



## Odisha Higher Education Program for Excellence and Equity (P160331)

SOUTH ASIA | India | Education Global Practice | Requesting Unit: SACIN | Responsible Unit: GED06  
IBRD/IDA | Program-for-Results | FY 2018 | Team Leader(s): Kurt Larsen, Sangeeta Dey

Seq No: 3 | ARCHIVED on 10-Aug-2018 | ISR33408 | Created by: Sangeeta Dey on 28-Jun-2018 | Modified by: Kurt Larsen on 12-Jul-2018

### Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The development objective of the Program is to improve the quality of and students' equitable access to selected institutions and enhance governance of the higher education system in Odisha.

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Satisfactory	● Satisfactory
Overall Implementation Progress (IP)	● Satisfactory	● Satisfactory

### Implementation Status and Key Decisions

The second supervision mission was held from June 19-22, 2018. The project is on track and implementing activities on schedule. The Higher Education Department (HED) has signed the MOUs with the 70 selected colleges. The MoUs with the six selected state universities are expected to be signed by the end of July 2018. Three of the four first year DLIs have been met and the Bank has disbursed the allocated amount for them. Given that there is good progress on the project activities the ratings for the PDO and the IP are satisfactory.

### Data on Financial Performance

#### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P160331	IBRD-87820	Effective	USD	119.00	119.00	0.00	12.51	106.49	11%

#### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
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### Program Action Plan

Action Description
Program related: Consultants for M&E, capacity building and faculty development recruited to the PMU
Completion Measurement: Contracts signed



Responsibility	Recurrent	Frequency	Due Date	DLI#	Status
Client	No		31-May-2017		Completed
<b>Comments</b>					

<b>Action Description</b>	Program related: HED MIS operational Completion Measurement: MIS reports available				
Responsibility	Recurrent	Frequency	Due Date	DLI#	Status
Client	No		31-Aug-2018		In Progress
<b>Comments</b>	The PMU is developing the MIS in Google Drive and is establishing procedures to collect and verify the data submitted from the higher education institutions and other sources.				

<b>Action Description</b>	Program related: Needs assessment for short-term faculty training programs completed Completion Measurement: Needs assessment report published on the HED website				
Responsibility	Recurrent	Frequency	Due Date	DLI#	Status
Client	No		31-Mar-2019		In Progress
<b>Comments</b>	Based on faculty and staff needs survey, a comprehensive training plan for faculty and staff at all colleges identifying training courses.				

<b>Action Description</b>	FM and Procurement: Executive order issued by the HED mandating the use of online FM system at the all government-aided colleges in Odisha Completion Measurement: Executive Order published on the HED website				
Responsibility	Recurrent	Frequency	Due Date	DLI#	Status
Client	No		31-Mar-2018	DLI5: Improved fiduciary management in selected institutions: Percentage of selected institutions that completed data entry using online FM system (Online accounting system)	Completed
<b>Comments</b>					



<b>Action Description</b>	FM and Procurement: Model Finance Rules for colleges developed and recommended for adoption  Completion Measurement: Executive order issued recommending Model Finance Rules for adoption and made available on the HED website				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		31-Oct-2018		In Progress
<b>Comments</b>					

<b>Action Description</b>	FM and Procurement: Procurement Manual prepared by the GoO adopted by the HED  Completion Measurement: Manual disseminated to all colleges in the state				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		31-Aug-2018		Completed
<b>Comments</b>					

<b>Action Description</b>	FM and Procurement: FM and Procurement training to nominated staff of selected institutions  Completion Measurement: Training on use of manuals to all colleges in the state				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		07-Dec-2019		In Progress
<b>Comments</b>					

<b>Action Description</b>	Governance and Accountability: Strengthening the vigilance cell in the HED  Completion Measurement: Strengthening the vigilance cell in the HED to handle procurement complaints				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		31-Mar-2018		Completed
<b>Comments</b>					

<b>Action Description</b>	Social and environment actions: MoUs for HEIs should incorporate at least two to three specific actions to improve enrolment, retention and on-time graduation for the SC, ST and female students				
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	completion measurement: PMU Annual Report				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		07-Dec-2017		Completed
<b>Comments</b>					

<b>Action Description</b>	Social and Environment actions: HEIs should ensure functional GRM cells, Equal Opportunity Cells and Women Harassment Redressal Cells with adequate students and faculty representation in selected institutions  Completion Measurement:PMU annual Report				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	Yes	Yearly			In Progress
<b>Comments</b>					

<b>Action Description</b>	Social and Environment Actions: Inclusion of the Environment Audit and Management Plan as part of the MoUs of selected universities/colleges  Completion Measurement: Inclusion in MoUs with universities/colleges				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		07-Dec-2017		Completed
<b>Comments</b>					

<b>Action Description</b>	Social and Environment Actions: Inclusion of EHS aspects in bidding documents of the construction agencies  Completion Measurement: Inclusion in bid documents of the construction agencies				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>
Client	No		30-Sep-2018		In Progress
<b>Comments</b>					

<b>Action Description</b>	Social and Environment Actions: Capacity building of relevant staff of universities, colleges, the HED, and construction agencies to ensure awareness of and adherence to the existing legal and regulatory provisions.  Completion Measurement: PMU A.R.				
<b>Responsibility</b>	<b>Recurrent</b>	<b>Frequency</b>	<b>Due Date</b>	<b>DLI#</b>	<b>Status</b>



Client	Yes	Yearly			In Progress
Comments	The first such training will take place in August 2018 before the construction starts				

Action Description	Social and Environment Actions: Strengthening insttl. and monitoring systems of HED/HEIs to adequately capture env. dimension thro' designation of an Env. Officer in PMU and assigning EHS functions to Bldg mgt Committee with HEIs.				
Responsibility	Recurrent	Frequency	Due Date	DLI#	Status
Client	No		07-Dec-2017		Completed
Comments					

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	● Substantial	● Substantial	● Substantial
Macroeconomic	● Moderate	● Moderate	● Moderate
Sector Strategies and Policies	● Moderate	● Moderate	● Moderate
Technical Design of Project or Program	● Substantial	● Substantial	● Substantial
Institutional Capacity for Implementation and Sustainability	● Substantial	● Substantial	● Substantial
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● Moderate	● Moderate	● Moderate
Stakeholders	● Moderate	● Moderate	● Moderate
Other	● Low	--	--
Overall	● Substantial	● Substantial	● Substantial

## Results

### PDO Indicators by Objectives / Outcomes

Improve the quality of selected institutions
▶ Improved quality of selected government and government-aided institutions. Percentage of selected colleges that have improved their NAAC grade from the previous cycle of accreditation. (Percentage, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	20.00	20.00	20.00	35.00
Date	01-Apr-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022

**Improve the students' equitable access to selected institutions**

► Improved student outcomes. 1) Percentage of on-time graduation rate of students in undergraduate degree programs in selected institutions( total students) (Amount(USD), Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	60.00	60.00	60.00	70.00
Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022

► Improved student outcomes. 2) Percentage of on-time graduation rate of students in undergraduate degree programs in selected institutions(SC) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	51.00	51.00	51.00	61.00
Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022

► Improved student outcomes. 3) Percentage of on-time graduation rate of students in undergraduate degree programs in selected institutions(ST) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	42.00	42.00	42.00	52.00
Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022

► Improved student outcomes. 4) Percentage of on-time graduation rate of students in undergraduate degree programs in selected institutions(women) (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	67.00	67.00	67.00	77.00
Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022

**Enhance governance of the higher education system in Odisha**

► Revised regulations on the creation/composition of Governing Bodies (GBs) and their functioning issued by the HED and percentage of affiliated government-aided colleges that implement the regulations (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N.A.	N.A.	The guidelines are expected to be issued by Nov. 2018	90.00



Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
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**Intermediate Results Indicators by Results Areas**

<b>Results Area 1: Improving quality of and students' equitable access to selected institutions</b>				
<b>▶Number of project beneficiaries (students) disaggregated by gender (core) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	661,700.00	661,700.00	727,800.00	827,200.00
Date	01-Apr-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>▲Number of project beneficiaries (female) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	333,600.00	333,600.00	367,000.00	417,000.00
Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>▶Annual performance milestones met by the HED and selected institutions (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	75.00
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>▶Percentage of sanctioned posts filled with regular faculty in selected institutions (Core) (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	74.00	74.00	84.00	95.00
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>▶Number (cumulative) of faculty and administrators in degree colleges and state universities who completed a short-term training program (by gender) (Core) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	250.00	250.00	395.00	13,000.00
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>▲Number (cumulative) of female faculty and administrators in degree colleges and state universities who complete a short-term training program (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	85.00	85.00	150.00	4,300.00
Date	01-Aug-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>►Number of affiliating universities that establish an online evaluation system for examinations (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6.00
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022
<b>►Evaluation of the curriculum implementation (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Evaluation to be done	Evaluation to be done	In progress	Evaluation conducted
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2020
<b>►Improved satisfaction levels of beneficiaries (students and faculty) in selected institutions (core) (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	n.a.	n.a.	Expected to be launched by Sep. 2018	End-term satisfaction survey conducted. Satisfaction levels of stakeholders increased by 20% over the baseline
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2022

**Results Area 2: Enhancing governance of the higher education system**

<b>►The HED's MIS strengthened up to the specified standards (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	n.a.	n.a.	Expected by Sep. 2018	MIS strengthened upto the specified standards
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2019
<b>►Percentage of selected government-aided colleges that completed data entry using online FM system (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	5.00	95.00
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2020





► Governance benchmarking score card exercise (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	n.a.	n.a.	First round carried out by March 2019	exercise carried out
Date	04-Dec-2017	02-Feb-2018	12-Jul-2018	31-Mar-2021

### Disbursement Linked Indicators

► DLI 1 DLI1: Improved quality of selected institutions (Percentage of selected colleges that have improved their NAAC grade from the previous cycle of accreditation) (Output, 18.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	2022
Value	20.00	--	0.00	--
Date	31-Mar-2018	--	12-Jul-2018	--
<b>Comments</b>				

► DLI 2 DLI2: Improved student performance. Increased on-time graduation rate of students in undergraduate degree programs in selected institutions (disaggregated by women, ST, SC, and total students) (Process, 20.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	2022
Value	60.00	--	0.00	--
Date	04-Dec-2017	--	12-Jul-2018	--
<b>Comments</b>				

► DLI 3 DLI3: Annual performance milestones met by the HED and selected institutions (Process, 38.00, 11%)				
	Baseline	Actual (Previous)	Actual (Current)	2022
Value	0.00	--	4.00	--
Date	04-Dec-2017	--	12-Jul-2018	--
<b>Comments</b>				

► DLI 4 DLI4: Revised regulations on the creations/composition of GBs and their functioning issued by the HED and percentage of affiliated government-aided colleges that implement the regulations (Output, 18.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	2022



Value	0.00	--	0.00	--
Date	04-Dec-2017	--	12-Jul-2018	--
<b>Comments</b>				

►DLI 5 DLI5: Improved fiduciary management in selected institutions: Percentage of selected institutions that completed data entry using online FM system (Online accounting system) (Output, 10.00, 40%)

	Baseline	Actual (Previous)	Actual (Current)	2022
Value	0.00	--	4.00	--
Date	04-Dec-2017	--	12-Jul-2018	--
<b>Comments</b>				

►DLI 6 DLI5: Part 2: Enhanced procurement management (Output, 10.00, 40%)

	Baseline	Actual (Previous)	Actual (Current)	2022
Value	0.00	--	4.00	--
Date	04-Dec-2017	--	12-Jul-2018	--
<b>Comments</b>				