

**Operations Manual for IDG Grant for Colleges under OHEPEE
(Odisha Higher Education Project on Excellence and Equity)**

Timeline for the IDG(Institutional Development Grant) process

Sr. No.	Activity	Timeline
1	Scrutiny & Publicizing list of eligible colleges on the basis of criteria given in section 2.1	November 2016
2	Orientation to the colleges for preparation of IDG proposal	Jan. 2017
3	IDG development training at each affiliating universities (will include social development plan & EM)	By 28 Feb. 17
4	Last date for submission of IDG proposal	20 th March 17
5	Formal feedback on IDG	By 20 th April 2017
6	Revision and final submission deadline.	20 th May2017
7	Meeting with IDP evaluators	26 th May 2017
8	Evaluation & selection of IDG proposal by the expert committee as per the rules mentioned in section 2.3	10 th June2017

Acronyms

CBCS: Choice Based Credit System

DHE: Dept of Higher Education

HEI: Higher Education Institutions
IDP: Institutional Development Plan
IDG: Institutional Development Grant
MoU: Memorandum of Understanding
NAAC: National Assessment & Accreditation Council
OHEPEE: Odisha Higher Education Program for Excellence & Equity
PMU: Project Management Unit
RUSA: RashtriyaUcchatarShikhyaAbhiyan
SAMS: Student Academic Management System
SPD: State Project Director
SWOC: Strength Weakness Opportunity Challenges
VC: Vice Chancellor
WB: World Bank

1. Fund disbursement modalities

1.1. For the funding purposes the eligible colleges will be classified into two categories as follows:

- Group A: Degree colleges from the 14 identified backward districts of Odisha.
- Group B: Degree colleges from other districts

(Lists of Group A & B Districts are attached in the end)

1.2. The colleges will compete within their respective categories. At the end of evaluation process there will be two separate lists for each category based on their respective category score.

1.3. 70 colleges to be selected out of 123 competing colleges.

1.4. 32 of 52 colleges from backward districts (Group A) and 38 of 71 colleges from other districts (Group B) will be selected as per merits.

- 1.5. Merit list will be made based on the following weightage
- 1.6. Group A districts - 50% IDP score, 25% SC&ST population proportion, 25% SAMS demand for the college.
- 1.7. Group B districts – 70% IDP score, 30% SAMS demand.
- 1.8. Fund will be given for the selected 70 colleges based on student strength after deducting RUSA funding.
- 1.9. Colleges in the merit list will be selected based on geographical distribution i.e., from the merit list, colleges will be selected one per district in the first round, then similarly in further rounds till 70 colleges are selected. This will address access concerns of students in remote districts.
- 1.10. Activities requested for funding under the IDP can complement but not duplicate funding being received under RUSA. If a participating college receives a specific grant amount from RUSA for an activity funded under OHEPEE IDP, the same activity will not be funded under OHEPEE.
- 1.11. Every selected college will receive a mobilization grant upto 25 % of the total approved IDG upon signing of the MOU for the IDP grant. Subsequent disbursements will be subject to achieving performance indicators agreed to by Higher Education Department and utilization of 60% of grant received in earlier tranche.
- 1.12. Performance measurement will be done annually on the basis of indicators which will include the compulsory indicators mentioned in the section 5.
- 1.13. The colleges on an average can spend a maximum of 60% of the total approved IDG towards civil works & major equipment.

2. IDG Grant approval procedure and specifications

¹ Includes permanent new infrastructure, repair, equipment purchase etc.,

2.1. Preparation of IDG proposal

2.1.1. OHEPEE will invite eligible colleges to submit their IDG proposal in the format shared with the colleges for IDG support.

2.1.2. A college will be deemed eligible to apply for the IDG if it satisfies both of the following criteria –

- College is NAAC accredited / has submitted the Self Study Report to the NAAC
- College is either a government college or a government aided college or a block grant college

2.1.3. Eligible colleges will be provided guidance in the form of workshops by Utkal University/ OHEPEE PMU for preparation of the IDG proposal

2.1.4. The college will have to submit the completed proposal in the prescribed format within the last date of submission.

2.1.5. The IDG proposal should be preferably signed by the Chairman, Governing Body / Management Committee.

2.1.6. Formal feedback on IDG will be given by the master trainers from Utkal University.

2.2. Evaluation of the IDG proposals

2.2.1. Each proposal will be evaluated by three experts separately selected from the committee of experts chosen. The experts will provide their comments in the format provided by DHE.

2.2.2. The evaluation committee members will be appointed by State Project Director (SPD), OHEPEE. The experts will be required to meet the following criteria:

- The experts will not have any formal ongoing collaboration or contractual relationship with higher education institutions in Odisha participating in the OHEPEE project
- The experts should not be involved in the preparation process of the IDP plans
- The experts will recuse themselves from the evaluation of IDPs from institutions from which they have received a higher degree (graduation, post-graduation, M. Phil and Ph.D. degrees)
- The experts will remain anonymous; their identity will be known only to the Department of Higher Education and the Project Directorate
- The experts should be noted academicians. They could (but not exclusively) include current or ex-VC and Deans; administrators familiar to the higher education sector; Registrarsetc

2.2.3. . The members of the evaluation committee will evaluate the IDPs as per criteria below

2.3. Criteria for evaluation of IDG proposals (colleges)

The evaluation of the IDG proposals will be based on following criteria

Sl.No	Evaluation criteria	Marks
1	Process of preparation of IDG proposal – <ul style="list-style-type: none"> • Details of stakeholder consultation, • SWOC analysis quality, • coherence of Chapter 4 with Chapters 1 and 2 • Were NAAC recommendations taken on board(if applicable) 	20

2	Interventions meeting the objectives of excellence, equity, and governance. Feasibility of the Plan including civil works as per the needs assessment	40
3	Coherence of Budget and Targets in relation to needs assessment and Objectives	20
4	Monitoring & Evaluation efficiency <ul style="list-style-type: none"> • Appropriateness of indicators and proposed targets • Description of systems for M&E 	10
5	Sustainability of the proposed interventions <ul style="list-style-type: none"> • Alternate arrangements to meet costs of interventions • Retention of outcomes accrued 	10
	TOTAL	100

2.3.1. The experts will submit their remarks and final score (segregated head-wise as above) for each college

2.3.2. The IDG proposals will be ranked on the basis of average score given by three members of the Evaluation Committee. In case of huge variation in one expert's score with respect to others the proposal will be evaluated by the Chairman - IDP evaluation, Prof. Anand, Ex VC, VELS University and appropriate normalization will be done.

2.3.3. The normalized score will be validated by the SPD in consultation with the Chairman and funds will be allocated accordingly as per criteria in Section 1.

2.3.4. The list of selected colleges from each category will be placed in the public domain and published in DHE's website.

2.3.5. There will be cost adjustment by SPD for centrally executable components and fund allocation will be decided accordingly.

2.3.6. Signing of MoU with the institutions will be after fulfillment of necessary modifications, if any suggested in the process.

2.3.7. The modalities for selection of HEIs in round 2 will be based on the experience gained in the IDP and work plan agreed upon by the HEIs selected in round 1 and progress in its implementation. Change in modalities, if any, will be with the concurrence of WB.

3. Performance Contract / MoU

3.1. After the final selection of the proposals by the Steering Committee of OHEPEE and the publication of the list of selected and awarded proposals on the website of OHEPEE/DHE, the principals of the selected colleges will be invited by OHEPEE SPD to sign the Performance Contract. The Contract will be binding on the following participating parties:

1. Government of Odisha – the awarder, represented by the Secretary of DHE
2. College – the recipient, represented by the college Principal.

4. Eligible activities in the IDG

- **EQUITABLE ACCESS:**
 - Enhancing equity through remedial classes/consultations;
 - Student hostels especially for women and ST/SC students;
 - Induction training for ST& SC students;
 - Equipment/teaching aid for differently abled students;
 - Support to starting new degree programs, diploma and/or certificate programs;
- **TEACHING-LEARNING ENVIRONMENT:**
 - Establishment of libraries/e-resource centres;
 - Smart classrooms;

- Wifi/smart campus;
- Language labs / training;
- Extracurricular activities;
- Community outreach activities;
- QUALITY:
 - Employment oriented courses/centres [Skills development];
 - Career and counseling centres/placement cells, Industry internships;
 - Entrepreneurship programs
 - College-industry partnership;
 - Integration of skills development in curriculum;
 - Enhancing capacity for R&D activities/laboratories;
 - Design and offering of CBCS courses;
 - Academic exchange, international partnership;
 - Bringing external industry and corporate professionals for skill based courses
- CIVIL WORKS AND EQUIPMENT:
 - Minor civil works
 - Furniture and equipment for laboratories and other educational facilities
- AUTONOMOUS COLLEGES
 - Curriculum development and innovation;
 - Online examination system
- GOVERNANCE AND MANAGEMENT
 - Strengthening Internal quality assurance cells;

Mandatory activities to be included in the MOU with institutions that will receive the IDGs:

- Institutional Development Plan

- Engagement of teachers (the pool of former ad-hoc lecturers of DHE will be given priority)
- Participation in the governance benchmarking scorecard exercise (year 2 &4)
- Annual reports (financial year)
- Audit reports (Chartered Accountant audited)

5. Performance evaluation of IDG and verification protocols

5.1. Compulsory performance indicators

- Renewal of accreditation (if the NAAC accreditation cycle lapses during project period)
- Submission of Audit Report for past financial year by September 30th.
- Completion of data entry using online finance management system
- Creation/ composition of Governing Body and their functioning based on regulations issued by DHE
- Faculty should be encouraged to take short-term training courses targeted at up-gradation of academic, pedagogical and leadership capability

5.2. In addition to these indicators the colleges will be required to identify suitable relevant indicators to measure their progress.

5.3. A college will be eligible to get the next tranche of money if it achieves satisfactory performance against the performance indicators. The disbursement will also be subject to utilization of 60% of the previously released grant amount.

5.4. There will be performance indicator reporting at suitable intervals and indicators linked to disbursement would be appraised accordingly.

5.5. OHEPEE PMU will verify through physical inspection against the claims of colleges for a random sample every year.

6. Monitoring and Evaluation

6.1. Reporting

6.1.1. Reporting against performance indicators will be done half-yearly.

6.1.2. The reporting will comply with the verification protocol prescribed and will adhere to the prescribed sources for data.

6.2. Data Management

6.2.1. The college is expected to manage the data for performance indicators.

7. Procurement

7.1. The college will use the procurement manual which will be published by the Government of Odisha / DHE

8. Environment Management

During signing of the MoU with the colleges, the following will be incorporated

1. No procurement of equipment dealing with radioactive material or hazardous material without permission of SPD
2. No construction using asbestos containing materials.
3. No construction within all protected areas (National Parks, Wildlife Sanctuaries, Elephant Corridors, Tiger Reserves, Elephant Reserves, Biosphere Reserves), and, construction within Eco-Sensitive Zones for which final or draft notifications have been published by the Ministry of Environment, Forests and Climate Change, Government of India.

4. No construction within 300 meters radius of archeological monuments identified by the Archeological Survey of India.

9. Social Management

9.1. Suggested IDG guideline for institutions in Category A

The institution will develop specific action steps that will positively target participation of students from tribal communities, especially the particularly vulnerable tribal groups (PVTGs). This list of action steps should be developed in consultation with stakeholders. Given below is an indicative list of focus areas and actions catering to those areas. The college is encouraged to explore socio-economically relevant areas and suggest activities/interventions to meet the local needs and demands.

9.2. *Indicative list* of activities which can be taken up by the colleges under their IDG:

Suggested Areas	Suggested Actions
Stakeholder consultation	The precursor to developing the list of action steps would involve discussions with tribal students and other stake holders.
Access and mobility	<p>A quick analysis on discussion with various stakeholders to identify reasons for exclusion of tribal students from accessing higher education institutions. This could include:</p> <ul style="list-style-type: none"> - Information barriers - Economic and socio-cultural - Parental attitude - Lack of perceived value in higher education - Unclear understanding on education and employment linkage

	<p>*This would help institutions to create outreach programs which can include inviting parents to the college/hostels, alumni interaction etc.</p>
Additional support	<p>Early identification of tribal students who are poor performers (and more likely to drop-out) and creating one-to-one mentorship arrangement (or even small groups – proctorial system) by mapping professors to students atleast for one semester with focus on</p> <ul style="list-style-type: none"> - Language courses - Encouraging e-learning - Encouraging group activities such as presentations, team write-ups, etc as a part of remedial courses - Peer Group interaction among students with diverse background
Positive behavioral influences	<p>*Workshops to sensitize students about the available opportunities (other than government jobs) and inculcating a sense of entrepreneurship through micro incubation centres hosted by the Department/ other suggested bodies. This could include Student achiever seminar/ talk (from own community/region, etc), inter-college workshops, movie-screening, industrial visits, cross-state visits sponsored by the college, etc.</p> <p>The objective should be to make entrepreneurial ventures, however small, as glamorous as bureaucratic jobs.</p> <p>*The sensitization could be extended to other relevant issues such as sanitation, hygiene, social concerns, etc.</p>
Sports	<p>Encouraging participation in traditional sports and other outdoor activities</p>

Lists of Group A & B Districts

Category A districts				Category B districts			
Sr No	District Name	Total % of SC and ST population	GER (2015-16)	SI No	District Name	Total % of SC and ST population	GER (2015-16)
1	Malkangiri	80.4	5.8	1	Sambalpur	52.5	16.3
2	Rayagada	70.4	15.4	2	Deogarh	52	11.7
3	Nabarangpur	70.3	3.6	3	Jharsuguda	48.6	12.5
4	Kandhamal	69.4	12.5	4	Bargarh	39.2	14.8
5	Mayurbhanj	66	18	5	Dhenkanal	33.2	23.3
6	Koraput	64.8	12.7	6	Angul	32.9	15.2
7	Gajapati	61.1	14	7	Balasore	32.5	22.7
8	Sundergarh	59.9	16.2	8	Jajpur	32	18.8
9	Keonjhar	57	13.0	9	Bhadrakh	24.2	19.6
10	Nuapada	47.3	5.2	10	Ganjam	22.9	18.1
11	Kalahandi	46.7	9.3	11	Cuttack	22.6	28.1
12	Bolangir	39	12.6	12	Jagatsinghpur	22.5	12.4
13	Boudh	36.3	8.3	13	Kendrapara	22.2	19.3
14	Sonepur	35	15.6	14	Nayagarh	20.3	18
				15	Puri	19.5	18.1
				16	Khurdha	18.3	75.3