World Bank from mid 2009.

A heightened awareness among the faculty members and management of all those universities has been developed through the experiences of 25 Self-Assessment subprojects implemented in 15 universities under HEQEP that quality is now a serious concern to be addressed immediately. So it is high time to establish institutional QA cell in every public and private university to develop a mechanism for the systematic review of institutional activities and study programs, to ensure quality teaching-learning, research, knowledge generation and support services standards at an acceptable level.

HEQEP in its additional financing facilities has added a new component to establish quality assurance mechanism. One of two of its subcomponent is establishment of institutional QA cell as a catalyst for the establishment of QA mechanism at HEIs. Another subcomponent is strengthening of Quality Assurance Unit (QAU) of University Grants Commission (UGC) to oversee the establishment and activities of Institutional Quality Assurance Cells (IQAC) in both public and private universities.

Universities that have more than 1,000 students shall be eligible for **IQACF** in a three-stage scaled approach. Based on the UGC Annual Report-2012, out of a total of 109 universities operating in Bangladesh, 76 universities have more than 1,000 students which have put them on eligibility list for accessing the fund. Of these, respectively 28 and 48 are public and private

universities. Based on number of full-time teachers the 76 universities have been clustered into three groups of **A**, **B** and **C**.

The **IQACF** allocation will be made in a mode where the total cost of IQAC will be shared equally between the project and the proposal submitting university. The IQACF fund flow would follow a declining basis whereas the university allocation would be zero in the first year and then gradually increase over the next two years to take over the full cost of the IQAC at the end of third year when the IQACF funding ceases.

In addition to the project cost for establishing IQAC there will be separate block allocation to each program offering entity i.e. department, faculty and institute for SA Committee and conducting self-assessment.

The **IQACF** shall continue until six months prior to the closing date of the **HEQEP**[1]. **IQACF** shall fund each **IQAC** for a total period of three years for each of the three consecutive rounds. However the **IQAC,** first established with the financial support of **IQACF**, shall become a permanent institution of the universities.

The QAU would like to record its sincere gratitude to Professor A K Azad Chowdhury, Chairman, UGC and State Minister for his pioneering role for establishing the quality assurance mechanism in Bangladesh and for the support provided to the QAU in making it functional within a short time. The QAU is also grateful to Professor M Muhibur Rahman, member, UGC in charge of HEQEP for his extremely valuable suggestions and inputs for preparing this operations manual. WE also gratefully acknowledge the technical assistance provided to QAU by the World Bank's education team for the drafting of this manual. We sincerely thank the acting project director of HEQEP and its concerned officials who provided the logistics and facilities to QAU for setting up its office and working environment. Lastly I gratefully acknowledge the contribution of the Ministry of Education, especially the Hon'ble Minister and secretary for their overall guidance and leadership for enhancing the quality and relevance of higher education in Bangladesh, particularly the Ministry's patronage of HEQEP that made it possible for the QAU to start the onerous journey for establishing quality assurance in the country's higher education institutions.

Professor Mesbahuddin Ahmed
Head, Quality Assurance Unit

Professor Sanjoy Kumar Adhikary
Quality Assurance Specialist

Professor S M Kabir
Quality Assurance Specialist

[1]Closing date of HEQEP December 31, 2018

Chapter 1
Quality Assurance in Higher Education

1.1 The Concept

Quality Assurance is an all-embracing term referring to an ongoing, continuous process of evaluation (assessing, monitoring, guaranteeing, maintaining, and improving) the quality of higher education system, institutions or study programs. As a regulatory mechanism, quality assurance focuses on both accountability and improvement, providing information and judgments (not ranking) through an agreed upon and consistent process and well-established criteria. Quality assurance activities depend on the existence of the necessary institutional mechanisms preferably sustained by a sound quality culture. Quality management, quality enhancement, quality control, and quality assessment are means through which quality assurance is ensured. The scope of quality assurance is determined by the shape and size of the higher education system. Quality assurance varies from accreditation, in the sense that the former is only a prerequisite for the latter. Both imply various consequences such as the capacity to operate and to provide educational services, the capacity to award officially recognized degrees.

1.2 International Context

1.2.1 The quality assurance in higher education has become an important global trend. Nearly half of all countries worldwide have established quality assurance mechanisms of one type or another, during the last decade or two. The following factors help to explain this trend:

1.2.1.1 Due to the rapid expansion of higher education systems, there is now a more diverse range of providers of higher education, comprising public and private institutions, cross-border institutions and distance education organizations.

1.2.1.2 Globalization and increased demand have brought with it an increasing level of dishonest practices demanding trustworthy organizations that can establish confidence using quality assurance methods.

1.2.1.3 The quality of higher education institutions has suffered in many countries due to economic constraints and a priorities placed on basic education rather than on the advanced levels. There are strong expectations that quality assurance mechanisms will ensure continuous quality control and improvement.

1.2.1.4 Quality assurance is linked to professional mobility, and a growing number of regional and international integration processes. This raises the need for more effective mechanisms for the professional recognition of higher education credentials.

1.2.2 **International Network for Quality Assurance Agencies in Higher Education (INQAAHE)**: A global organization for coordinating the activities of national QA agencies and for providing guidance for good practices, INQAAHE, was established in 1991[1]. It is an association of more than 200 organizations from 130 countries all around

[1]Please see the following url: http://www.inqaahe.org

the world. INQAAHE members include HEIs, QA and accreditation agencies and organizations linked with higher education. All members are categorized into four groups; full, associate, institutional members and affiliates. It is an international forum of quality assurance, quality assessment and accreditation. It works for the development of standards for reliable quality assessment agencies. There are other QA agencies also but the INQAAHE or the Network has highest member population. The regional QA organizations, e.g., Asia pacific quality network (APQN) has 60 members in 26 countries, Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) has 53 members 8 countries, the European Association for Quality Assurance in Higher Education (ENQA) 39 members in 25 countries, the Arab Network for Quality Assurance in Higher Education (ANQAHE) has eight members in eight countries. In South Asia, India, Pakistan, Sri Lanka and Maldives are full members of INQAAHE. INQAAHE secretariat is situated in Barcelona, Spain.

1.3 Bangladesh Scenario

1.3.1 At present there is only one private sector accreditation agency for the engineering and technology degree in Bangladesh called Board of Accreditation for Engineering & Technical Education (BAETE). Currently BAETE provides accreditation for only bachelor's degree (B Sc.)in civil engineering, electrical, mechanical, and computer engineering study programs of 15 private universities. But no government sponsored national level quality assurance mechanism covering the entire higher education sector has been established in Bangladesh till now. Other than a very few, no well-structured university-wide internal quality assurance system is in practice in Bangladesh. This deficiency was recognized in University Grants Commission's Strategic Plan for Higher Education, 2006-2026, published in 2006. The Plan, *inter alia*, recommended the establishment of an independent Accreditation Council catering for both public and private universities. As a follow up to the Strategic Plan, GoB prepared the Higher Education Quality Enhancement Project (HEQEP) with World Bank's financial support and started its implementation from 2009.

1.3.2 Self-assessment is very critical for improving students' learning and evaluating whether academic and learning standards are being met. In the absence of institutional culture of self-assessment in higher education in Bangladesh, ground breaking activity to start the process was began in 2009 under **HEQEP**. The **HEQEP** provided funds from its **Academic Innovation Fund (AIF)** component for undertaking **SA** of 25 undergraduate and postgraduate study programs at 15 public universities. All of these 25 SA subprojects have been successfully completed and their SA reports have been drafted. This pioneering activity has prepared the groundwork for further advancing the QA efforts in Bangladesh's universities.

1.4 Institutional Arrangements

In order to build upon the momentum generated by the self-assessment subprojects the revised and extended **HEQEP** under its newly added component 4: Establishment of Quality Assurance Mechanism, would fund the (i) establishment of **QA** mechanism at the national level by strengthening the existing Quality Assurance Unit (**QAU**) at **UGC**, and, (ii) establishment of **QA** mechanism at the institutional level by setting up of Institutional

QA Cell (**IQAC**) at the central level in universities and SA Committee at the program offering entity level. The quality assurance mechanism at the universities will be funded and made functional through **the Institutional Quality Assurance Cell Fund (IQACF)** subcomponent of the project.

1.5 Quality Assurance Unit (QAU)

The **QAU** will oversee the establishment of **IQAC** at the individual universities and coordinate the **QA** activities in Bangladesh.

Chapter 2
IQACF Funding

2.1 Coverage

The **IQACF** will be made available to public and private universities that fulfill the eligibility criteria defined in this Operations Manual.

2.2 Eligibility Criteria

Universities that have more than 1,000 students shall be eligible for **IQACF** in a three-stage scaled approach. Based on the UGC Annual Report-2012, out of a total of 117 universities operating in Bangladesh, 76 universities have more than 1,000 students which have put them on eligibility list for accessing the fund. Of these, respectively 28 and 48 are public and private universities. Based on number of full-time teachers the 76 universities have been clustered into three groups of **A**, **B** and **C**. The three groups of universities based on the number of full time teachers are shown in **Table 1** below:

Table 1: Groups of Universities by Number of Full-time Teachers

Groups	Number of full-time teacher	Number of Universities	Public	Private
A	>200	21	11	10
B	100-200	27	7	21
C	<100	28	10	17
Total		76	28	48

2.2.1 The list of three groups of 76 universities can be seen at **Annex2** of this OM. The application for this fund however shall be on a voluntary basis to enhance sound quality culture within the higher education institutions. In order to be an eligible recipient of the IQACF, the university should:

a) be a legal institution under an Act of parliament for public universities;
b) be functioning with a provisional license under the Private Universities Act, 2010;
c) have a legally appointed Vice Chancellor
d) have a functional Syndicate/Regent Board or its equivalent;
e) be recognized by the UGC as a higher education institution and complying with Private University Act 2010 in case of a Private University;
f) have a student population of not less than 1,000; and
g) provide an audited financial statement not prior to the previous two years.

2.3 IQACF Allocation

The **IQACF** will finance the following activities:

a) the establishment and operation of IQAC for the first three years of a round;
b) institutional data collection with a view to developing institution-wide benchmarks;

c) undertaking awareness programs among teachers and students of the university; and

d) self-assessment of study programs at department/faculty and institute level, process facilitation and training, external peer reviewers' visits, and exchange programs.

2.4 Disbursement Rounds

There will be three rounds of **IQACF**. The utilization of the scales will provide a gradual increase to the number of recipients thus permitting the **QAU** at the UGC to build up its capacity gradually. Each round will continue for three years. The three rounds are shown in **Table 2** below:

Table 2: Three Rounds of IQACF

Rounds	Total Fulltime Teaching Staff	No of Public Universities	No. of Private Universities	Total
Round 1 for Group A in 2014	> 200	11	10	21
Round 2 for Group B in 2015	100 ≥ 200	7	21	27
Round 3 for Group C in 2016	< 100	10	17	28
Total		28	48	76

2.5 IQACF Mode of Funding

2.5.1 The **IQACF** allocation will be made in a mode where the total cost of IQAC will be shared equally between the project and the proposal submitting university. The IQACF fund flow would follow a declining basis whereas the university allocation would be zero in the first year and then gradually increase over the next two years to take over the full cost of the IQAC at the end of third year when the IQACF funding ceases. Based on the size of the institution the total project cost of IQAC for Group A universities will be Taka 160.00 lakh; for Group B, Taka 100.00 lakh; and for Group C, Taka 80.00 lakh. The **Table 3** below presents the funding formula for meeting the project cost of **IQAC**.

Table 3: Funding formula for establishing IQAC

Years	I. IQACF funding					II. University Funding			
	%	Funding Amount to Groups (in Lakh BDT)				%	Funding Amount to Groups (in Lakh BDT)		
		A	B	C			A	B	C
1st year	75	60.0	37.5	30.0		0	0.0	0.0	0.0
2nd year	15	12.0	7.5	6.0		40	32.0	20.0	16.0
3rdyear	10	8.0	5.0	4.0		60	48.0	30.0	24.0
Total	100	80.0	50.0	40.0		100	80.0	50.0	40.0

IQAC sub-project cost for three groups of universities for three years except Block Allocation for SA: Group A- Taka 160.0 lakh; Group B-Taka 100.0 lakh; Group C-Taka 80.0 lakh

2.5.2 **Block allocation to Departments/Faculties/Institutes**: In addition to the project cost for establishing IQAC there will be separate block allocation to each program offering entity i.e. department, faculty and institute for SA Committee and conducting self-assessment. Each program offering entity of eligible universities would receive a maximum allocations amounting to BDT 958,800.00 depending on size and number of programs. However, as special cases Block Allocation may be maximum of Tk.19,17,600 for the program offering entities having 50 to 149 faculty members and Tk. 28,76,400 for the program offering entity having 150 and above faculty members.

2.6 Eligible Expenditures: The IQACF shall fund the following IQAC activities:

2.6.1. Awareness programs for teachers and students about self assessment and QA in higher education;

2.6.2. Only one overseas training/workshop for Director and Additional Directors of the IQACs on quality assurance, which will be arranged by the QAU; No foreign visit will be allowed using the IQAC fund except the mentioned training workshop;

2.6.3. External peer review of self-assessment report to support internal quality assurance; and

2.6.4. Organizing training courses within the university for professional development of permanent academic staff on practices of quality assurance, qualifications framework and accreditation in higher education, program level self-assessment, preparing self-assessment report and strategic plan.

2.6.5. Holding workshop/seminar/conference/consultations/focus group discussion related to QA within Bangladesh;

2.6.6. Procurement of goods, works and services as under section 2.7

2.7 Procurement: Goods, works and services shall have to be procured by following PPA 2006/PPR 2008 and WB guidelines where applicable. (Please see Chapter 8 below)

2.7.1 Goods:

2.7.1.1. Collection of books, manuals and office equipment (computer and accessories, photocopier, printer, scanner, multimedia projectors, air conditioner, appliances etc.) for **IQAC** office and conference room;

2.7.1.2. Furniture/Fixtures for **IQAC** office;

2.7.1.3. Printing and stationeries for IQAC Office and SA purposes;

2.7.2 Works: Renovation: Repairing and refurbishing existing infrastructure for establishing IQAC office and IQAC Conference room (maximum BDT 5, 00,000.00 only);

2.7.3 Services:

2.7.3.1. Remuneration, TA/DA and local hospitality for the resource persons invited to conduct training/workshop;

2.7.3.2. Remuneration, TA/DA and local hospitality for the peer review team composed of three local or international (maximum one international) consultants/experts/specialists invited for peer review of program level self-assessment; **(**maximum BDT 3,00,000.00)

2.7.3.3. Repair/maintenance of office equipment;

2.7.3.4. Payments for intellectual properties use etc.

2.8 Non-Eligible Expenditure

2.8.1. Salary and allowances for the permanent academics and support staff of the university;

2.8.2. Any establishment/recurring/revenue expenditures of the **IQAC** office;

2.8.3. Large civil works like construction of new physical infrastructure, i.e., building, road, laboratory, workshop, classroom, auditorium, library, seminar hall/lecture theatre/room/facilities/vehicles etc.;

2.8.4. Costs not related to **IQAC** activities and not included in the **IQAC** work plan, financing and procurement plans and budget.

2.8.5. No foreign visit will be allowed using the IQAC fund except the training workshop for the Director and Additional Directors of the IQACs as mentioned under subsection 2.6.2;

2.9 Cost Escalation and Re-appropriation

2.9.1 Due to various reasons like price hike of goods, works or services and/or depreciation of value of Taka, the total approved cost of a IQAC sub-project may require to be adjusted against the current market prices. In such cases the total approved cost of a **IQAC** may be allowed to be adjusted upwards up to 10%. The Director, **IQAC** shall send such cost adjustment proposals with revised budget breakdown and justification to the Project Director, **HEQEP** for approval. If the required adjustment is above 10%, then **HEQEPU** shall send the cost adjustment proposal to **UGC** for approval**.**

2.9.2 Re-appropriation of budget will be allowed in cases when it becomes necessary for achieving **IQAC**'s objectives and for rationalizing cost under different heads of budget. However, budget re-appropriation proposal must be prior-approved by the project director of **HEQEP.**

Chapter 3
Call for Proposal

3.1 **Drafting of Proposals:** The proposals for establishing the **IQAC** shall be known as Quality Assurance Proposal (**QAP**) and originate from the Vice Chancellor's office. The Vice Chancellor may appoint Director and Additional Director of the IQAC who shall prepare the QA proposal following the QAP format in consultation with the Deans and concerned officials of the universities. The Directors and Additional Directors will be appointed from senior academics of the university. They will be posted to the IQAC as full time and be exempted from their administrative responsibilities. Academics currently serving as Head/Chairman/ Dean/ Provost/Proctor/Director of any other institute or office of the university etc. are not eligible to be appointed as Director or Additional Director of the IQAC. However, they may be allowed to take teaching and research responsibilities. The proposal shall include provisions for establishing **IQAC** and SA committees at each program offering entity. Therefore, the proposal shall cover the QA process to be instituted for the entire university, i.e., all faculties, departments, institutes etc. The Dean of each faculty and Director of each Institute shall provide inputs in preparing the proposal.

3.2 **Proposal Call:** The proposal call for **Round 2** of **IQACF** will be announced in April 2015 for universities listed under **Group B. Round** 3 will be announced in September 2015 for the universities listed under group **C**. The proposal call will be published in the national dailies and be posted on QAU, **UGC** and **HEQEP** websites. Copies of proposal call will also be sent to all the eligible universities by **QAU**. The universities shall get four weeks to prepare and submit them to **QAU**. The total period from proposal call to announcement of awards shall take 10 (ten) weeks.

3.3 **Proposal Format: QAP**s shall be prepared in specific format annexed to this **OM**. The proposal shall have to be submitted in five hard copies (in 80 grams A4 size offset paper and in one soft copy in CD in MS Word (12 pt Times New Roman) and excel files, not in pdf). Only hard copies will be accepted for review. The proposal format is given in Annex 1 of this OM.

3.4 **Proposal Submission:** The Quality Assurance Committee (**QAC**) shall review the draft proposal and approve it for submission.

3.5 **Proposal Scrutiny**: The **QAU** shall check each received **QAP** to verify whether (i) it has been drafted according to the format annexed to this **OM**; (ii) includes all the required information, e.g., detailed budget, work plan, milestones and performance indicators, financing and procurement plans, training plan and organogram of the **IQAC** and **(iii)** names and designations of the academics constituting the IQAC with the resume of the Director and Additional Director(s). If found severely deficient and full of critical lapses, **QAU** shall point out the errors and request the institution to resubmit the proposal.

3.6 **Proposal Database:** The **QAU** shall prepare a database on the received proposals and make them ready for evaluation by a panel of experts.

3.7 Proposal Review

3.7.1 **Non-competitive nature of IQACF:** The IQACF will not be a competitive funding mechanism. All listed universities are eligible to submit the proposal for establishing the IQAC and receive IQACF funding. Therefore, the proposal review will be only to assess that the QAP has been drafted correctly following the guidelines and reflects the will of the university to establish the IQAC**.**

3.7.2 **Panel of Experts: QAU** shall select a Panel of Experts (**PoE**) for review of the QAPs. The panel members shall be in-service senior teachers from public and private universities covering the five broad types of institutions, e.g., general, engineering, medical, science and agricultural. The panel members shall possess experience in participating in **SA** of programs in any university of Bangladesh or in a foreign university.

3.7.3 **Proposal Review:** Panel members shall review the proposals and provide remarks on the proposal using the review template which follows the QAP format. The proposal review template is given in Annex 3.

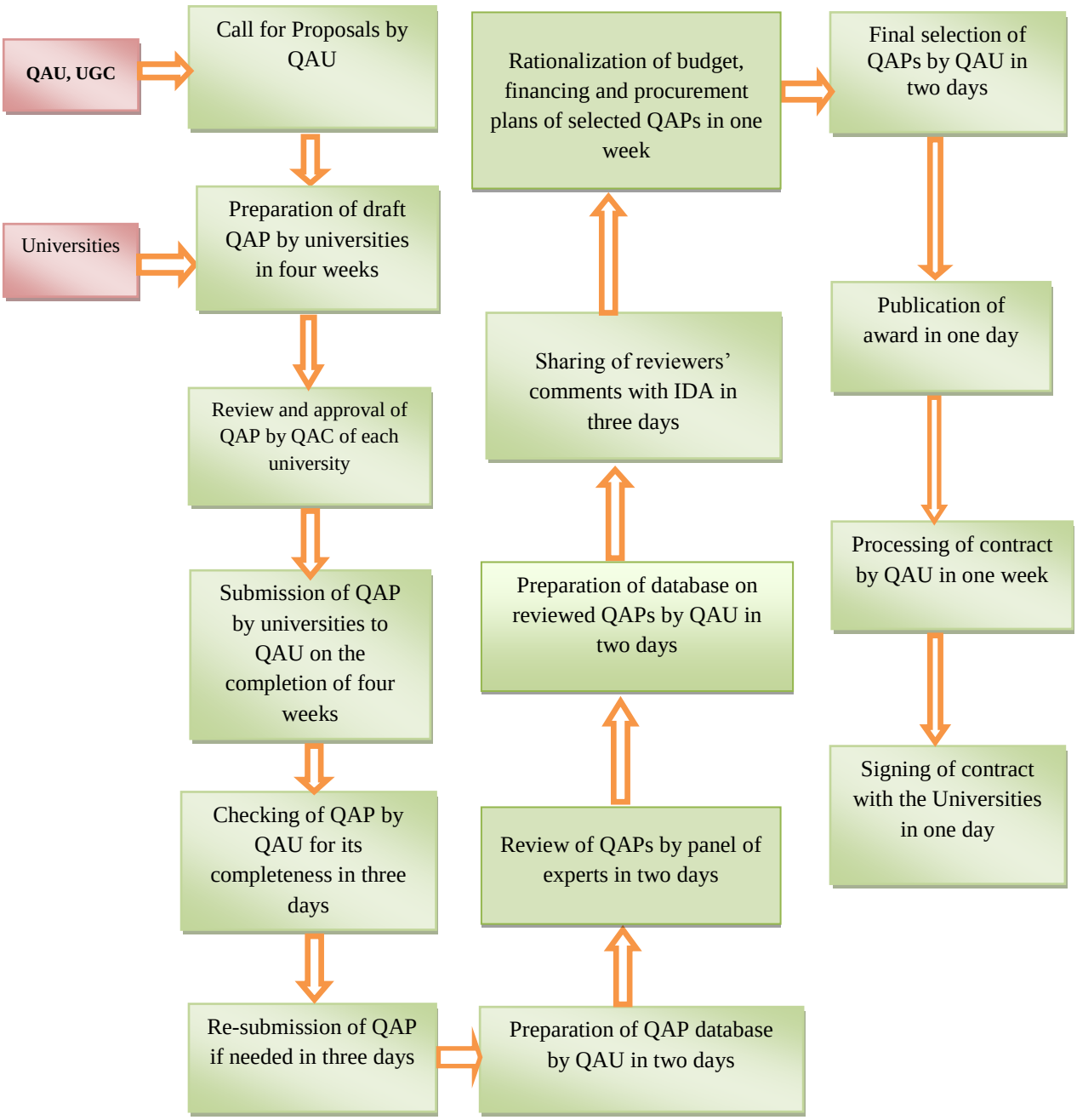
3.8 **Proposal review venue:** The **QA** panel of experts shall review the proposals in a specially held session at **QAU.** The QAU shall make the required arrangements for holding the review in one day (duration, logistics, financing etc.) and provide the required secretarial and logistics support for holding the review session. Subsequent to the review, **QAU** shall prepare a database on the reviewed **QAP**s and share it with **IDA**.

3.9 **Budget Rationalization:** After the review of **QAP**s, the budget, procurement plan and the financing plan of the listed **QAP**s will be scrutinized by the Finance and Procurement units of the **HEQEPU** to identify inconsistencies, errors and deficiencies. The **QAU** shall organize a workshop at **UGC** where the Directors and Additional Directors of the listed **QAP**s shall participate. The workshop will rectify the inconsistencies, errors and deficiencies in the budget, financing and procurement plans and rationalize the budget of the **QAP**s. Specialists working in the Finance and Procurement units of the **HEQEPU** shall be the resource persons and provide technical inputs at the workshop.

3.10 **Central Procurement of Common Goods:** Simultaneously the Procurement unit will prepare a list of procurable items common to all **QAP**s, like computers and accessories, furniture and fixtures, stationeries etc., for their procurement centrally by the **HEQEPU**. The Directors of **IQACs** will be required to agree to the procurement of the common equipment during the budget rationalizing workshop.

3.11 **Selection and Award of QAP:** The **QAP**s will be selected for final approval by the **UGC** after rationalization of budget and revision of procurement plans as agreed in the workshop. The **QAU** shall announce the list of **QAP**s awarded for IQACF and the names of the universities by posting it on the **HEQEP, QAU** and **UGC** websites and communicate the information to the awarded universities' **VC**s and concerned **IQAC** Directors. The awarded **QAP**s thereafter shall become the under-implementation **IQAC** sub-projects.

Figure 1: Flow Chart on QAP selection Process (09 weeks)



Chapter 4
Performance Contract

4.1 **Signing of Performance Contract**: The **QAU** shall prepare the Performance Contract for each accepted **QAP** and notify the award recipient **IQAC** Directors, **VC**s, Deans and concerned officials of the universities and invite them to attend the contract signing ceremony to be held at **UGC**. The contract shall be signed by the authorized representative of the **UGC** not below the rank of Director, as the 1st party, the authorized official of the university not below the rank of the Director, as the 2nd party, and, the Director, **IQAC**, as the 3rd party representing the **IQAC**.

4.2 The format of the Performance Contract is attached at **Annex 4** of this OM.

Chapter 5
IQAC Management

5.1 Establishment of IQAC: Immediately after publishing of the list of **IQACF** awarded universities by **the QAU** and before the signing of Performance Contract among the three parties, the university management shall take the required steps to establish the **IQAC** office by providing suitable space within the campus.

5.2. IQAC Managers: The Head of the **IQAC** shall be called Director and s/he will be supported by Additional Director(s)**(AD**). The Director and the Additional Director(s) shall be the same persons who have been proposed in the approved **QAP**.

5.3 IQAC Staffing: Non-academic personnel shall be hired as technical/support staff, e.g., administrative/office manager, accounts officer, communication officer, record keeper, data entry/computer operator, MLSS etc. to assist the Director and Additional Director for the operation and management of the **IQAC**. Appointment of technical/support staff shall follow the university's relevant recruitment and service rules and they must be computer literate possessing skills in all programs of MS Office, internet browsing with good command over English and Bengali reading and writing. The **Director** may also avail the services of the permanent staff of the university by giving them additional responsibilities, and pay them financial benefits as allowed under the university rules;

5.4 **Work Arrangements for Director and AD**: The **AD** will be actively engaged in **IQAC** management along with the **Director** and will assist in the administration of the **IQAC**. S/he will take the charge of **Director** in his/her absence due to temporary leave, illness or other reasons. In case the **Director** decides to discontinue in his/her position, the university may appoint the **AD** in that position or place another senior academic as the new **Director**. In the event of the **Director** going on preparatory leave to retirement (**PLR**) during the functioning of **IQAC** s/he shall relinquish the charge from the date of entering the **PLR** and handover the responsibility to **AD**.

5.5 Director's Responsibilities: The Director shall be responsible for the implementation of the programmed activities of the **IQAC** as delineated in the **IQAC Operations Manual** to carry out the QA activities. The Director together with the Additional Director(s) shall take the responsibility to mobilize the **IQAC** staff and logistics. The management and operational leadership of **IQAC** shall be vested in the hands of the Director who shall function as the chief executive officer (**CEO**) and Drawing and Disbursement Officer (**DDO**) of the **IQAC**. The Director shall be accountable to the **VC** and would report to him/her periodically. Additionally s/he shall liaise with the **QAU** and the university in respect of QA activities.

Since IQAC will be an institution created under HEQEP and be functional as part of a sub-component of the project and subject to routine monitoring procedure by the project management, the Director shall maintain close communication and correspond with the project director HEQEP in all matters of subproject implementation.

5.6 Back up Arrangements: In a situation when due to unforeseen reasons or/and unavoidable circumstances the designated Director or/and the **AD** is/are unable to

perform, or he/she/they leave/s the position, then the **university** would replace he/she/them by academics selected from among the senior faculty members.

5.7 Incentives for Academics

5.7.1 Director and Additional Director (AD) of IQAC: Director and Additional Director of the IQAC shall continue to draw their salaries and allowances in scales corresponding to their position as permanent employees of the university. From the IQAC Fund the Director will receive four months basic salary and the Additional Director will receive three months basic salary as financial incentive in addition to their regular salary from the university. In case of private universities, similar arrangements will be applicable regarding the financial incentives. Director and Additional Director of the IQAC of the private university shall receive financial incentives from the IQAC fund per year at the rate of four months and three months basic salary of a public university teacher of same rank respectively.

5.7.2 SA Committee: There shall be a SA Committee composed of three teachers in each program offering entity for a period of one year. The Head of the SA Committee shall receive financial incentives equivalent to his 4 months basic salary for the period of one year only. Each member of the SA Committee shall receive financial incentives equivalent to his/her 2 months basic salary for the period of one year only. In case of private universities, the Head and members of the SA Committee shall receive financial incentives equivalent to 4 months and 2 months basic salary of a public university teacher of same rank respectively for a period of one year only.

5.7.3 Staff Salary: In public universities the provisionally recruited support staff will get salaries and allowances according to university's relevant pay scales for equivalent posts. In private universities the provisionally recruited support staff will get salaries and allowances according to the relevant pay scale for equivalent posts in public universities**;**

5.8 Record Keeping and Maintenance: Director IQAC will preserve all records and documents regarding their public procurement in accordance with provisions of the PPA, all records regarding IQAC activities in the University. These records will be made readily available on request for audit/investigation/review by the Development Partners, Government and External Reviewers.

Chapter 6
Duration of IQACF

6.1 **Institutionalization of QA:** The **IQACF** shall continue until six months prior to the closing date of the **HEQEP**[2]. **IQACF** shall fund each **IQAC** for a total period of three years for each of the three consecutive rounds. However the **IQAC,** first established with the financial support of **IQACF**, shall become a permanent institution of the universities. When the **HEQEP** will be closed, **IQAC**'s activities will continue and be sustained under the revenue budget of the university. In order to make this happen, universities will have to prepare a succession plan during the project period. The plan shall delineate arrangements to develop and train academics from the university to fill up the positions in the **IQAC.** The university also shall make necessary funding provisions in its revenue budget to meet the recurrent **O&M** costs of **IQAC** on a permanent basis.

[2]Closing date of HEQEP is December 31, 2018

Chapter 7
Financial Management of IQACF

7. 1 Introduction

7.1.1 The universities which have received **IQACF** awards will establish the **IQAC** with diligence and efficiency and in accordance with sound financial standards and practices satisfactory to the **GoB** and **IDA**, and take cognizance of the provisions of the ***Anti-Corruption Guidelines*** applicable to recipients of **IDA** financing. In addition the **Governance and Accountability Action Plan** (**GAAP**) of the project has to be followed. A capable and reliable Financial Management System is also crucial for proper implementation of the **IQAC** project. 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. This Financial Management Guidelines will be the basic handbook for carrying out the financial responsibilities of the **IQAC**s.

7.2 IQACF Disbursement Arrangements

7.2.1 **Shared Funding of IQAC: F**unding of the **IQAC** shall be shared equally by the **IQACF** and the university following the formula presented in **Table 3**.

7.2.2 **Funding from the IQACF:** In the first year of the **IQAC** funding will be provided only by **HEQEP/IQACF**. The budget of the **IQAC** shall have to be prepared accordingly to accommodate the project cost of the first year. The **HEQEPU** Finance unit will transfer the amount mentioned at **Table 2** to the operating account (**OA**) of **IQAC** sub-project through bank transfer (TT/MT/DD etc.) and provide information to respective **VC**s, Directors (**QA**), Directors, and Director of Finance of the university and to the Head of **QAU** regarding the transfer of fund. The Director of respective IQAC will send acknowledgment of the receipt of fund promptly upon its availability in operating account.

7.2.3 **Counterpart funding from the university:** Following the funding formula the University shall transfer the amount to **IQAC OA** as mentioned at **Table 3** from the second year. The IQAC Director will inform the Project Director, HEQEP and Head QAU about the transfer of money to IQAC OA by the university with supporting documents. Having such information and document the funding amounts for 2nd year and 3rd year will be disbursed by HEQEP according to the financing plan and the budget of the **IQAC** included in the **QAP**.

7.2.4 The first tranche of **IQACF** grants to the **OAs** will be disbursed on the basis of their six months estimated expenditure drawn on the approved financing, procurement and work/activities plans**.** Subsequent grants will be released on the basis of statement of expenditures (SoEs) and requisition for advance submitted to the **HEQEPU** Finance unit. Disbursement of subsequent tranches of funds would depend on the submission of Quarterly Financial Management Report to the **HEQEPU** 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. Advances from the **Designated Account** to the **Operating Account** will be needed to be adjusted/ reconciled preferably within 30 days, but in no case beyond 90 days. The university shall also follow similar procedure in disbursing its grants to **IQAC** in consultation with **HEQEPU.**

7.3 Operating Account (OA)

7.3.1 The Director of IQAC will open a dedicated operating account (SND or STD) in a commercial bank in the name of the **IQAC of …… university.** The **IQAC OA is** to be maintained in **BDT** currency. The account will be used solely for the purpose of financing **IQAC** activities. The Director of IQAC will operate the account as single signatory and will act as the authorized person for utilizing fund. He/she will be the Drawing and Disbursement Officer (**DDO**) of the **IQAC**.

7.3.2 Immediately after opening of operating account in a Bank, the Director of IQAC shall forward the following information to Project Director, **HEQEP,** Head of **QAU,** UGC and to the Director, Finance of the university to facilitate transfer of **IQACF** funds to **IQAC**:

a) Name of Account

b) Account Number

c) Name of Bank

d) Branch

e) Full Postal and e-mail address of the Bank

7.4 Preparation of Budget

7.4.1 **Economic Codes**: In preparing the budget estimate and the detailed cost breakdown of the IQAC budget **GoB**'s budget preparation methods and rules will have to be followed by the proposal submitting entities. For this purpose, proposal submitting entities shall consult **Annex 5 o**f this chapter which describes the ***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 ***Economic Codes*** will not be eligible for inclusion in the budget of the **IQAC**.

7.4.2 **Re-appropriation/Adjustment of Budget Heads**: **Director of IQAC** shall be allowed to re-appropriate allocations from one budget head to another if required for cost and expenditure rationalization. But such re-appropriation should be made with the concurrence of the **PD, HEQEP**. For this purpose the Director of IQAC s shall send the re-appropriation proposal to **PD** justifying the changes in the **IQAC** budget allocation. The re-appropriation/adjustment of budget for the **IQAC** can be made once in a financial year. There will be a final adjustment/revision of budget at the end of the **IQAC** sub-project, if needed.

7.5 Delegation of Financial Power

7.5.1 In matters of procurement of goods, services and works the Directors of IQAC shall follow the Delegation of Financial Powers of respective university.

7.6 Training of IQAC staff

The QA**U,** in consultation with **IDA**, will arrange training programs on financial management for all Directors and officials of **IQACs** before the commencement and during the implementation of **IQACF** activities. **HEQEPU** Finance unit shall provide technical assistance to **QAU** and **IQAC** in respect of preparation of training modules, resource persons and relevant training materials. Additionally, the Director, Finance of the university will also assist the Director of IQAC on financial management and procurement activities of the **IQAC** Office and for preparation and submission of **FMR** to the **HEQEPU**.

7.7 Financial Transactions

7.7.1 The Director of IQAC will be primarily responsible for all financial management activities of the **IQAC** and will be accountable to UGC/Project for all financial matters concerning **IQAC** sub-project implementation. The accountant/finance staff recruited for the **IQAC** will help the **Director** in maintaining the financial management system of the **IQAC**. S/he will identify all financial transactions and enter them immediately into the books of accounts and maintain all documents, registers, records and correspondences.

7.7.2 The main duties and responsibilities of the Accountant/Finance Officer will be to:

7.7.2.1 Check invoices for goods, works and services and processing for payment;,

7.7.2.2 Maintain Bank Book, Payroll Registers;

7.7.2.3 Maintain all ledgers, and Registers etc.;

7.7.2.4 Maintain vouchers/bills/receipts/invoices/contracts/work orders and all other important financial transaction and procurement documents in a systematic order;

7.7.2.5 Collect bank statement and reconcile bank balance;

7.7.2.6 Prepare sub-project's Quarterly Financial Management Reports (QFMRs);

7.7.2.7 Prepare reply to the audit observations made by government's auditors from Foreign Aided Project Audit Directorate (FAPAD);

7.7.2.8 Prepare quarterly and annual budget expenditure plans for the sub-project;

7.7.2.9 Any other financial management related tasks assigned to him/her.

7.8 Utilization of Fund

7.8.1 The **IQAC** Director will prepare **IQACO**'s financing and procurement plans according to the work/activities plan and the detailed budget included in the approved **IQAC** proposal (**IQACP**) and broadly follow the plans covering the entire duration of the subproject.

7.9 Payments from Operating Account

7.9.1 The Director (QA) should strictly follow the government's financial rules and regulations in making expenditures and payments for procurement of goods, works and services and seek the approval of the university's head of procuring entity (**HOPE**) for undertaking procurement. However the procurement plan of the **IQAC** must be approved by the World Bank prior to initiation of any procurement, be it direct

shopping, NCB and ICB. Procurement done without World Bank's prior approval of the procurement plan shall be deemed ineligible expenditure and the World Bank will not reimburse the amount. Financial and procurement rules and Guidelines issued by GoB and World Bank will, therefore, be equally applicable for making expenditure and payment. The Director **IQAC** would make payment for only those expenditures which have followed the due procedure and are included in the budget. This OM provides the examples of indicative eligible expenditures to be made by the IQACs implemented under the **IQACF**.

7.9.2 Before making any payment, invoices should be checked properly to ensure that:

7.9.2.1 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;

7.9.2.2 Items and quantities of supplied goods, services, or works supplied are according to purchase order/contract;

7.9.2.3 Unit price of the procured items are according to purchase order/contract;

7.9.2.4 Delivery of the procured items are within stipulated time/deadline;

7.9.2.5 Procured items have been duly received, checked and entered in stock register;

7.9.2.6 Invoices are free from any arithmetical errors and inconsistencies;

7.9.2.7 The goods, services and works supplied/delivered are chronological from the dates of invitation of tender, contract and purchase order.

7.9.2.8 The tender documents, tender evaluation report and payment proposal have been authorized by competent authority and approved by the HOPE and the World Bank where applicable.

7.9.2.9 Any other relevant issues.

7.9.3 In addition to above, and before making payments out of **OA**, the Director of IQAC must ensure that:

7.9.3.1 The activity undertaken was included in the Activity/Work, Financing and Procurement Plans and budget of the subproject;

7.9.3.2 Duly certified by competent authority as properly executed;

7.9.3.3 Expenditure are properly documented, verified and approved for payments;

7.9.3.4 Outcome of the activity/work done can be physically verified, ownership established and properly safeguarded.

7.10 Cash Basis of Accounting

7.10.1 The **IQACO** 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.

7.10.1.1 Receipts will be recorded when cash is received and payments will be recorded when disbursements are made, not when liability arises.

7.10.1.2 IQAC shall employ consistent methods in maintaining records and in preparing financial statements.

7.11 Books of Accounts and Supporting Documents

7.11.1 The **IQACO** accounts/finance officer shall maintain books of accounts adequately to record following transactions relating to the sub-project implementation:

7.11.1.1 All sums of money received and expended by the IQAC and the purposes for which the receipts and expenditures take place; and

7.11.1.2 Assets procured by the IQAC

7.11.2 Therefore, the minimum principal books of accounts to be maintained at IQACO would be:

a) Cash Book

b) Petty Cash Book

c) General Ledger

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

7.11.4 In addition to the above, some registers may also be used to record other important information, which are deemed necessary for the **IQACO**. Following are the examples of some of essential registers to be used and maintained:

a) Check Book Register

b) Fixed Assets Register

c) Stock Register

d) Income Tax Register

e) VAT Register

f) Payroll Register

g) Consultant's Remuneration Register

h) Suppliers Registers

i) Advance Payment Register

j) Fund Receipts & Documentation Register

k) Bank Account Reconciliation Register

7.11.5 This IQACF FM Guidelines does not include the templates on all of the above mentioned registers but only the following six:

a) Cash Book Register

b) Check Book Register

c) Receipt of Funds & Documentation of Expenditures

d) Fixed Asset

e) Bank Reconciliation Statement

f) Financial Management Report (9 forms)

All FM templates are included in the IQAFOM.

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

7.11.6.1 Entries in the bank statements shall be compared with the entries made in the sub-project's Bank Transaction Register (Bank Book),

7.11.6.2 A list of all debits (Bank charges etc.) and credits (interest credited etc.) appearing in the bank statements but not in the **IQAC**'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.

7.11.6.3 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.

7.11.7 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 IQAC's Bank book.

7.12 Petty Cash

7.12.1 Small payments, which are usually required to be paid in cash for day-to-day expenses of the **IQAC**, shall be paid out of Petty Cash maintained under the imprest system. The limit of petty cash imprest required by the Director will be as per "Delegation of Financial Powers for Development Projects" (Annex 6). For better cash management, it is necessary to maintain a regular interval for payment and replenishment of petty cash fund.

7.13 End of Month Procedures

7.13.1 At the end of the month, the Director of IQAC 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.

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

a) Bank reconciliation

b) Petty cash reconciliation

c) General ledger reconciliation

d) Month end ledger balancing

7.13.3 After performing all month end activities, FMR will be required to be prepared following the format provided in Attachment (1-7).

7.14 End of Year Procedures

7.14.1 The end of year means the completion of four quarters from the beginning of **IQAC**'s implementation activities. The tasks outlined as end of month activity will be repeated

at the end of implementation year. The Director of IQAC shall be required to prepare and submit a financial statement highlighting unspent balance of the **IQACOA** 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 **HEQEPU** to update books of accounts and ascertain the actual amount of IQAC expenditure for the year. Other financial statements may also be prepared as required by various stakeholders.

7.15 Unspent Balance of IQAC

7.15.1 During implementation of the **IQAC** activities, there may be unspent balance in the operating account at the closing of the year. The amount of such unspent balance can be carried forward and utilize under the following year's budget. The Director of IQAC should inform Project Director, **HEQEP** promptly about the amount of unspent fund at the end of year so that HEQEPU can update its books of accounts accordingly.

7.15.2 After completion of IQAC activities as presented in the QAP, unspent fund may exist at the operating account. In such situation, the unspent fund should be transferred to the designated account of HEQEP by the Director of IQAC within a month of the closing of IQAC operations along with a statement on closing of accounts.

7.16 Re-appropriation of Approved Budget

7.16.1 The Director of IQAC may be allowed to re-appropriate allocations from one budget head to another (if any) with the prior approval of the Project Director, HEQEP. In such situation, Director of IQAC shall send the re-appropriation proposal to the Project Director, HEQEP justifying the necessary changes. However, no expenditure can be made before approval of such proposal.

7.17 Documents Retention by IQACO

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

7.18 Financial Reporting

7.18.1 The Director of IQAC will be required to prepare and submit **IQAC**'s Financial Management Report (FMRs) on every quarter in the format provided in this IQACFOM (Attachments 1-7). The Financial Management Report is a set of reports divided into three parts: Financial report, Documentation of eligible expenditures and Request for advance. The Director of IQAC shall prepare and submit the report to Project Director, HEQEP within 21 days after the end of each quarter.

7.18.2 The FMRs of IQAC will be used particularly for (i) Financial monitoring of the IQAC , (ii) documentation of eligible expenditures against advance (iii) payment of advance to Operating Account.

7.18.3 The FMR contains following reports (Format shown in Attachment-1-7):

Part-1 : Financial Report

1-A IQACs Sources and Uses of Fund

1-B Uses of Fund by IQAC Activities

1-C IQAC Activity Report

1-D Bank Reconciliation Statement

Part -2 : Expenditure Documentation Report

2-A Eligible Expenditure Documentation Report

2-B Statement of Expenditure: Subject to Prior Review

2-C Statement of Expenditure: Not Subject to Prior Review

Part -3 : Request for Advance

3-A IQACs Cash Forecast Statement

3-B Request for Advance

7.18.4 The first FMR will be required to be submitted at the end of the first quarter of IQAC's start of implementation.

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

a) Bank statement of operating account of the IQAC for the reporting period,

b) Copy of approved invoices for payment shown in **"Statement of Expenditures (SOE): Subject to Prior Review"** for the purpose of documentation as eligible expenditure. The **SAP**[3] number on SOE for the contract issued by World Bank should also be mentioned.

7.19 Internal Control

7.19.1 For effective utilization of resources and as custodian of the assets procured by the IQAC, 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:

a) The effectiveness of operations,

b) The economical and efficient use of resources,

c) Compliance with applicable policies, procedures, laws, and regulations,

d) The safeguarding of assets and interests from losses of all kinds, including those arising from fraud, irregularity and corruption, and

e) The reliability of financial transactions and integrity of supporting staff.

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

[3]Acronym for "Systems, Applications and Products in Data Processing" in World Bank's Database.

7.20 Categories of Control

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

a) Segregation of duties

b) Organizational structures

c) Authorization and approval

d) Physical safeguards

e) Management review and monitoring

f) Accounting and Arithmetical procedures

g) Personnel arrangement

h) Supervision

7.21 Audit

7.21.1 Foreign Aided Projects Audit Directorate (FAPAD) under the office of the Comptroller and Auditor General of Bangladesh (C&A, GoB) is mandated to carry out financial audit of development projects. In addition to FAPAD audit, HEQEP will arrange for internal audit of IQAC 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.

7.21.2 The primary objectives of the audit will be:

7.21.2.1 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, vouched, and correctly classified, and that the final account represents a complete and true statement of the financial transactions it purports to exhibit.

7.21.2.2 Review the underlying internal control systems and procedures to identify any material risks to complete, accurate and timely financial reporting, and

7.21.2.3 Render the audit opinions required under the project legal agreements.

Therefore IQACs will have to undertake two audits every year, which are:

7.22 Internal Audit

7.22.1 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 IQAC 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 IQAC objectives.

7.23 External Audit

7.23.1 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 IQAC 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 thereon shall be submitted to IDA within six months from the end of each fiscal year by FAPAD.

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

7.24 Fixed Assets

7.24.1 In order to verify existence, ownership and safe custody of the various fixed assets, the Director of IQAC 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 HEQEPU will supply non-removable stickers for pasting on all equipment, machines, devices, implements and furniture procured by the IQAC. Fixed Assets shall be grouped/sub-grouped into different categories (i.e., Office Equipment, Furniture, Electrical Equipment, Computers etc.) as required by the management for easy reference and identification.

7.25 Physical Verification of Fixed Assets

7.25.1 Periodical (at least annual, preferably on the balance sheet date) physical inspection of Fixed Assets shall be carried out 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 discrepancies.

Attachment 1

Cash Book

DEBIT (Receipt)							**CREDIT (Payment)**					
Date	Voucher No	Particulars	Ledger Folio	Taka	Taka		Date	Voucher No	Particulars	Ledger Folio	Taka	Taka

Attachment 2

Check Book Register

Account No. ----------

Date	Payee	Purpose	Check No.	Taka	Signature
1	2	3	4	5	6

Attachment 3

Receipt of Fund & Documentation of Expenditure

Fund Request No.		Advance Received from HEQEP		Expenditure Documented Against Advance Taka	Balance Taka
Date	No.	Date	Taka	Submitted	
1	2	3	4	5	8

Attachment 4

Fixed Asset Register

Description of Assets: **Group:**

Date of Purchase/Sold	Invoice no.	Name and address	Voucher/MR No.	Purchased		Sold/Write off		Balance		Location	Asset ID
				Quantity	Value Tk.	Quantity	Value Tk.	Quantity	Value Tk.		
1	2	3	4	5	6	7	8	9	10	11	12

Attachment 5

Institutional Quality Assurance Cell

Bank Reconciliation Statement

As on :_____

Name of the University:

QAP No.

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	Office Manager/Secretary	Director (QA)

Attachment 6/page 1

Quarterly Financial Management Report (FMR Part 1)Form 1 A

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

Name of Institution:										
QAP No.									**Taka in Lakh**	
Particulars	**Current Quarter**			**Financial Year to Date**			**Cumulative to Date**			**Approved Budget (for sub-projects)**
	HEQEP	**University**	**TOTAL**	**HEQEP**	**University**	**TOTAL**	**HEQEP**	**University**	**TOTAL**	
Opening Bank Balance										
Add: Receipts										
IQACF Grant										
University's contribution										
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	Director of Accounts								Director (QA)	

Attachment 6/page 2

FMR

Uses of Fund by IQAC

For the Quarter: ……..

Name of Institution:

QAP No.

Taka in Lakh

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 Officers					
4601	Pay of Staff					
	Supplies & Services:					
4801	Travel Expenses					
4827	Printing & Publication					
4828	Stationary					
4831	Books & Journals for IQAC Office					
4840	Training & Study Tour					
4842	Conference/Seminar/Workshop					
4874	Consulting Services					
4883	Incentives for IQAC Director & AD					
4886	Survey					
4899	Other Expenses					
Total Supply & Services (4800)						
4921	Refurbishing/Renovation of IQACO					

(a)Total Revenue Expenditure (4500+4600+4800+4900)						
Capital Expenditure						
	Acquisition of Assets					
6815	Computer & IT Equipment					
6819	Office Equipment					
6821	Furniture & Fixtures					
6827	Electrical Equipment					
	Total Acquisition of Assets (6800)					
(b) Total Capital Expenditure (6800)						
Total Cost (a+b)						
(c) Operational Cost						
Total Sub-Project Cost (a+b+c)						

Countersigned by

Director of Accounts	Director (QA) IQAC
(Name of University)	(Name of University)

Attachment 6/page 3

FMR Form 1-C

IQAC Activity Statement

For the Quarter:

Name of Institution:

QAP No.

SL No	Description	Amount	Total Amount
Part I			
1	Total fund received from HEQEP to the end of reporting quarter		
2	Less: Total expenditures documented to the end of reporting quarter		
	Total Outstanding Advance		**-**
Part II			
1	Opening Balance at the beginning of quarter		
2	Add: Suspense 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 Balance at the end of quarter		
2	Add: 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

Director of Accounts (Name of University)	Director (QA) IQAC

Attachment 6/page 4

FMR Form 1-D

Bank Reconciliation Statement of Operating Account (OA)

Name of University……..

As on ----------

QAP No.

Account no:

Name of Bank:

Address:

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

Director of Accounts
(Name of University)

Director (QA) IQAC

FMR (Part 2)

Attachment 6/page 5

Form 2-A

Eligible Expenditures Documentation Report

For the Quarter:----------

Name of University:

IQACP No.

Sl. No	Description	Eligible Expenditures Documented in BDT		
		Current Quarter	Current Financial Year	Since inception of Sub-Project
1	Statement of Expenditures (SOE): Subject to prior Review (Form 2B Page--- to -----)	-		
2	Statement of Expenditures (SOE): Not Subject to prior Review (Form 2C Page--- to -----)			
Total		-	-	-

Countersigned by

Director of Accounts (Name of University)	Director (QA) IQAC

Attachment 6/page 6

FMR

Form 2-B (For Public University)

Statement of Expenditures (SOE): Subject to Prior Review

For the Quarter: ----------

Name of University

IQACP 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

Countersigned by…….

Director of Finance
(Name of University)

Signed by…….

Director (QA)

Attachment 6/page 7

FMR

Statement of Expenditures (SOE): Subject to Prior Review

Form 2 B

For Private university

For the Quarter……

Name of University:

QAP No.

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	Eligible for Documentation	
												% of Financing	Amount Taka
1	2	3	4	5	6	7	8	9	10	11	12	13	14
												80.00%	-
												80.00%	-
												80.00%	-
												80.00%	-
Total							-	-	-	-	-	-	-

Countersigned by……

Director, Finance

Name of University

Signed……..

Director (QA)

Name of University

Attachment 6/page 8

FMR **Form 2-C** (For Public University)

Statement of Expenditures (SOE): Not Subject to Prior Review

For the Quarter:…….

Name of University:

QAP No.

Sl. No.	Description	Contract Value Taka	Amount Invoiced Taka	Amount Paid Taka
Total		-	-	-

Countersigned by

Director of Accounts (Name of University)	Director (QA) IQAC

Attachment 6/page 9

FMR **Form 2-C** (For Private University)

Statement of Expenditures (SOE): Not Subject to Prior Review

For the Quarter:…….

Name of University:

QAP 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 by

Director of Accounts
(Name of University)

Director (QA)
IQAC

Attachment 6/page 10

FMR **Form 3 A**(For Public University)

Projected Cash Forecast Statement

For the Quarter:_____

Name of University:
QAP No.

Sl. No	Item of Expenditure	Fund Requirement for the next quarter -------to----- Taka	Fund Requirement for the next quarter -------to----- 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…… Signed

Director of Accounts

(Name of University)

Director (QA)
IQAC

Attachment 6/page 11

FMR (Part 3)

Form 3A (For Private University)

Projected Cash Forecast Statement

For the Quarter:_____

Name of University:
QAP No.

Sl. No	**Item of Expenditure**	**Fund Requirement for the next quarter -------to----- Taka**	**Fund Requirement for the next quarter -------to----- 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 Closing Balance of Operating Account and Cash in Hand	
Requested amount to be advanced to OA		

Requested advance in Taka_____

Countersigned by

Director of Accounts (Name of University)	Director (QA) IQAC

Attachment 7

FMR **Form 3B**

Request for Advance

Requested Advance in Taka	Request Number & Date

1	Contract No. and Date	:	
2	IQAC Proposal No.	:	
3	Name of Director of IQAC	:	
4	Name of University	:	
5	Name of Bank Account & Bank Account No.	:	
6	Name of Bank, Branch & Address	:	
7	Requested Amount in Words	:	
9	Remarks (if any)	:	

Countersigned by

Director of Accounts
(Name of University)

Signed by

Director (IQAC)

Chapter 8
Procurement

8.1 **The Legal Framework:** The Government of Bangladesh has made it mandatory for all government institutions/organizations/agencies to follow the ***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 under the development budgets. However, in conformity with Rule 3(2) (d) of PPA, for **IDA** funded projects such as **HEQEP**, all procurement involving international competitive bidding **(ICB)** will follow ***WorldBank's Procurement Guidelines for Goods, Works and Non-Consultancy Services, January 2011*** and all national competitive bidding will follow PPA/PPR with bidding documents acceptable to IDA**.** Selection of consulting services/consultants will follow the ***Guidelines for Selection and Employment of Consultants by World Bank Borrowers, January 2011***. Should there be any conflict between the **World Bank's Guidelines** and the **PPA/PPR**, the former will prevail and this has been clearly stipulated both in the PPR and in the Financing Agreement **(FA)** executed between the **IDA** and the **GoB**. These documents and other relevant regulations are available on the website of **Central Procurement Technical Unit (CPTU**), i.e., **www.cptu.gov.bd** and ***www.worldbank.org*.**

8.2 **Procurement Methods**: The procurement methods to be used for procurement of goods, works and services under **IQACF**, are as follows:

8.2.1 **Procurement of Goods:** Generally goods will be procured using **ICB**, followed by **NCB** and national shopping for small valued contracts. Direct contracting will be used for specialized items of low value / proprietary nature / specialization, with **IDA**'s prior concurrence. This is applicable for all procuring entities under the project, i.e., **UGC**, **AIF** sub-projects, **IQACF** funded **IQAC** sub-projects, **BdREN**, **HEQEPU** and **QAU**. The following procurement thresholds amounts shall be valid for the first 18 months of the 3rd round of AIF and **IQACF**. Thereafter, **HEQEPU** shall seek World Bank's clearance for procurement under these threshold amounts:-

8.2.1.1 **ICB**: Goods and equipment contracts estimated to cost Taka 48.0 million (US$600,000 equivalent) and above per contract will be procured using **ICB**.

8.2.1.1 **NCB*:*** Goods and equipment contracts estimated to cost below Taka 48.0 million (US$600,000 equivalent) per contract may be procured using **NCB** following provisions of the **PPA** and model bidding/tender documents acceptable to the World Bank. This includes vehicles, computers, office equipment etc. For the purpose of NCB the following shall apply:

8.2.1.1 Post bidding negotiations shall not be allowed with the lowest evaluated or any other bidder;

8.2.1.1 Bids should be submitted and opened in public in one location immediately after the deadline for submission;

8.2.1.1 Lottery in award of contracts shall not be allowed;

8.2.1.1 Bidders' qualification/experience requirement shall be mandatory;

8.2.1.1 Bids shall not be invited on the basis of percentage above or below the estimated cost and contract award shall be based on the lowest evaluated bid price of compliant bid from eligible and qualified bidder; and

8.2.1.1 Single-stage two-envelope procurement system shall not be allowed.

8.2.1.1 **National Shopping (NS*):*** Small goods and equipment contracts may be procured in accordance with provisions of national shopping (Request for Quotations) following **PPA** and PPR, provided those are included in the **Procurement Plan** agreed with IDA**.**

8.2.1.1 **Direct Contracting (DC*):*** Under this project, computer software, books, journals, analytical services and training materials can be procured following **DC** procedures in accordance with the World Bank's Procurement Guidelines and with **IDA'**s prior concurrence.

8.2.2 Procurement of Works: Very little amount of civil works are envisaged under **IQACF.** The following procurement methods can be used just in case **IQACF** resources are used for eligible purposes such as renovation/ refurbishing/extension of room/space for accommodating/establishing **IQAC**:

8.2.2.1 International Competitive Bidding (**ICB**): **ICB** will be used for contracts estimated to cost Taka 400.0 million (US$ 5.0 million equivalent) and above per contract.

8.2.2.1 National Competitive Bidding (**NCB**): Civil works contracts estimated to cost below Taka 400.0 million (US$ 5.0 million equivalent) per contract may be procured using **NCB** in accordance with provisions of the **PPA** and model bidding/tender documents acceptable to the World Bank. The exceptions to PPA/PPR as mentioned in 8.2.1(ii) also apply for works.

8.2.2.1 National Shopping **(NS)**: Small works may be procured in accordance with national shopping (Request for Quotations) provisions of **PPA** and **PPR**, provided those are included in the **Procurement Plan** agreed with **IDA**.

8.2.3 Consultants' Services and Training: It is assumed that international technical assistance/ consulting will not be required as there will be hardly any procurement of services of complex nature under the **IQACF**. However local technical expertise may be needed to assist the **IQAC** Directors. Such local consultants may be firms or individuals based on specific needs and their hiring would follow provisions of the World Bank's ***Guidelines for Selection & Employment of Consultants, January 2011***. Short lists of consulting firms for services estimated to cost less than Taka 24.0 million (US$300,000 equivalent) per contract may be composed entirely of national consultants in accordance with the provisions of paragraph **2.7** of the **IDA**'s ***Guidelines for Employment of Consultants***. The methods of procurement that can be used are as follows:

8.2.3.1 **Quality and Cost Based Selection/Quality-Based Selection (QCBS/QBS*)***: Consulting services through firms estimated to cost Taka 24.0 million (US$300,000 equivalent) and above per contract will be selected following **QCBS/QBS** in accordance with **IDA**'s Consultant Guidelines.

8.2.3.1 **QCBS/Fixed Budget Selection (FBS*)***: Services through firms estimated to cost less than Taka 24.00 million (US$300,000 equivalent) per contract shall follow the **QCBS/ FBS** method in accordance with **IDA**'s Consultant Guidelines..

8.2.3.1 **Selection Based on Consultant Qualification** (**CQ**)/**Least Cost Selection (LCS*):*** Services through firms estimated to cost less than Taka 8.0 million (US$100,000 equivalent) per contract may be procured following **CQ** or **LCS** in accordance with **IDA**'s Consultant Guidelines..

8.2.3.1 **Single-Source Selection (SSS*):*** Specific consultants' services through firms conforming **IDA**'s Guidelines (paragraph 3.8 to 3.11) may be procured following **SSS** under ***IDA Guidelines***. This includes staff training and capacity development in project management and implementation.

8.2.4 Individual Consultants (IC*)*: Services for assignments for which teams of personnel are not required and the experience and qualifications of the individual are the paramount requirement, will be procured through individuals in accordance with **Section V** of the **IDA** Guidelines. Individuals will be selected on the basis of their qualifications for the assignment. Individual experts on **AIF** management, procurement, financial management and **M&E** will be selected following this method.

8.2.5 **All procurement methods for goods, works and services will be specified in the Procurement Plan and agreed with IDA before procurement process is started by the IQAC.**

8.2.6 Use of Standard Bidding and Contract Documents: For **ICB** procurement of goods and works, the use of **IDA**'s Standard Bidding Documents (**SBD**) is mandatory. For **NCB** procurement, **IQAC/universities** may use the Government's standard bidding document format with modifications incorporated and agreed with **IDA** (model tender documents for goods, works and non-consultancy services). For selection of any consulting firm, the **WB**'s Standard Request for Proposals (**RFP**), including standard contract form will be used. Depending on the type of procurement, the Standard Bid/Proposal Evaluation Forms of the World Bank, and of **GoB** when those become available, will be followed for submission of evaluation reports.

8.2.7 As part of regional guidance to simplify operational processes, Bank will not prior review rebidding decisions pertaining to post-review NCB contracts. The implementing agencies will apply adequate due diligence in taking such decisions to re-invite bids for such NCB contracts, and the instances of rebidding will be reviewed as part of the Bank's post-procurement review.

8.2.8 A Procurement Risk Mitigation Plan (PRMP) by HEQEPU is introduced through reports submitted to IDA on a periodic (semi-annual) basis with a set of features as mentioned below:

8.2.8.1 ***Alert bidders in pre-bid meeting*:** HEQEPU/Directors, IQACs through a notification will alert bidders during pre-bid meeting on consequences of corrupt practices (fraud and corruption, collusion, coercion, etc.). The alert message, among others, will include that if bidders are found to have adopted such practices, there may be remedial actions including debarment from bidding processes in conformity with the Bank's Guidelines. For national competitive bidding, national bidders debarred, if any, under the PPA, will not be able to participate. In addition, in the pre-bid meeting, the bidders will be clarified for preparation of bids correctly.

8.2.8.1 ***Alert internal officers/staff*:** HEQEPU/Directors, IQACs will issue alert letter(s) notifying on the fraud and corruption indicators and the possible consequences of corrupt and similar behavior in procurement practices and action to be taken against the IQACO staff if they are involved in such practices. Moreover, HEQEPU will highlight that, in case of noncompliance or material deviation from IDA's Procurement Guidelines, IDA may take remedial actions (i.e., withdrawal of funds, declaration of mis-procurement) for concerned contracts.

8.2.8.1 ***Bid opening minutes***: During the same day of bid opening, photocopies of the Bid Opening Minutes (BOM) with readout bid prices of participating bidders will be submitted by BOC for circulation to all concerned. For prior review packages, such BOM will be shared with the IDA.

8.2.8.1 ***Low competition among bidders and high price of bids***: The case(s) of low competition (not solely based on number of bidders) in ICB and NCB cases, coupled with high-priced bids will be inquired into and further reviewed by HEQEPU. The review and decision in this regard would be in the context of qualification criteria, the contract size (too small or too large), location and accessibility of the site, capacity of the contractors, etc.

8.2.8.1 ***Measures to reduce coercive practices*:** Upon receiving allegations of coercive practices resulting in low competition, **HEQEPU/Directors, IQACs** will look into the matter and take appropriate measures. For prior review contracts, observations of HEQEPU will be shared with IDA, along with the evaluation reports. HEQEPU/Directors, IQAC/Universities may seek assistance from law enforcing agencies to provide adequate security for bidders during bid submission. For **ICB** contracts, provision for bid submission through international/national courier services will be allowed and confirmation of the receipt of the bid will be informed to the bidders through e-mail.

8.2.8.1 ***Rebidding*:** In case of re-bidding, **HEQEPU** will inquire into the matter, record and highlight the grounds of re-bidding (i.e. corruption or similar, high bid prices etc.) along with recommended actions to be taken. For prior review of cases, all such detailed reports will be sent to IDA.

8.2.8.1 ***Filing and record-keeping***: HEQEPU/Directors, **IQAC**s will preserve all records and documents regarding their public procurement in accordance with provisions of the PPA. These records will be made readily available on request for audit/investigation/review by the Development Partners and the Government.

8.2.8.1 ***Submission of PROMIS report***: **HEQEPU** will submit quarterly report based on the Government's **PROMIS** (Procurement Management Information System) format to **IDA**, which is available at the website of **CPTU** (www.cptu.gov.bd).

8.2.8.1 ***Publication of award of contract*:** HEQEPU will publish contract award information within two weeks of contract award on its website, **dg Market/UNDB** online, and **CPTU**'s websites with the following information: identity of contract package, date of advertisement, number of bids sold, number of submitted bids along with names, bid prices as read out at bid opening, name and evaluated price of each bid, number of responsive bids along with name of bidder, name of bidders whose bids were rejected

and brief reasons for rejection of bids, name of the winning bidder and the price it offered, proposed completion of date of contract, as well as a brief description of the contract awarded.

8.2.9 ***Procurement Plan*: The Directors, IQAC shall obtain World Bank's approval of the plans before commencing procurement under the IQACF.** Common items in such procurement plans will be agglomerated and HEQEPU will centrally procure such items for the **IQAC**s. It will also be available in the Project's database and in **IDA**'s external website for this project. The Procurement Plan will be updated in agreement with **HEQEPU**, semi-annually, to reflect the actual project implementation needs and adjustments thereof.

8.2.10 ***Review by IDA of Procurement Decisions***: The review by IDA of procurement decisions and selection of consultants will be governed by Appendix 1 of the Bank's Guidelines. For each contract to be financed by credit, the threshold for prior review requirements and post review contracts will be identified in the Procurement Plan. During the first 18 months of the project, IDA will carry out prior review of the contracts. This prior review threshold will be updated annually based on the performance of HEQEPU, and the initial prior-review thresholds of the following contracts for the first 18 months of the AF are mentioned below:

8.2.10.1 For Goods: All the ICB contracts and direct contracts irrespective of estimated cost. The NCB contracts estimated to cost equivalent or more than US$ 600,000.

8.2.10.1 For Works: All the ICB contracts and direct contracts irrespective of estimated cost. The NCB contracts estimated to cost equivalent or more than US$ 5,000,000.

8.2.10.1 For Non-consulting service: All the ICB contracts and direct contracts irrespective of estimated cost. The NCB contracts estimated to cost equivalent or more than US$ 500,000.

8.2.10.1 For Consultant's Services: All contracts estimated to cost USD 300,000 equivalent or more for firms and USD 100,000 equivalent or more for individuals, all single-source contracts.

8.2.11 ***Post Review:*** For compliance with the Bank's procurement procedures, the Bank will carry out sample post review of contracts that are below the prior review threshold. Such review (ex-post and procurement audit) of contracts below the threshold will constitute a sample of about **15 percent (fifteen percent)** of the post-review contracts in the project. Procurement post-reviews will be done on semi-annual basis depending on the number of post-review contracts. Post-review will also include assessment of the performance of **HEQEP**'s procurement team, including adequacy of due diligence exercised by **HEQEP**, and regularity of procurement-related reporting and record-keeping.

8.2.12 ***Electronic government procurement (e-GP):*** All **NCB** procurement under AIF sub-projects covered by the additional financing will be allowed to be done through electronic government procurement (**e-GP**). **e-GP** has been rolled out in June 2011 under The Government's Procurement Reform. The Bank has approved the system to use in **NCB** contracts under Bank-financed project in Bangladesh. The following steps will be implemented by **HEQEPU** in order to implement **e-GP**.

8.2.12.1 Under the additional financing of **HEQEP** , **10** public universities (**DU, CU, RU, KU, BUET, SUST, CUET, RUET, KUET**, **BAU**) and one private university (**NSU**) will follow **e-GP,**

8.2.12.1 Under the additional financing, proposal call to submit **QAP** would accommodate information from prospective beneficiaries regarding readiness to use **e-GP** in their own procurement. This readiness will include, among others, computer hardware, availability of adequate bidders (*list of bidders generally participating in concerned university contracts*) and robustness of internet connectivity of the universities. During **QAP** submission, universities ready for e-GP will confirm its readiness, which will be subsequently assessed by HEQEPU. HEQEP procurement team will assist universities in compiling this information. Information of **e-GP** readiness will be incorporated into the agreed minutes of negotiation of the additional financing.

8.2.12.1 **IQACF** beneficiaries using **e-GP** will be provided special training by **HEQEPU**'s **e-GP** trainers. (*within three months of awarding **IQACF** grants to universities*).

8.2.12.1 Training for bidding community will also take place, through **e-GP** trainers of **HEQEPU** and in collaboration with **CPTU**.

8.2.13 **Review of Procurement Performance: IDA** will monitor the compliance with the requirements of procurement methods and performance standards on a continuous basis. As part of the project's planned annual review/mid-term review, a comprehensive assessment of procurement performance will also be carried out. Based on the review, in consultation with the Government, the **WB** may revise the prior review threshold, including the procurement and selection methods.

8.2.14 It has been already mentioned that all IQACF recipient Directors, IQAC are required to prepare a Procurement Plan in accordance with formats prescribed by **IDA** ; and these will have to be reviewed by **HEQEPU**, and concurred by the World Bank before implementation and updated regularly on a half-yearly basis.

8.2.15 draft procurement plans attached to the **QAPs** will be reviewed in a budget rationalizing workshop at **UGC** after the review of QAPs has been made by **QAU**. The common items like computers, printers, photocopiers, cameras, scanners, multi-media projectors etc. included in the goods category in the procurement plans shall be identified and separated from the **QAP's** for procuring these goods centrally by the **HEQEPU**. Other goods included in the procurement plans shall be procured by the **Directors, IQAC**s by following the relevant procurement rules mentioned in this **IQACF OM**. The procurement unit officials and procurement specialists of **HEQEPU** shall provide technical assistance to the **Directors** in rationalizing their respective procurement plans as explained above during the workshop.

8.2.16 Private universities utilizing **IQACF** resource would require to follow the provisions of **PPA/PPR** and **IDA**'s Guidelines on procurement like the public universities. Concerned officials of the private universities may not possess adequate knowledge regarding international competitive bidding (**ICB)** and the relevant procedure given in the **World Bank**'s procurement guidelines. The mitigating measures proposed for such lack of capacity are as follows: (i) each **IQACF** resource using private university will establish a procurement focal point **(PFP)** and submit the names of its staff/members along with its QAP; (ii) the **PFP** staff will undergo intensive training on procurement

organized by **HEQEPU** so that they are able to prepare bidding documents and evaluation reports for small scale procurements to be made under the **IQAC** sub-projects; (iii) the **PFP**s will report on contract implementation and **PRMP** quarterly monitoring reports; assist **HEQEPU** and procurement consultants to conduct post reviews and site visits; (v) if needed, **PFP**s would seek clarifications/briefings on procurement matters from **CPTU/IDA**.

8.2.17 Regarding formation of evaluation committee following measures will be undertaken: (i) at the university level the committee will be constituted according to the relevant provisions of **PPA/PPR.** (ii) at the sub-project implementation level the evaluation committee will be constituted according to the relevant provisions of the **PPA/PPR** with the inclusion of **PFP** staff as full members.

8.2.18 The primary responsibility in respect of procurement, therefore, will lie with the concerned individual Director, **IQAC** of the **IQACF** grant recipient university. The **IDA** will prior review the model documents, capacity assessment form, all direct contracting and all goods and works contracts exceeding the threshold figure as specified above. All single source selection and selection of consultants exceeding a certain threshold as specified above will also be prior reviewed. The **IQAC Director**s engaged in the implementation of the **IQAC** sub-projects, public university **Director**s, Finance and the private university **PFP** staff must possess copies of the **PPA** and **PPR** and **IDA**'s procurement guidelines, make themselves thoroughly adept in them and consult the **CPTU** and procurement consultants engaged by **HEQEPU** if they need clarification**.** With the above arrangements, procurement under the **IQACF** is likely to be effective and transparent resulting in smooth implementation of the project leading to achievement of the **QA** objectives. However, procurement process and implementation of the contracts would be reviewed every six months by the **UGC/HEQEPU** in collaboration with **IDA** and adjustments would be made, and corrective actions would be taken if necessary.

8.3 Strengthening Procurement Capacity at University Level: For procurement under **IQACF** grants, the **Director**s will conduct their own procurement. This requires significant strengthening of universities' capacity in undertaking public procurement. In order to strengthen universities' procurement capacity following measures will be taken upfront:

8.3.1 Special Training Course: Prior to implementation of the **IQACF**, HEQEPU will arrange a five-day customized training course, covering **IDA *Procurement Guidelines*** and the **PPR, 2008**. All officials handling procurement and/or holding membership of **BEC**s are required to participate in this training program. No academic staff should be allowed to handle procurement without appropriate procurement training. Furthermore, the procurement consultant (**PC**) will provide periodic training to I**QACF** grant recipient universities**' Director**s, **IQAC** and procurement officers., (ii) Bid/Proposal Evaluation Committee (**BEC/PEC**) in the universities shall have at least two members from outside the university;

8.3.2 On an annual basis contracts using **IQACF** grants will be post-reviewed by independent auditors appointed by **HEQEPU** and the post-review reports will be shared with the **World Bank** for follow-up actions.

IQACFOM Annex 1

Proposal Identification Number (PIN)……..

University Grants Commission of Bangladesh
Higher Education Quality Enhancement Project (HEQEP)
Quality Assurance Unit (QAU)

Proposal for Establishment of Institutional Quality Assurance Cell (QAP-IQAC)

1. **Proposal Title:……..……**
2. **i. Address of the University:**
   - **ii. Year of Establishment:**
   - **iii. Name of the Act/Order/Ordinance/License that established the university with date:**
   - **iv. Group of the University (as per the IQACOM): A/B/C**
   - **v. Type of the university:** General/Agricultural/Engineering/Medical/Science & Technology
3. **A. Total Cost**

   (i) (in Taka):……

   (ii) (in US$)……..

   a. Total Cost of the IQAC :

   b. Total Block Allocation:

   B. Implementation Period:…(03Years)……

   i. Commencement:……..

   ii. Completion:…….
4. **General Objectives of the IQAC**

   Describe the general objectives that are aimed to be achieved:

1.
2.
3.

   Note: Please do not write as essay form.
5. **Specific Objectives of the IQAC**

   Describe with clarity the specific objectives of the IQAC. Each specific objective will produce results and outcomes that have to be expressed in terms of milestones and measured with performance indicators.

1.
2.
3.

   Note: Please do not write as essay form.

6. Summary of proposed IQAC activities(maximum 250 words)

Summarize the broad components, activities, methods, expected results, outcomes and strategies to be used in accordance with the specific objectives for establishing the IQAC. The broad impact expected as a result of the activities carried out must be explicitly stated. Please try to furnish the information about the above mentioned items under individual paragraph captions.

7. Structure and size of the University

A. Please provide the information requested in the following table.

	Items	**Unit/Quantity**
1	Total number of seats in the first year/semester	
2	Total enrolment in first year/semester	
3	Total male students in the university	
4	Total female students in the university	
5	Total number of students conferred degree per year	
6	Total number of Faculty/School	
7	Total number of Institutes	
8	Total number of Centers	
9	Total number of program offering entity (Undergraduate)*	
10	Total number of program offering entity (Postgraduate)**	
11	Total number of Departments/Disciplines	
12	Total number of study programs in offer: Undergraduate: Postgraduate :	
13	Enrolment in PhD program on average per year	
14	Total yearly budget of the university (in Lakh Taka))	
15	Sources of Fund: Government ------ (%) Tuition Fee ------ (%) Donation ------ (%) Trust Fund ------ (%) Property Rental ------ (%) Others (Pls. Specify)….. (%)	
16	Total number of academic staff	

17	Total number of full time academic staff	
18	Total number of full time academic staff with PhD degrees	
19	Number of actually serving fulltime academic staff out of total employed	
20	Total number of academic staff on Leave	
21	Teacher-student ratio	

B. Program Offering Entity Details

Name of the Program offering Entity (Department/Faculty/Institute etc.)	Name of the program(s) offered by the entity Bachelor/post graduate Dip/Masters/ M.Phil/PhD	Number of full time and part time faculty members	Total number of students of the entity (including all programs and semesters/years)	Year of first enrollment

8. Strategic Analysis

Briefly explain the results of the overall strategic analysis that has been performed to prepare this proposal, especially in connection with the strengths, weaknesses, opportunities and threats (SWOT analysis) that characterize the university for which the IQAC will be formed. This analysis will clearly address the issues related to quality assurance in education with critical review of current situation in terms of policies, procedure and effectiveness of academic programs, co-curricular & extra- curricular activities.

9. Background Data Substantiating the Strategic Analysis (Information regarding existing resources and capacities in the University)

A. Please provide the information requested in the following table.

Table 1: Data on Students in Undergraduate Programs

Items		2010	2011	2012	2013	2014
1.	Total number of students in undergraduate programs					
2.	Total number of students enroll in the first year/semester					
3.	First year retention rate of undergraduate students					
4.	Established time-to-degree for the undergraduate programs (in academic sessions/semesters)					
5.	Total number of thesis/research monographs/publications by undergraduate students (if any)					

[1]Additional data deemed relevant may be added

B. Please provide the data requested in the following table.

Table 2: Data on Students in Postgraduate Programs and Research

		2010	2011	2012	2013	2014
1.	Total enrolment in Post graduate Programs					
2.	Number of Graduates passed in Master's, M Phil and PhD programs					
3.	Total external funding captured for research projects					
4.	Total number of research publications in peer reviewed journals					
5.	Number of research projects undertaken jointly with industry					
6.	Number of patent applications filed					
7.	Number of patents registered by academics					
8.	Number of research products commercialized					
9.	Number of research output which may be commercialized**	`				
*	……..					

** Please add any other information that you consider relevant for evaluation of the proposal.*

** Please attach a list.

C. Please provide data on the existing facilities in equipment, materials, manpower and resources owned by the entity.

Table 3: Data on existing physical facilities/resources available in the university

Description of Facilities	**Unit**
1. Number of science labs	
2. Virtual classroom/Seminar Room	
3. Library Automation/Digitization	
4. Survey work/Field visit facilities	
5. Internet Connectivity/Campus Area Network/LAN/Intranet	
6. Bandwidth Capacity	
7. WIMAX/Wireless Connectivity	
8. Digital library Access/Subscription	
9. … ……	

** Please add any other information (including good practices of the university) that you consider relevant for evaluation of the proposal.*

10. Please submit/attach the **"Table of Milestones"** and **"Table of Performance Indicators"** as per ***QAP* Annex- 1**.

11. Relevance:

Describe the relevance of the proposal to the strategic or long-term plan of the university, to the national development, and to the tertiary education sector development goals of the government.

12. Benefits (Qualitative & Quantitative)

Describe the net benefits to be gained from the IQAC in terms of its contribution towards better student learning, meeting quality standard, and development of advanced human capital, publication of useful research result with quality assurance and achievement of tertiary education development goals of the government.

12.1. Would facilitate review of quality standards and quality of teaching-learning in each program…….
12.2 Would facilitate developing qualifications framework for each program……
12.3 Would facilitate developing the quality assurance processes and methods of self-evaluation adopted by the university…….
12.4 Would facilitate accreditation of accreditation at both institutional as well as program level

13. **Summary of estimated budget**

Please furnish summary of major items and estimated cost following table-4 below. This table should mention only the major heads of expenditure and not a detailed list of all goods, services and works that will be procured under the project. Please submit the table in excel spread sheet.

Table 4. Summary of Estimated Budget

Proposal Title:…… …..

BDT in Lakh

Economic Code*	Items of Expenditure	Unit	Qnty	Estimated Cost (Taka)	% of Estimated Cost
(a) Revenue Expenditure					
4500	Pay of Officer				
4600	Pay of Staff				
4800	Supplies & Services				
4900	Repair & Maintenance				
Total Revenue Expenditure					
(b) Capital Expenditure					
6800	Acquisition of Assets				
Total Capital Expenditure					
Total Cost (a+b)					
(c) Operational Costs/Contingencies (Maximum 2% of total cost)					
Total Sub-Project Cost (a+b)					

∗ Economic codes are available in Annex5 of IQACFOM

14. IQAC Management Plan (Should be presented in following attachments 14.1 to 14.6)

14.1Please submit/attach the "Work/Activities Plan[4]" as per *QAP Annex- 2*

14.2Please submit/attach the "Financing Plan" as per *QAP Annex- 3*

14.3Please submit/attach the "Procurement Plan" as per *QAP Annex- 4* (Tables A - E)

14.4Please submit/attach the table of "Training Plan" as per *QAP Annex*- 5

14.5Please submit/attach the 'Detail Budget' as per *QAP Annex*- 6.

14.6Please submit/attach the proposed IQAC management team as per *QAP Annex-7*

[4]Please note that the work plan, procurement plan and financing plan should be consistent with each other and also with the detail budget**.** Please submit these plans in excel spread sheet.

15. Describe the type of technical assistance/consulting required under the project (if any) and its **Terms of Reference (ToR).**

16. Please describe in detail if the university had undertaken any activity on quality assurance/self-assessment or/and accreditation of its study programs before. If so,please mention how the activity was organized and implemented, its duration and major outcomes.

17. Briefly describe the results expected from the IQAC on:

i. Institutional Performance
ii. Formulation of Benchmark
iii. Management Practices
iv. Quality Culture
v. Qualifications Framework
vi. Study/Academic Programs
vii. Self-assessment of Study Programs
viii. Accreditation of Study Programs
ix. Validation of Study Programs
x. Student Learning
xi. Student Evaluation of Teachers
xii. Teaching Learning and Learning Assessment
xiii. Research and Outreach programs
xiv. Any other (please specify)

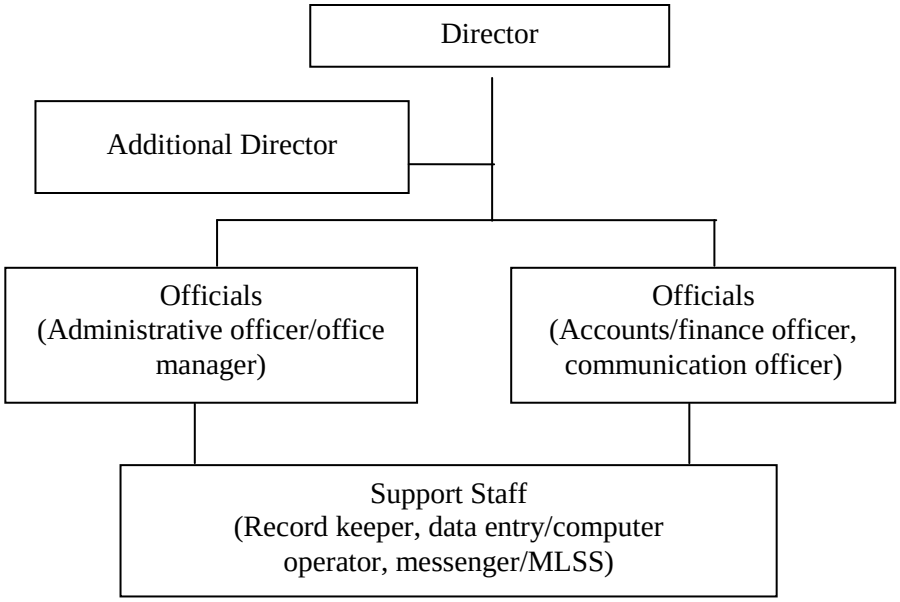
18. Sustainability

Please provide a summary of a sustainability analysis for the proposed IQAC, e.g., declaration of institutional commitment and budget provisions the university is likely to commit to sustain the activities and outcomes after the establishment of IQAC;

19. Proposed IQAC Management Team

Please mention the name of Director, Associate Director(s), managerial/administrative and support staff responsible for the management of the **IQAC** as per *QAP* ***Annex-7*** and resume of Director and Associate Directors in Annex 8 (Attachments A & B)

Figure 1: Indicative Organogram of IQAC



QAP Annex- 1

Table 1: Milestones to Evaluate Implementation (Level 1)

	Milestones	Reference of Specific Objectives	Critical Activities	Verification methods	Assumptions
1.					
2.					
3.					
4.					
5.					

Table 2: Indicators to Evaluate the Impact (Level 2)

	Indicators	Reference to Specific Objectives	Calculation Method	Assumptions	Verification Methods	Calculation of Base Value	Baseline Value in Year 2012	Desired Standard in Year....
1.								
2.								
3.								
4.								
5.								

Building Tables of Milestones and Indicators

- **Milestone/Indicators.** Define the specific variables considered in the indicator. In the case of Level 1, define the milestone, stage or activity to be reached/accomplished in time.
- **Reference to Objectives.** Specify the general and/or specific objectives related to each Milestone/Indicator. In Level 2, it is not necessary to link all specific objectives defined in the proposal to a PI.
- **Critical Activities.** In Level 1, indicate which activities are critical for compliance with the defined milestone.
- **Calculation Method.** Define the formula used to calculate the indicator, indicating the variables to be considered. In the case of ratios, identify the numerator and the denominator.

- **Assumptions.** Indicate prior considerations used in measuring the variables involved. For example, state the date on which annual measurements will be taken.
- **Verification Methods.** Indicate the data or products that will serve to validate the indicator result. The data must be available for M&E activities proposed in the proposal.
- **Base Value, Year 2012/13.** This reflects the initial reference value for subsequent annual measurements.
- **Calculating the Base Value.** Specify the method used to obtain the base value of the indicator in **2012/13**.
- **Desired Standard, Year N.** This reflects a final reference value for the indicator to be achieved after implementing the project. For example, increasing the ratio of total number of full time teachers with a Ph D, from an initial base value of 7 (no critical mass) to 10 (sufficient critical mass) over a period of 5 years i.e., 4 years after the completion of the project. And increasing the annual Ph D graduation from 2 to 4 and decreasing the time-for-PhD degree from 6 to 4 years over the same period.

Performance indicators

Performance Indicators are key instruments in the monitoring and evaluation (M&E) of projects since they help to measure the achievement of goals, the effects of clear strategies and effectiveness in the use of resources. A small set of independent indicators that can be well defined and measured periodically is desirable. Proper definition of performance indicators makes it possible to monitor and evaluate achievements in measurable terms, indicating the benefits.

Please mention the calculation methods, sources and procedures to obtain base values, values committed during and after the implementation of the project, and verification methods to validate the results obtained.

Proposed indications must contemplate two levels of measurement: a first level (Level 1) involving project stages or milestones where critical activities are achieved in time; and a second level (Level 2) involving performance indicators based on the regular measurement of key variables that will account for the degree to which the project affects its end beneficiaries.

Proposed indicators should take into account and build on measurements included in the indicators set forth in paragraph 9A above "Table 1: Data on Students in Undergraduate Programs" and paragraph 9B "Table 2. Students in Post-graduate Programs and Research" of this proposal. In addition, if necessary, specific indicators may be used.

Note: Please see the sec 4.8 of the IQACOM for a sample of performance indicators.

QAP Annex- 2

Work/Activities Plan∗

Please list in detail each activity within a time frame that will be carried out during the IQAC project implementation period:

Activities	**Year 1**												**Year 2**												**Year 3**											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12

∗ This can be submitted in excel spread sheet as a **Gantt Chart**
(For assistance please consult www.ganttchart.com/www.vertex42.com)

QAP Annex- 3

Financing Plan

Type of Project: **Establishment of Institutional Quality Assurance Cell**

Proposal Title ……..

(BDT in Lakh)

Economic Code	Item of Expenditure /Activity		Year 1				Year 2				Year 3				Total
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 5	Qtr 6	Qtr 7	Qtr 8	Qtr 9	Qtr 10	Qtr 11	Qtr 12	
			Jan-Mar 2012	Apr-Jun 2012	Jul-Sep 2012	Oct-Dec 2012	Jan-Mar 2013	Apr-Jun 2013	Jul-Sep 2013	Oct-Dec 2013	Jan-Mar 2014	Apr-Jun 2014	Jul-Sep 2014	Oct-Dec 2014	
(a) Revenue Expenditure:															
4500	*Pay of Officer (Consolidated):*														
4501	Manager/Administration														
	Sub-Total														
4600	*Pay of Staff (Consolidated):*														
4601	Accountant														
	Data Entry/Computer Operator														
	MLSS														
	Sub-Total														
	Total Consolidated Salary (4500+4600)														
4800	***Supplies & Services:***														
4801	Travel Expenses														
4817	Website development & maintenance														
4827	Publication on Research Findings														
4828	Printing & Stationary														
4829	*Financial Support & Allowances:*														
		Allowance for research at undergraduate and graduate level													

	Allowance for Associate Researcher															
	Sub-total															
4831	Books & Journals for IQAC Office															
4833	Advertising & Publicity															
4840	*Training & Study Tour:*															
		Training on ……														
		Study tour on ……at……														
	Sub-total															
4842	*Conference/Seminar/Workshop:*															
		Conference on ……..														
		Seminar on…….														
		Workshop on……														
	Sub-total															
4852	*Chemicals/Reagent etc*															
		(insert major items individually))														
	Sub-Total															
4874	*Consulting Services:*															
		Consultant for……														
		Travel & hospitality costs for visiting academics														
		Academic Collaboration														
	Sub-total															
4883	*Incentives for IQAC management team:*															
		Honorarium for Director														
		Honorarium for Associate Director														
	Sub-total															
4899	Other Expenses															
	Total Supply & Services (4800)															

4900	**Repair & Maintenance**														
4921	*Refurbishing/Renovation:*														
	(insert each item individually)														
	Total Repair & Maintenance (4900)														
Total Revenue Expenditure (4500+4600+4800+4900)															
(b) Capital Expenditure															
6800	**Acquisition of Assets**														
6807	*Motor Vehicle:*														
	(insert each item individually)														
	Sub-Total														
6809	*Water Transport:*														
	(insert each item individually)														
	Sub-Total														
6813	*Machinery & Other Equipments:*														
	(insert each item individually)														
	Sub-Total														
6814	*Engineering Equipment:*														
	(insert each item individually)														
	Sub-Total														
6815	*Computer & IT Equipment:*														
	(insert each item individually)														
	Sub-Total														
6817	*Computer Software:*														
	(insert each item individually)														
	Sub-Total														
6819	*Office Equipment:*														
	(insert each item individually)														
	Sub-Total														

6820	*Teaching & Learning Materials:*													
	Devices													
	White Board													
	Books & Journals for Seminar													
	Sub-total													
6821	*Furniture & Fixtures:*													
	Furniture & Fixtures for Seminar													
	Furniture & Fixtures for Lecture Theatre													
	Furniture & Fixtures for General Purpose													
	Sub-total													
6822	*Laboratory Equipment/Instrument:*													
	(insert each item individually)													
	Sub-Total													
6827	*Electrical Equipment:*													
	(insert each item individually)													
	Sub-Total													
Total Capital Expenditure (6800)														
Total Cost (a+b)														
(c) Operational Costs/Contingencies (maximum 2% of total cost)														
Total Financing (a+b+c)														

Please submit the financing plan in excel spread sheet. Please do not allocate any budget for the non-eligible items.

QAP Annex4/1

Procurement plan required under PPR 2010; Rule 16 (8)

Table A: Procurement Plan Summary							
		Total estimated value of contract (in "000 US$)	Total estimated value of prior review contract (in "000 US$)	Total number of packages	Total number of prior review packages	Number of contract awarded up to…… ***[Date of Procurement Plan as per Cover Page]***	Total value of contract awarded up to ***……[Date of Procurement Plan as per Cover Page]***
1	Goods						
2	Works						
3	Non-Consulting Services						
4	Consultancy Services						
		0.00	0.00	0.00	0.00	0.00	0.00

Project Effectiveness date:

Project Closing date:

QAP Annex4/2

All dates need to be entered in mm/dd/yyyy format

1 US$ = ……BDT

Table-B: Procurement Plan for Goods Contract

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price in US$ '000	Actual Price in contract currency	Procedure Method	Procurement Guidelines (PPA / BG)	Prior Review (Yes / No)	Contract Approving Authority*	Planned date of IFB publication	Actual date of IFB publication	Planned Date of Bid Opening	Actual Date of Bid Opening	Planned Date of Contract Signing	Actual Date of Contract Signing	Planned Date of Delivery/Completion	Actual Date of Delivery/Completion	Name of the Supplier	Progress of Implementation as of **…… [Date of Procurement Plan as per Cover Page]**	Progress of Payment as of **……[Date of Procurement Plan as per Cover Page]**	Remarks
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23

Total (All packages)	0
Total (All Prior Review Contracts)	0
Total (All NCB and Shopping/ RFQ Contracts)	0

**as per delegation of financial power*

QAP Annex4/3

All dates need to be entered in mm/dd/yyyy format

1 US$ = ……..BDT

Table-C: Procurement Plan for Works Contract

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price in US$ '000	Actual Price in contract currency	Procedure Method	Procurement Guidelines (PPA / BG)	Prior Review (Yes / No)	Contract Approving Authority*	Planned date of IFB publication	Actual date of IFB publication	Planned Date of Bid Opening	Actual Date of Bid Opening	Planned Date of Contract Signing	Actual Date of Contract Signing	Planned Date of Completion	Actual Date of Completion	Name of the Contractor	Progress of Implementation as of **……..[Date of Procurement Plan as per Cover Page]**	Progress of Payment as of **…… [Date of Procurement Plan as per Cover Page]**	Remarks
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23

Total (All packages)	0
Total (All Prior Review Contracts)	0
Total (All NCB and Shopping/RFQ Contracts)	0

**as per delegation of financial power*

QAP Annex4/4

All dates need to be entered in mm/dd/yyyy format

1 US$ = ……..BDT

Table-D: Procurement Plan for Non-consulting Services Contract

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price in US$ '000	Actual Price in contract currency	Procedure Method	Procurement Guidelines (PPA / BG)	Prior Review (Yes / No)	Contract Approving Authority*	Planned date of IFB publication	Actual date of IFB publication	Planned Date of Bid Opening	Actual Date of Bid Opening	Planned Date of Contract Signing	Actual Date of Contract Signing	Planned Date of Completion	Actual Date of Completion	Name of the Service Provider	Progress of Implementation as of **….. [Date of Procurement Plan as per Cover Page]**	Progress of Payment as of **…… [Date of Procurement Plan as per Cover Page]**	Remarks
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23

Total (All packages)	0
Total (All Prior Review Contracts)	0
Total (All NCB and Shopping/RFQ Contracts)	0

**as per delegation of financial power*

QAP Annex4/5

All dates need to be entered in mm/dd/yyyy format

1 US$ = ……BDT

Table-E: Procurement Plan for Consultancy Services Contract

Sl. No.	Contract Package Number	Contract Description	Unit	Qty/ Nos.	Estimated Price in US$ '000	Actual Price in contract currency	Procedure/ Method	Procurement Guideline (PPA / BG)	Prior Review (Yes / No)	Contract Approving Authority*	Planned date of REOI publication	Actual date of REOI publication	Planned Proposal Submission Deadline	Actual Proposal Submission Deadline	Planned Date of Contract Signing	Actual Date of Contract Signing	Planned Date of Completion	Actual Date of Completion	Name of Consultant/ Firm	Progress of Implementation as of **……[Date of Procurement Plan as per Cover Page]**	Progress of Payment as of **…… [Date of Procurement Plan as per Cover Page]**	Remarks
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23

Total (All packages)	0
Total (All Prior Review Contracts)	0

**as per delegation of financial power*

QAP Annex 5

Training/ Visit/ Study Tour Plan

Subject of Training	Duration	Participants	Place/Location/ Institution	Estimated Cost	Period	
					From	To
Local:						
Foreign (visit):						

Note: *Please do not write name of any participant in this table.*

QAP Annex- 6

Details of Estimated Budget

Type of Project: Establishment of Institutional Quality Assurance Cell

Proposal Title: ……

BDT in Lakh

Economic Code*	Item of Expenditure /Activity			Unit	Quantity	Rate	Estimated Cost (Taka)	% of Estimated Cost
(a) Revenue Expenditure:								
4500	*Pay of Officer (Consolidated):***							
4501	Manager/Administration							
	Sub-Total							
4600	*Pay of Staff (Consolidated):*							
4601	Accountant							
	Data Entry/Computer Operator							
	MLSS							
	Sub-Total							
	Total Consolidated Salary (4500+4600)							
4800	***Supplies & Services:***							
4801	Travel Expenses							
4817	Website Development & Maintenance							
4828	Printing & Stationary							
4831	Books & Journals							
4833	Advertising & Publicity							
4840	*Training & Study Tour:*							

	Local : ……..						
	Foreign:……						
	Sub-total						
4842	*Conference/Seminar/Workshop:*						
	Conference on ……..						
	Seminar on…….						
	Workshop on……						
	Sub-total						
4874	*Consulting Services:* (Not exceeding 10% of total project cost)						
	Consultant for……						
	Travel & hospitality costs for visiting academics						
	Academic Collaboration						
	Sub-total						
4883	*Incentives for IQAC management team:*						
	Honorarium for Director						
	Honorarium for Assoc. Director						
	Sub-total						
4886	*Survey:*						
	(mention name of survey)						
	Sub-Total						
4887	Copying Charge						
4899	Other Expenses						
	Total Supply & Services (4800)						

4900	**Repair & Maintenance**							
4921	*Refurbishing/Renovation:* (Not exceeding 10% of total project cost)							
	(insert each item individually)							
	Total Repair & Maintenance (4900)							
Total Revenue Expenditure (4500+4600+4800+4900)								
(b) Capital Expenditure								
6800	**Acquisition of Assets**							
6807	*Motor Vehicle:*							
	(insert each item individually)							
	Sub-Total							
6813	*Machinery & Other Equipment:*							
	(insert each item individually)							
	Sub-Total							
6814	*Engineering Equipment:*							
	(insert each item individually)							
	Sub-Total							
6815	*Computer & IT Equipment:*							
	(insert each item individually)							
	Sub-Total							
6817	*Computer Software:*							
	(insert each item individually)							
	Sub-Total							
6819	*Office Equipment:*							
	(insert each item individually)							
	Sub-Total							
6820	*Teaching & Learning Materials:*							

	Devices					
	White Board					
	Books & Journals for Seminar					
	Sub-total					
	Furniture & Fixtures:					
	Furniture & Fixtures for Seminar					
6821	Furniture & Fixtures for Lecture Theatre					
	Furniture & Fixtures for General Purpose					
	Sub-total					
	Laboratory equipment/instrument:					
6822	(insert each item individually)					
	Sub-Total					
	Electrical Equipment:					
6827	(insert each item individually)					
	Sub-Total					
Total Capital Expenditure (6800						
Total Cost (a+b)						
(c) Operational Costs/Contingencies (maximum 2% of total cost)						
Total Sub-Project Cost (a+b+c)						

Additional items may be added by extending the no of rows in each component.

QAP Annex 7

Proposed IQAC Management Team*

Name	Position in the IQAC	Position in the Institution and Entity	Specific Responsibilities

Please attach resume of the **Director** and **Additional Director(s)** as per **QA*P Annex 8*(Attachment A & B)**

***QAP Annex 8 (*Attachment A)**

RESUME of the Director of IQAC

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

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 INSTITUTION	LOCATION & ADDRESS	WEBSITE	E-MAIL

QAP Annex 8 (Attachment B)

RESUME of the Additional Director of IQAC

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

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 INSTITUTION	LOCATION & ADDRESS	WEBSITE	E-MAIL

Signature of the Director of IQAC

with name, seal and date……

Institutional Commitment:

(*.....Name of the University*……) hereby commits to extend all required support to the implementation of the proposed sub-project to establish the Institutional Quality Assurance Cell (IQAC) and pledges to make efforts for its sustainability if the sub-project is approved by The QAU, UGC.

_____

Signature of Vice-Chancellor
with Name, Seal and Date

IQACFOM Annex 2

List of eligible universities for Institutional Quality Assurance Cell Fund

A. Public Universities

Name of Universities and groups	Faculties	Institutes	Departments	Female Students	Total Students	FT Lecturers
Round 1 (Group A): US$100,000						
1. Khulna University	5	2	20	1360	4090	262
2. Jagannath University	4	0	28	4332	18924	262
3. Shahjalal University of Science and Technology, Sylhet	6	0	26	1986	7539	293
4. Islamic University, Kushtia	5	0	22	2846	11221	310
5. Bangabandhu Sheik Mujib Medical University	5	0	50	515	1377	414
6. Bangladesh Agricultural University, Mymensingh	6	0	55	1945	5287	414
7. Bangladesh University of Engineering and Technology	5	5	17	1507	7896	442
8. Jahangirnagar University, Savar	6	3	35	4210	12949	516
9. University of Chittagong	7	4	37	5915	20704	840
10. University of Rajshahi	8	5	50	9932	32165	993
11. Dhaka University	10	9	64	10332	29803	1595
Round 2 (Group B): US$75,000						
1. Dhaka University of Engineering and Technology	3	0	5	138	2084	101
2. Chittagong University of Engineering and Technology	5	1	12	292	2326	110
3. Haji Mohammad Danesh Science and Technology University	7	0	4	940	2400	110

Name of Universities and groups	Faculties	Institutes	Departments	Female Students	Total Students	FT Lecturers
4. Potuakhali Science and Technology University	7	0	5	574	1990	121
5. Sher-e-Bangla Agriculture University	2	0	10	760	1959	132
6. Khulna University of Engineering and Technology	1	0	10	347	2905	151
7. Sylhet Agricultural University	5	0	10	279	1123	85
Round 3 (Group C): US$50,000						
1. Bangladesh Textile University	1	0	5	155	1104	23
2. Noakhali Science and Technology University	3	0	5	319	1087	37
3. Jessore University of Science and Technology	4	0	12	413	1364	51
4. Jatiya Kobi Kazi Nazrul Islam University	4	0	12	1044	2560	51
5. National University	3	0	55	777499	1650088	58
6. Begum Rokeya University, Rangpur	6	0	20	1070	3176	59
7. Rajshahi University of Engineering and Technology	3	0	12	336	2599	83
8. Moulana Bhasani Science and Technology University	4	0	11	549	2143	86
9. Comilla University	4	0	14	704	2131	95
10. Open University	8	0	8	54435	130421	98

**** Number of departments in some universities are estimated.***

B. Private Universities

Name of Universities and groups	Faculties	Institutes	Departments	Total Students	FT Lecturers
Round 1 = Group A:US$100,000					
1. BRAC University	6	3	32	4401	207
2. University of Development Alternative	5	0	14	4075	225
3. Atish Dipankar University of Science and Technology	4	0	24	11277	237
4. World University of Bangladesh	3	0	17	5476	243
5. International Islamic University Chittagong	5	2	12	7505	249
6. University of Science and Technology Chittagong	5	3	16	3832	253
7. North South University	4	4	25	16127	270
8. Ahsanullah University of Science and Technology	4	0	11	6440	273
9. American International University-Bangladesh	4	0	27	10277	280
10. Stamford University Bangladesh	9	0	32	10135	356
Round 2 (Group B): US$75,000					
1. Bangladesh University	5	0	16	3661	103
2. United International University	2	0	13	4071	108
3. University of Information Technology and Sciences	3	0	14	12806	116
4. Presidency University	3	0	8	1201	117
5. Uttara University	4	0	29	6402	120
6. Dhaka International University	5	0	28	6749	126
7. Prime University	5	0	17	5384	129
8. Bangladesh University of Business and Technology	6	0	18	4939	130
9. Premier University	4	0	11	6592	136
10. International University of Business Agriculture and Technology	7	0	39	4692	142
11. Eastern University	4	0	12	3482	144
12. The University of Asia Pacific	7	0	17	4077	147
13. Prime Asia University	4	0	16	4230	147

Name of Universities and groups	Faculties	Institutes	Departments	Total Students	FT Lecturers
14. Southeast University	3	0	18	16059	158
15. Asian University of Bangladesh	5	1	23	15407	161
16. Independent University, Bangladesh	4	0	37	3679	172
17. East West University	3	0	21	8352	175
18. Shanto-Mariam University of Creative Technology	3	0	32	5274	188
19. Gono Bishwabidyalay	3	0	20	2646	189
20. Northern University Bangladesh	5	0	17	22050	190
21. Daffodil International University	4	2	27	7475	194
Round 3 (Group C): US$50 000					
1. Victoria University of Bangladesh	3	0	12	1019	20
2. University of South Asia	4	0	15	2604	50
3. Darul Ihsan University	3	2	17	1554	53
4. Manarat International University	3	0	8	3189	53
5. Sylhet International University	4	0	11	2763	62
6. Green University of Bangladesh	4	0	20	2704	65
7. City University	3	0	8	4016	67
8. Leading University	4	0	11	1162	72
9. The People's University of Bangladesh	5	0	23	3422	74
10. Southern University Bangladesh	3	0	16	3086	77
11. University of Liberal Arts Bangladesh	4	0	9	3103	77
12. IBAIS University	3	0	14	2344	79
13. BGC Trust University Bangladesh	4	0	8	2780	79
14. Metropolitan University	4	1	16	1951	81
15. State University of Bangladesh	3	0	17	2475	81
16. Asa University Bangladesh	5	0	9	3739	81
17. Bangladesh Islami University	3	0	9	6714	81

IQACFOM Annex 3

Proposal Review Template

1.	**Proposal Title:**
2.	**Name of the university with full address (**postal/website/email**)**
	…….....……..
	Address of university…….....……
	Year of Establishment: Name of the Act/Order/Ordinance/License with date that established the university : Group of the University (as per the IQACOM): A/B/C Type of the university: General/Agricultural/Engineering/Medical/Science &Technology
3.	**Total cost of the IQAC……** **(i) In Taka….** **(ii) In US$....**
4.	**General Objectives**
5.	**Specific objectives of the IQAC** **i.** **ii.** **iii.**
6.	**Summary of the proposed IQAC activities:**
7.	**Structure/Size/ academic capacity of the university**
7.1	Total number of full time teachers……
7.2	Number of teachers holding PhD
7.3	Total number of Faculty……
7.4	Total number of Departments
7.5	Number of Institutes……..
7.6	Number of study programs offered (undergraduate and post-graduate)…..
7.7	Enrolment in PhD program per year….
7.8	Total number of enrolled students with % girls……..
7.9	Total number of available seats for admission in first semester…….
7.10	Number of graduates per year
7.11	early budget of the university (in lakh Taka)……

7.12	Sources of budget/funding……
7.13	Own income of the university (in lakh Taka)……
7.14	Sources of own income…..
7.15	Development projects implemented by the university (financed by government/external grant/own funding etc.)…..
8.	**Strategic Analysis (SWOT)**
8.1	Background Data Substantiating Strategic Analysis (Please check that the Clause 7. A&B filled in properly)
8.2	Data on Academic Staff & Students in Undergraduate Programs (Please check that the Table 1& Table 2 have been filled in correctly with relevant data)
8.3	Data on existing physical facilities/resources available in the university (Please check that the Table 3 has been filled in correctly with relevant data)
9.	**Background data substantiating the strategic analysis:**
10.	**Milestones and Performance Indicators (Should be presented in tables annexed to the proposal)**
10.1	*Milestones* (Please check whether the milestones mentioned are in conformity with the work/activity plan)
10.2	*Performance indicators* (Please check that the PIs reflect the expected results/outcomes of the IQAC project)
11.	**Relevance**
12.	**Expected Benefits to the Institution**
12.1	*Relevant to Higher Education and University's mission for enhancing the standards and quality of programs*……..
12.2.	*Would facilitate review of quality standards and quality of teaching-learning in each program*…….
12.3	*Would facilitate developing qualifications framework for each program*……
12.4	*Would facilitate developing the quality assurance processes and methods of self-evaluation adopted by the university*……..
13.	**Summary of Estimated Budget (**Should be presented in Table 3 of the QAP)
14.	**Management Plan (**Should be presented in formats annexed to the proposal)
14.1	*Work/Activity plan*……..
14.2	*Training, financing and procurement plans* (Financing of the IQAC project shall be spread over the three year period and the plans should reflect this arrangement)……
14.3	Detailed budget (Please check that it has been presented in the standard format annexed to the QAP, expenditure items follow relevant economic codes and cover the three year duration of the project)

15.	Describe if any technical assistance/consulting services are required for the IQAC. If yes please attach ToR. (please check if the consultant's ToR is attached)
16.	Any quality assurance activity undertaken by the university (self-assessment, accreditation of study program etc.) earlier and its outcome.
17. Please comment on the following in respect of expected impact as mentioned submitted proposal**:**	
xv.	Formulation of Benchmark
xvi.	Management Practices
xvii.	Quality Culture
xviii.	Qualifications Framework
xix.	Study/ Programs
xx.	Self-assessment of Study Programs
xxi.	Accreditation of Study Programs
xxii.	Validation of Study Programs
xxiii.	Student Learning Outcomes
xxiv.	Student Evaluation of Teachers
xxv.	Teaching Learning and Learning Assessment
xxvi.	Research and Outreach programs
xxvii.	Best Practice
18.	**Sustainability**
18.1	*Institutional commitments for maintaining the QA mechanism*
19.	**Proposed IQAC management team**
20.	**Overall remarks/comments of the reviewer…….....**
21.	**Name and signature of the reviewer…….**

IQACFOM Annex 4

Government of the People's Republic of Bangladesh
University Grants Commission of Bangladesh
Higher Education Quality Enhancement Project
Institutional Quality Assurance Cell Fund

PERFORMANCE CONTRACT

Between

University Grants Commission of Bangladesh

And

[.....(name of university).....]

For Establishing

Institutional Quality Assurance Cell (**IQAC**)

Contract No.: UGC/HEQEP/C-4/R-2/2015/QAP/B.....

Title of Sub-Project: Establishment of IQAC at .....

QAP No. : B.....

Total cost of IQAC sub-project:.....

Total IQACF Grant Amount: .....

University Matching Fond:.....

Total Block Allocation Duration of the sub-project :.....

Duration of the sub-project:.....

(i)Date of commencement:..... (ii) Date of Closing:.....

Date of Signing of Contract:.....

PERFORMANCE CONTRACT
for
Establishing
Institutional Quality Assurance Cell (IQAC)

PREAMBLE

This **PERFORMANCE CONTRACT** (hereinafter called the **CONTRACT**) is entered into this …… day of …….. 2015……. between the **University Grants Commission of Bangladesh**, (hereinafter called the **UGC**), acting by and through its duly authorized representative (hereinafter referred to as the **FIRST PARTY**) of the one part **AND**,

the **University of …… (**hereinafter referred to as the **SECOND PARTY**) which submitted the **Quality Assurance Proposal** (hereinafter called **QAP**), acting by and through its duly authorized representative, **AND**,

the **Director, Institutional Quality Assurance Cell (**hereinafter called **Director)** appointed by the university to head the **IQAC (**hereinafter called the **THIRD PARTY**), WHEREBY IT IS AGREED AS FOLLOWS:

(a) Whereas the **International Development Association** (hereinafter called the **IDA**) and the **Government of Bangladesh** (hereinafter called the **GoB**) have entered into **Financing Agreement** dated February 10, 2014 (hereinafter called the **FA**), whereby **IDA** is to make an Additional Credit in an amount equivalent to eighty one point five million Special Drawing Rights (SDR81,500,000) to the **GoB** (hereinafter called the **Additional Credit**) to assist in the financing of the **Higher Education Quality Enhancement Project** (hereinafter called the **HEQEP**) described in Schedule 1 (Project Description) of the **FA** and on the terms and conditions otherwise set forth or referred to in the **FA**; and whereas pursuant to Section E of the Schedule 2 of the **FA**, the **GoB** is to provide part of the proceeds of the Credit as **Grants** for sub-projects under this **Contract** and whereas the **PARTIES** hereto wish the terms and conditions hereinafter set forth to constitute the **Contract**:

(b) Pursuant to the **Revised Development Project Proposal** (**RDPP)** of **HEQEP** approved by the **Executive Committee of National Economic Council** (**ECNEC)** in its meeting held on January 19 , 2014;

(c) Pursuant to the **Institutional Quality Assurance Cell Fund Operations Manual** (hereinafter called the **IQACFOM**) on the implementation of the **IQAC** sub-project under the **HEQEP Component no. 4;sub-component no. 4.2;**

(d) Pursuant to the **Quality Assurance Unit (** hereinafter called **QAU)** meeting held on ……-2015 for approving grant award to the applicants for of the **Institutional Quality Assurance Cell Fund (**hereinafter called **IQACF)** …….dated ……2015;

(e) Provided, the **SECOND PARTY** means a university established under an Act or/and an Ordinance or/and an Order, or/and established under the **Private Universities Act 2010**;

(f) Provided, **Grant** means the funds received by the **FIRST PARTY** from **IDA** as delineated at paragraph (a) above of this **CONTRACT** and disbursed by the **FIRST PARTY** to the **THIRD PARTY**;

(g) Based on the requirements and capacities of the **THREE PARTIES** to this **CONTRACT** the said parties shall undertake a collaborative venture to finance and implement the **IQAC** *(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 Three PARTIES:

1. FIRST PARTY:
UNIVERSITY GRANTS COMMISSION OF BANGLADESH
Address: 29/1 Agargaon, Dhaka 1207, Bangladesh
Tel: 880-2-811-2629, 880-2-812-4133
Fax: 880-2-812-2948, 880-2-812-2416
Authorized Representative:
(Name, Designation and Seal)
Position:

2. SECOND PARTY:
.....…….....……University
Address:
Tel:
Fax:
Authorized Representative:
(Name, Designation and Seal)
Position:

3. THIRD PARTY:
Director, IQAC

(Name, Designation and Seal):
Address:
Tel/Mobile:
Fax:
E-mail:
Sub-project title:

Contract No: _____

Clause 1
ASSIGNMENT AND SCOPE OF WORK

1.1 **FIRST PARTY**, in its capacity as the **University Grants Commission of Bangladesh** responsible for disbursing **IQACF** Grants received from the **IDA**, as the implementing agency appointed by the **GoB,** through the **HEQEP Unit (hereinafter HEQEPU)** for financing the **IQAC** sub-project:

(a) has awarded a grant to **THIRD PARTY** to implement the **IQAC** sub-project as presented in the **QAP** submitted by the **SECOND PARTY** in accordance with the provisions of the ***IQACFOM,*** and**,** pursuant to the decision of the **QAU** on the approval of the **QAP.** The contents of the sub-project assignment and scope of work are described in the **QAP** approved by the **QAU**;

(b) confirms that the **QAP**, which is attached to this ***Contract*** serves as the Terms of Reference for the **IQAC** sub-project assignment, and forms an integral part of this legal document;

(c) approves the **IQAC** sub-project work/activities plan, financing plan, procurement plan and training plan contained in the **QAP** submitted by the **SECOND PARTY**;

(d) will monitor, review, and evaluate **THIRD 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 ***IQACFOM*** ; and,

1.2 **SECOND PARTY**, in its capacity as the sponsoring institution for the approved **IQAC** sub-project proposal:

(a) accepts the grant awarded by **FIRST PARTY** to the **THIRD PARTY** to implement the sub-project;

(b) provides suitable physical facilities within its precincts for housing the **IQAC** for carrying out the activities as delineated in the approved **QAP**;

(c) shall facilitate implementation of the **IQAC** sub-project by the **IQAC** management team headed by the **THIRD PARTY** and shall be responsible for providing to **THIRD PARTY**, promptly as needed, the facilities, services, technical assistance and other resources required for smooth functioning of the **IQAC** and assuring sustainability of the same throughout the duration of this **Contract**.

1.3 **THIRD PARTY**, in its capacity as the implementer of the approved **IQAC** sub-project:

(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 **IQAC** sub-project and satisfactory to the **GoB** and **UGC**; and is responsible for reporting on the sub-project implementation to **FIRST PARTY** through the **QAU** 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, Detailed Budget and Training Plan acceptable to **FIRST PARTY**. Such information provided by **THIRD PARTY** constitute indispensable part of the approved **QAP** attached to this **Contract**. Any authorized modifications to this **QAP** will likewise form an integral part of this **Contract**.

Clause 2
DURATION OF CONTRACT

2.1. This ***Contract*** shall become effective immediately upon signing by all parties and shall remain valid throughout the period beginning from (date____) and closed on (date____), as specified in this ***Contract***. The implementation period 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, **THIRD PARTY** must inform the **FIRST PARTY** through the **SECOND PARTY** in writing the reasons for the delay, and if necessary request an extension of the time allowed for implementation. **THIRD PARTY** should not exceed the time period specified in this ***Contract***, 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 ***IQACFOM*** in respect of duration of sub-project.

Clause 3
RESPONSIBILITIES OF FIRST PARTY

3.1 **FIRST PARTY** through **HEQEPU** shall be responsible for providing the grants to **THIRD PARTY** in accordance with the provisions and conditions mentioned in the ***IQACFOM*** and this ***Contract***.

3.2 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** and the **THIRD PARTY** to use the proceeds of the **Grant,** or to obtain a refund of all or any part of the amount of the **Grant** then withdrawn, upon the **SECOND PARTY**'s and **THIRD PARTY**'s failure to comply with any of their obligations under this ***Contract***. In the instance of non-compliance with the operational procedures, misuse and/or misappropriation of the **IQACF** grants by the **SECOND PARTY** and **THIRD PARTY**, the **FIRST PARTY** shall take legal action against the persons responsible for such misdeeds according to the existing relevant laws of the country.

3.3 Monitor the sub-project implementation through reports required under **Clause 4**, which shall be quarterly in the case of financial management report and six-monthly in case of monitoring report. Such monitoring will be continuous by **FIRST PARTY** through the **Finance Unit** and **Monitoring & Evaluation Unit** of the **HEQEPU, and QAU,** or by its authorized representatives throughout the entire implementation period of the sub-project.

3.4 Visit and inspect at any time the location and activities of the sub-project, through its authorized representatives, during its implementation, review any relevant documents and records for purposes of monitoring or conducting financial or technical audits.

Clause 4
RESPONSIBILITIES OF SECOND PARTY

4.1 **SECOND PARTY** shall:

(a) provide suitable space and physical facilities for hosting the IQAC within its premises;

(b) ensure that the **THIRD PARTY** shall carry out its sub-project activities with due diligence and efficiency and in accordance with sound technical, economic, financial, managerial, environmental and social standards and practices, including in accordance with the provisions of **IDA**'s ***Anti-Corruption Guidelines***;

(c) provide, promptly as needed, the facilities required for the purpose;

(d) assist the Director, **IQAC** in procuring the goods, works, and services to be financed out of the grant in accordance with the provisions of the **PPR** and World Bank's procurement guidelines, where applicable;

(e) maintain policies and procedures adequate to enable it to monitor and evaluate in accordance with indicators agreed with the **FIRST PARTY**, the progress of the sub-project and achievement of its objectives;

(f) assist the Director, **IQAC** to maintain a financial management system and prepare financial statements in accordance with consistently applied accounting standards, for the implementation of the **IQAC** sub-project, both in a manner adequate to reflect the operations, resources and expenditures related to the sub-project; and (ii) at the **FIRST PARTY**'s request, have such financial statements audited by independent auditors, in accordance with consistently applied auditing standards, and promptly furnish the statements as so audited to the **FIRST PARTY** and to **IDA**;

(g) enable the **FIRST PARTY** and **IDA** to inspect the sub-project, its operation and any relevant records and documents; and

(h) prepare and furnish to the **FIRST PARTY** and **IDA** all such information as the **FIRST PARTY** or **IDA** shall reasonably request relating to the foregoing;

4.2 **E**nsure that the **THIRD PARTY** submits to **HEQEPU Finance Unit** the quarterly financial management report **(** hereinafter called **FMR)** on all of the expenditures made over each quarter of the implementation period, and the six-monthly monitoring report to **QAU** and **HEQEPU M&E Unit**;

4.3 **R**esponsible for strict monitoring of the fund utilization by the **THIRD PARTY** and supervise every aspect of it by meticulously tracking every instance of expenditure made from the **IQACF** grant , through the **Director, Finance** of the university;

4.4 The **SECOND PARTY** shall be held accountable for any non-compliance with operational procedures given in the *IQACFOM* and misuse, transfer and/or misappropriation of grants received from the **FIRST PARTY** meant for the implementation of the **IQAC** sub-project.

Clause 5
RESPONSIBILITIES OF THIRD PARTY

5.1 **THIRD PARTY** shall be responsible for the overall timely implementation of the sub-project in accordance with work/activities plan, financing plan, procurement plan, and training plan included in the approved IQAC sub-project proposal;

5.2 **THIRD PARTY** shall be responsible for submitting to **HEQEPU** and **QAU,** and copied to SECOND PARTY the following reports:

(a) quarterly financial management report in formats provided in the **Financial Management** chapter of ***IQACFOM*** ;

(b) six-monthly monitoring report in a format provided in the **Financial Management** chapter of ***IQACFOM*** ;

(c) data and information on achievements of the sub-project milestones and performance indicators;

(d) a **Project Completion Report** (hereinafter **PCR**) in a format provided by QAU 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);

5.3 **THIRD PARTY** shall be held accountable for any non-compliance with the operational procedure laid down in the ***IQACFOM,*** and misuse, transfer and/or misappropriation of **AIF** funds received from the **FIRST PARTY**, and mis-procurement with **IQACF** grants 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 6
PROCUREMENT

6.1 **THIRD PARTY** shall strictly follow ***The Public Procurement ACT 2006***, and ***The Public Procurement Rules 2008*** together with the **World Bank**'s ***Guidelines: Procurement under IBRD Loans and IDA Credits, , 2006*** and **World Bank**'s ***Guidelines: Selection and Employment of Consultants by World Bank Borrowers, 2006*** and the relevant provisions of ***IQACFOM*** 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 7
FINANCE

A. Sub-Project Cost and Financing

7.1 The estimated total cost, excluding local taxes, of the sub-project is BDT ….....……., as approved by the **QAU**;

7.2 The total cost of the IQAC subproject will be shared equally between the project and the proposal submitting university. Over the life of the sub-project, **FIRST PARTY** will provide to **THIRD PARTY** a grant of up to BDT 5,000,000.00 and **SECOND PARTY** will provide to **THIRD PARTY** a matching fund of up to BDT 5,000,000.00 for establishment of IQAC at the university. In addition, **FIRST PARTY** will provide to **THIRD PARTY** BDT _____ as block allocation for program level self-assessment. The amount of BDT _____ will constitute 100% of the total cost of the IQAC 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 **THIRD PARTY**

B. Financial Management

7.3 The **SECOND PARTY** and **THIRD PARTY** shall fully adhere to the principles and procedures of financial management as stipulated in the chapter on **Financial Management** included in ***IQACFOM***;

7.4 The **THIRD PARTY** shall open and maintain a separate **IQACF** bank account, in the name of the sub-project, in a Bank, to be used solely for purposes of depositing **IQACF** funds released by **FIRST PARTY** for the sub-project, and such account will be known as operating account (hereinafter **OA**). This **OA** shall be maintained in Bangladesh Taka currency, must be used exclusively in accordance with the budget included in the approved sub-project proposal, and must not be diverted and used for activities not included in the approved sub-project proposal budget or for any other purpose. Payments from this account must be solely for the payment of eligible expenditures in accordance with the categories of eligible expenditure mentioned in the budget and approved by **FIRST PARTY** in accordance with the provisions of the ***IQACFOM*** and this ***Contract***.

7.5 The financial records relating to the bank accounts referred to in Clause 7.4 above, and to the sub-project cash book 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 management 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**.

7.6 (a) the term "eligible expenditures" means expenditures for the activities and for procurement of goods, works and services described in the sections 2.6 & 2.7 of the ***IQACFOM***;

(b) the term 'installments' means the amount of fund that will be released in a quarterly tranches to **THIRD PARTY** in accordance with the fund flow procedure mentioned in the

chapter on the Financial Management of the *IQACFOM* for the utilization by **THIRD PARTY.** If the specifically defined sub-project milestones and performance indicators are not achieved during the implementation of the sub-project, such disbursement of funds may be withheld by the **FIRST PARTY**;

7.7 After **FIRST PARTY** and **HEQEPU Finance Unit** has received evidence satisfactory to it that **SECOND PARTY** has **(i)** provided physical facilities for establishing **IQAC** within its precincts and **(ii**) **THIRD PARTY** has duly opened **IQAC** Operating Account in a Bank, disbursement of funds to **THIRD PARTY** shall be made as follows:

(a) First installment shall be disbursed, to the OA of the sub-project as advance**,** upon receipt of the '**Request for Advance'** supported by projected cash forecast statement from SPM containing the estimated expenditures drawn on the approved procurement and work plans for the first two quarters of the sub-project from the **THIRD PARTY**

(b) Subsequent installments will be released, in the amounts indicated, upon receipt of the statement of expenditure (hereinafter **SoE**) by the **HEQEPU Finance Unit** from the **THIRD PARTY** within 21 days of the expiry of the last quarter. A supporting letter to the **FIRST PARTY** signed by the **Director, Finance** of the university attesting that the milestones and performance indicators have been achieved by the sub-project, will constitute an additional document for each successive '**Request for Advance'** application submitted by the **THIRD PARTY**.

7.8 For each expenditure made out of its **OA** opened and maintained by the **THIRD PARTY**, the **SECOND PARTY** 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.

7.9 For all expenditures from its **IQAC** sub-project **OA**, **THIRD 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 (bidding documents, invitations of bids, contracts, orders, invoices, vouchers, cash-memo, bills, pay orders, money receipts, cash books and bank reconciliation statement and other documents) evidencing such expenditures;

(c) authorize auditors of the **GoB** and/or independent auditors and representatives of **FIRST PARTY** to examine such records.

7.10 Notwithstanding the provisions of Clause 7.7, **FIRST PARTY** shall not be required to make further fund release to **THIRD PARTY**:

(a) if **THIRD PARTY** have failed to furnish to **FIRST PARTY** and **HEQEPU Finance Unit**, within the period of time specified in Clause 4 of this **Performance Contract**, the reports pursuant to said Clause;

(b) Thereafter, transfer of **IQACF** grants from the Designated Account maintained by the **HEQEPU** for the **IQAC** sub-project, shall follow such procedures as **FIRST PARTY** shall specify by notice to **THIRD 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 the **IQAC s**ub-project **OA** maintained by **THIRD PARTY** will be utilized in making payments for eligible expenditures;

7.11 (a) If **FIRST PARTY** has the evidence at any time that any amount out of **IQAC** sub-project operating account maintained by **THIRD PARTY**:

(i) was made for an expenditure or in an amount not eligible pursuant to section 2.8 of the **IQACFOM**; or

(ii) was not justified by the financial rules and regulations of the **GoB** and **IDA**,

(b) **SECOND PARTY** shall, promptly upon notice from the **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 eligible or justified. Unless **FIRST PARTY** decides otherwise, no further release of fund by **HEQEPU Finance Unit** into the **IQACF** operating account maintained by **THIRD 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 **IQAC** sub-project operating account maintained by **THIRD PARTY** will not be required to cover further payments for eligible expenditures, or/and amount deposited in the operating account maintained by the **THIRD PARTY** shall remain unutilized, or/and unspent, then the **THIRD 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 7.111 (a) and (b) shall be credited to the Designated Account maintained by **FIRST PARTY** for the implementation of **IQAC** sub-project.

Clause 8
SUB-PROJECT GOODS, ASSETS AND SERVICES

8.1 All goods, assets, instruments, devices, machines, equipment and services purchased under this ***Contract*** shall be used exclusively for the purpose of implementation of **IQAC** sub-project and shall become the property of the university and these must be inventoried following the registration system of the institution's stock register for keeping record and use by the faculty and overall management purposes;

8.2 All books, journals, printed materials, CDs, DVDs, software procured under the sub-project shall become the property of the university and must be inventoried in line with the coding system of the institution's library for use by the faculty and overall management purposes;

8.3 Any intellectual property produced in the course of research or experimentation conducted in the course of implementation of **IQAC** sub-project, whether these be products, techniques, copyright or services, will belong to the institution that sponsored and hosted the **IQAC** . The **SECOND PARTY** may patent the property under the Patents, Copyright and Protection of Intellectual Property Act of the country.

Clause 9
PENALTIES

9.1 In cases where disbursed **IQACF** grants, or goods procured under the **IQACF** grants are misappropriated by the **SECOND PARTY** and **THIRD PARTY** or/and if the **SECOND PARTY** and **THIRD PARTY** transfer amounts deposited in the **IQACF** operating account maintained by them to a separate bank account, and/or withdraw fund from the said operating account and spend such fund for purposes not included in **IQAC** sub-project proposal, then the **SECOND PARTY** and **THIRD PARTY** shall refund the entire such withdrawn/transferred fund to the designated account maintained by the **FIRST PARTY** without fail;

9.2 If the **SECOND PARTY** and **THIRD PARTY** do not comply with the provision mentioned above, then the **FIRST PARTY** shall take recourse to recover the misappropriated and/or transferred AIF fund, among others, by deducting such equivalent amount from any other fund earmarked for the **SECOND PARTY** and **THIRD PARTY** that is held by the **FIRST PARTY**.

Clause 10
SUSPENSION AND TERMINATION

10.1 This **Performance Contract** may be suspended or terminated prior to its stipulated expiry date in the following cases:

(a) If the **THIRD PARTY** fails to comply fully with the provisions and regulations governing **IQAC** sub-project implementation, the requirements of GoB's financial management procedures and the terms and conditions of the **FA**, and/or responsibilities assigned under this **Performance Contract**. **FIRST PARTY**, based on the level of violation by **THIRD PARTY**, shall give a written decision on suspension or termination of this **Contract** before completion;

(b) If delay in the **IQAC** sub-project implementation by **THIRD 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, the **THIRD PARTY** has tried alternatives to overcome these situations, in such case 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 11
SETTLEMENT OF DISPUTES

11.1 Decision of **UGC** shall be final and binding upon the **SECOND PARTY** and **THIRD PARTY** for any dispute that may arise among the **THREE PARTIES** concerning the provisions of this ***Contract*** or the ***IQACFOM*** during the implementation of sub-project.

Clause 12
OTHERS

12.1 The terms and conditions of this ***Contract*** may be reviewed at the request of either **PARTY** after the start of implementation of the **IQAC** sub-project. Any modifications of the contents of this ***Contract*** must be agreed upon by all **PARTIES** and in writing;

12.2 Any provision relating to the sub-project implementation not covered by this ***Contract*** shall be followed by the **PARTIES** in accordance with the existing law, rules and regulations in Bangladesh;

12.3 This ***Contract*** will come into effect and will be considered legal and binding on all parties on the date of signing by the **THREE PARTIES**;

13. Attachments:

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

13.2 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]

_____

Name, signature and seal
of the Director, IQAC [THIRD PARTY]

Witnesses

1. _____
2. _____
3. _____
4. _____