



**Implementation Support  
Agency for SCERT, Bihar**

*Enhancing Teacher Effectiveness in Bihar*

# Quarterly Progress Report

January-March 2018



*Project Jointly Managed by*

**IPE GLOBAL**  
Expanding Horizons. Enriching Lives.

**BRITISH  
COUNCIL**



Visioning & Consultative Workshop, 1<sup>st</sup> - 2<sup>nd</sup> February 2018, Vaishali, Bihar



Workshop on Review of ICT-Based Materials & Mapping them to Pre-Service Curriculum, 15<sup>th</sup> - 18<sup>th</sup> March 2018, Hotel Samarpan Nesh Inn, Patna



Module Preparation Workshop for Professional Development of Teachers on Inclusive Education, 16<sup>th</sup> - 18<sup>th</sup> March 2018, Hotel Samarpan Nesh Inn, Patna



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## List of Acronyms

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<b>AG</b>	Auditor General
<b>AMC</b>	Consulting Services company that carried out Teacher Needs Assessment Survey
<b>BSEIDC</b>	Bihar State Educational Infrastructure Development Corporation
<b>CfBT</b>	Agency that is responsible for development of module to train members of School Management Committee
<b>CPD</b>	Continuous Professional Development
<b>CTE</b>	College of Teacher Education
<b>D.El. Ed</b>	Diploma in Elementary Education
<b>DIET</b>	District Institute of Education and Training
<b>DLI</b>	Disbursement Linked Indicator
<b>DRT</b>	Directorate of Research and Training
<b>EOI</b>	Expression of Interest
<b>ERP</b>	Enterprise Resource Planning
<b>FY</b>	Financial Year
<b>HOTS</b>	Higher Order Thinking Skills
<b>ICT</b>	Information Communication Technology
<b>ISA</b>	Implementation Support Agency
<b>ITfC</b>	IT for Change
<b>LLF</b>	Language and Learning Foundation
<b>MFE</b>	Motivation for Excellence
<b>ODL</b>	Open Distance Learning
<b>OER</b>	Online Educational Resources
<b>PD</b>	Project Director
<b>RFP</b>	Request for Proposal
<b>RIE</b>	Regional Institute of Education
<b>RIESI</b>	Regional Institute of English, South India
<b>RVEC</b>	Rashtriya Vidyalaya Educational Consortium
<b>SCERT</b>	State Council of Educational Research and Training
<b>SLMs</b>	Self Learning Materials
<b>SMC</b>	School Management Committee
<b>TA</b>	Technical Assistance
<b>TEs</b>	Teacher Educators
<b>TESS India</b>	Teacher Education through School-based Support India
<b>TEIs</b>	Teacher Education Institutions
<b>TNA</b>	Teacher Needs Assessment Survey
<b>ToR</b>	Terms of Reference
<b>TTF</b>	The Teacher Foundation
<b>WB</b>	World Bank

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# Quarterly Progress Report

January - March 2018

## Executive Summary

Managed by IPE Global and the British Council, the Implementation Support Agency (ISA) has been set up to provide World Bank-funded technical support to the Government of Bihar's State Council of Educational Research and Training (SCERT) with the aim of enhancing teacher effectiveness in Bihar at elementary level.

During this second Quarter (January-March 2018) ISA has further developed its understanding of the operating context, and continued to liaise extensively with potential partners both Nationally and Internationally to adapt and adopt exemplar practices to the context of Bihar.

One of the most positive achievements of this period is undoubtedly the strengthening of the working relationship between ISA and SCERT and the development of a much stronger sense of shared ownership of the programme goals and outcomes. This has been achieved through the staging of a Visioning workshop and a collaborative approach to the organization and implementation of workshops in the areas of both pre-service and CPD. While approval processes still need streamlining further, firm leadership from the new SCERT Director, Vinod Kumar Singh, clearly defined counterpart arrangements with SCERT faculty and more regular meetings between ISA and SCERT are helping to enable the programme to deliver its action plans more efficiently.

Given that the application of IT solutions underpins the work of ISA, another significant achievement has been the work undertaken on the new SCERT website which is now visually attractive, easy to use and comprehensive in its coverage. Permanent hosting space is currently being procured so that the website can be officially launched as part of a wider showcase of the programme's achievements on a date still to be agreed with the World Bank and GOB.

ISA has continued to be active in supporting and quality assuring the work of CfBT in developing an SMC module and rolling out associated training, and AMC in its completion of a TNA on ICT in Education. In addition it has assisted BSEIDC on finalizing the RFP for the tender of a Teacher Incentivisation Policy Study, liaised with SCERT on

the endorsement of a mid-line survey design and TORs for School Leadership Training prepared in the last quarter, and to develop and gain SCERT approval on a TOR for a Teacher Attendance Survey and on concept notes for both the development of professional learning communities plus state level OER portal, and a pilot study on tablet-based learning in Bihar classrooms.

In the area of financial management ISA has continued to work with SCERT to ensure that all records from the Financial Year 14/15 until the present have been correctly organised and submitted to the AG's office and future financial compliance with World Bank Guidelines can be guaranteed. In the absence of specialist finance staff within SCERT this has been a challenging task but work on the procurement of an accounting firm to provide interim support while such specialist staff are recruited is underway. ISA has also continued to provide support to BSEIDC on the finalization of its Financial Manual and the development of a new ERP system.

During this quarter ISA has continued to work out of temporary office space within SCERT with inadequate equipment back-up and an intermittent power supply. As the team has expanded during this period, this working environment has become less and less ideal but work on the refurbishment of a suite of three offices is now well underway and is expected to be handed over to ISA in mid to late April.

ISA supports and builds the capacity of SCERT to deliver the following Disbursement Linked Indicators, and progress against these indicators is assessed in this Quarterly Report.

**DLI 2:** Institutional Capacity: Ensuring capacity enhancement of TE institutions for effective delivery

**DLI 3:** Quality improvement: Training of unqualified teachers and professional development of all teachers through ICT

**DLI 4:** Accountability and monitoring systems: Ensuring Teachers' management and performance is effectively monitored and evaluated

**DLI 5:** Teacher Accountability: Teachers' accountability at schools level

**DLI 6:** Strengthened Corporate Governance: Program Fiduciary Systems and Performance

Guide to rating scale			
RAG status		Descriptor	Remarks
	GREEN	Ownership and use of learnings and most outputs achieved	Ordinal scale is used to rate the progress of the ISA programme. The scale classifies more or less of characteristics in the provision of the technical services with respect to its plans and desired outputs. The use of ordinal scale provides measurement of difference in degrees (excellent, good, satisfactory and unsatisfactory), but not the specific amount of difference.
	AMBER GREEN	Capacities enhanced with good progress towards the outputs in partnership with stakeholders	
	AMBER RED	Capacity building opportunities provided and progress towards outputs initiated	
	RED	Preparatory work carried out, however no progress made towards the output	

DLIs, Red Amber Green (RAG) status and comments				
<b>DLI 2</b>	Promoting greater understanding among SCERT Faculty of ISA Programme goals and operations		↔	A residential workshop was organized with SCERT to promote a greater understanding of the programme and a sense of shared ownership among SCERT faculty. The strengthening of this closer working relationship has been consolidated through collaboration on a workshop on ICT-Based materials in Pre-service Education and a workshop on developing a CPD module for Inclusive Education.
<b>DLI 2</b>	Enhancing the quality and efficiency of SCERT website		↑	Further progress has been made in this quarter in redesigning the SCERT website to make it appealing, comprehensive and interactive. This has involved active collaboration with SCERT to validate the content. A request is being made to BSEIDC to procure permanent hosting space for the new website.

<b>DLI 2</b>	Creation of on-line professional learning communities and state level OER platform/portal	<b>A/G</b>	↔	Discussions have been held with ITfC on development of on-line professional learning communities and a state level OER learning platform/portal. A concept note has been shared with SCERT and their comments incorporated into the implementation plans. A pilot project from MFE to explore the use of tablet based learning in classrooms in Bihar has also been approved for implementation.
<b>DLI 2</b>	D.El.Ed English module and English ODL SLMs revised	<b>A/G</b>	↔	This process was initiated at a workshop held on 2 February where SCERT faculty gained exposure to British Council materials for English and again on 15-18 March at workshop on ICT-based materials in Pre-service Education with inputs from RIESI, TESS India and British Council, with plans to take this work forward through further workshops in April and May and a study visit to RIESI, Bangalore by SCERT faculty members.
<b>DLI 2</b>	Guidelines and areas to undertake project assignments developed	<b>R</b>	↓	This area has not been advanced due to difficulties early in the period in gaining approvals and the month-long examination period in February. There are plans to work on this area through workshops in April/May.
<b>DLI 3</b>	Gaps in pre-service teacher Education provision	<b>A/G</b>	↔	Building on information from field visits to schools and DIETS during previous quarter, further gaps were identified through the exercise to map ICT-Based materials against pre-service syllabus conducted at 15-18 March workshop.
<b>DLI 3</b>	Gaps in CPD provision	<b>A/G</b>	↔	Discussions with SCERT faculty and with groups of Master Trainers have enabled ISA to identify gaps in current CPD provision and, as a first step, work on developing a module on Inclusive Education is underway. Further work on the development of modules on Integrated Education and School Readiness is planned for the coming months.

<b>DLI 3</b>	Quality assurance of TNA survey report completed		↑	The revised TNA report to assess current levels of ICT competence of elementary schools teachers and teacher educators in Bihar was submitted on 4 January by AMC. The document was reviewed by ISA and recommended for approval. It was subsequently formally approved by SCERT.
<b>DLI 4</b>	Design of mid-line survey developed		↑	ISA developed the design of the mid-line survey which was shared with and approved by SCERT.
<b>DLI 4</b>	ToRs for Teacher Incentivisation Study developed		↑	ISA finalized TORs and assisted BSEIDC to prepare RFP ready to tender this TA in April.
<b>DLI 4</b>	Development of TORs for Teacher Attendance Survey		↑	ISA worked on an EOI on Monitoring Teacher Attendance. This was shared with and approved by SCERT.
<b>DLI 5</b>	Quality assurance of SMC module completed		↔	SMC Module was revised and approved by SCERT. Master Trainer Training with personnel drawn from 10 districts was conducted on 23-26 February by CfBT working closely with ISA and SCERT. A Dissemination workshop is planned for 9-10 April 18 and Training in 10 districts will be rolled out during May and June.
<b>DLI 5</b>	ToRs for School Leadership Training developed		↑	ISA continued to work on the development of TORs for School Leadership Training and shared them with SCERT. These were approved by the end of the Quarter.
<b>DLI 6</b>	Internal audit of accounts for FY 2014/15 15/16 and 16/17 completed		↑	Internal audit of accounts for FY 2014/15 15/16 and 16/17 has been completed by ISA (and request for formal certification audit submitted to AG through SCERT and DRT made on April 5)
<b>DLI 6</b>	Recommendations to improve SCERT financial systems submitted		↑	Recommendations to improve SCERT financial systems have been submitted to SCERT and DRT but ongoing assistance required to implement them. This will include procurement of an accounting firm in next quarter to provide interim

				support while appropriate F/T staff are recruited.
<b>DLI 6</b>	Ongoing support to BSEIDC in developing ERP		↑	Technical support to BSEIDC has been provided throughout the quarter. A supplier has now been identified and Phase 1 ERP roll-out begins in April 2018.
<b>DLI 6</b>	ANAR (on line Finance and Admin System) for use by ISA and SCERT developed		↔	ANAR (on line Finance and Admin System) has started to be used by ISA. The capacity of SCERT personnel is to be built using the application of ANAR and this will be operationalized once server available in refurbished office space in April.
<b>DLI 6</b>	Financial manual for BSEIDC developed.		↑	ISA assisted with the development of a comprehensive Financial Manual for BSEIDC. The final version was quality assured by ISA and contracted CA firm and submitted to BSEIDC in March 2018.

Risks identified in the next quarter	Mitigation measures	Progress on agreed mitigation measures	
Delay in approvals by SCERT Management could delay activities planned by ISA	Effective communication Established between SCERT, PD, WB may speed up the process of file clearance.	Action:1	Full time Director was posted to SCERT in early January 2018. Regular meetings now held between Director and SCERT faculty and TL and other ISA Team members. SCERT staff Members have been specifically assigned to work with ISA
Acute shortage of staff at SCERT might delay the capacity building process	Continued engagement of WB with DRT to expedite the process to fill the vacancies	Action: 2	ISA meet regularly with DRT to monitor progress on recruitment of new post-holders and encourage follow-up action.

## Detailed Report

DLI 2: Institutional Capacity: Ensuring capacity enhancement of TE institutions for effective delivery	
Progress and issues arising in the reporting period	
Promoting greater understanding among SCERT Faculty of ISA Programme goals and operations	<p>A residential Visioning workshop was organized in Vaishali with SCERT staff members to promote a greater understanding of the programme and a sense of shared ownership among SCERT faculty. As part of this workshop, SCERT faculty revisited the Inception Report and ISA Action Plans and ideas for further joint activity were developed. E.g. monitoring visits to DIETS. The strengthening of this closer working relationship and a better understanding of the purpose of the programme was consolidated through collaboration on a workshop on Review of ICT-Based materials and mapping them to Pre-service Education and a workshop on developing a CPD module for Inclusive Education.</p>
Enhancing the quality and efficiency of SCERT website	<p>Substantial progress has been made in this quarter in redesigning the SCERT website to make it appealing, comprehensive and interactive. This has involved active collaboration with SCERT to validate the content.</p> <ul style="list-style-type: none"> <li>• Sections covering information on SCERT and summaries on the DIETS are now populated with up-to-date information and have been made functional.</li> <li>• An admin panel had been created to run the following interfaces:             <ul style="list-style-type: none"> <li>• Training of Key Resource Persons and Master Trainers Data User Management</li> <li>• Departmental User Data Management System</li> <li>• Workshop/Seminar User Data Management System</li> </ul> </li> <li>• An E-Resource repository has been created to accommodate resource documents in different format (e.g. pdf, mp4, epub).</li> <li>• The following sections for E-Books have been created             <ul style="list-style-type: none"> <li>• State board text books: Options for class 1 to 12 linked to the BIHAR TEXT BOOK CORPORATION website.</li> <li>• NCERT TEXT Books: This section is linked to the NCERT original website.</li> <li>• D.El.Ed</li> <li>• CPD</li> <li>• NCTE: This section is linked to the NCTE original website.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• A dedicated page for ISA had been created with the following content:             <ul style="list-style-type: none"> <li>• About ISA</li> <li>• Team</li> <li>• News &amp; Events</li> </ul> </li> <li>• A number of other features have been added to the test website:             <ul style="list-style-type: none"> <li>• Social account for SCERT created for Facebook, Google, Twitter, LinkedIn and TUMBLR</li> <li>• Youtube channel for SCERT had been created</li> <li>• Visitor counter</li> <li>• Announcement Section</li> <li>• Mobile Responsiveness of the website</li> <li>• Whatsapp group for various workshops and have been created and are being maintained</li> </ul> </li> </ul> <p>An analysis has been made of current and future technical and space requirements and a request is being made to BSEIDC to procure permanent hosting space for the new website.</p>
<p>Creation of on-line professional learning communities and a state level OER learning platform/portal</p>	<p>Discussions were held with the Director IT for Change and a concept note on creating professional learning communities was prepared by ITfC. This concept note detailed the following steps:</p> <ul style="list-style-type: none"> <li>• Development of professional learning communities of teachers</li> <li>• Resource persons with aptitude for ICT trained to form District Technology Support Groups</li> <li>• Establishment of state OER portal plus training on maintaining platform content and structure.</li> <li>• Ongoing e-content development for OER portal</li> </ul> <p>This key concept paper has been shared with the faculty of SCERT and their comments incorporated into the plan for the next steps for procuring this Technical Assistance.</p> <p>A proposal from Motivation for Excellence for a pilot project to explore the use of tablet based learning in classrooms in Bihar (known countrywide as ‘The Nalanda Project’) has also been approved for implementation. This pilot would showcase the potential of enhancing teacher performance and student learning outcomes through the use of ICT solutions.</p>
<p>D.El.Ed English module and English ODL SLMs revised</p>	<p>This process was initiated at a workshop held on 2 February where SCERT faculty were able to examine British Council materials for English and evaluate their adaptability to the Bihar context. This work was continued on 15-18 March at a workshop on ICT-based materials in Pre-service Education with inputs from RIESI, TESS India and British Council. Participants evaluated the materials using a framework</p>

	provided by the British Council and mapped them against the D.El.Ed. curriculum for English. Work in this area will be taken forward through further subject specialist workshops in April and May and a study visit to RIESI, Bangalore by SCERT faculty members.								
Guidelines and areas to undertake project assignments developed	Work in this area is still at an early stage but a workshop to develop project assignments and question banks is in the process of being planned for April/May 2018 drawing on the services of specialist Resource Personnel in each subject area.								
Overall progress in this Quarter	<table border="1"> <thead> <tr> <th colspan="4">Against DLI 2</th> </tr> </thead> <tbody> <tr> <td>25%</td> <td>50%</td> <td>75%</td> <td>100%</td> </tr> </tbody> </table>	Against DLI 2				25%	50%	75%	100%
Against DLI 2									
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## Key deliverables, risks and mitigation measures for the next quarter

Key deliverables	Risks	Mitigation measures	Timeline
Permanent hosting space procured for SCERT website and website officially launched	Continuing delays in approvals from SCERT  Delays in procurement process from BSEIDC	Continued engagement with SCERT and BSEIDC and provision of technical advice to aid procurement process	By end May 2018  By end June 2018
Guidelines and broad areas in which to undertake projects developed			By end May 2018
Professional Learning communities formed Design of OER portal produced	Delays in approving the proposal by SCERT and subsequent delays in hiring ITfC by BSEIDC	Continued engagement with SCERT and BSEIDC	By end of June 2018
ODL SLMs revised	Non-Availability of appropriate Resource Persons in each subject area		By end of June 2018

### DLI 3: Quality improvement: Training of unqualified teachers and professional development of all teachers through ICT

#### Progress and issues arising in the reporting period

<p>Stakeholder engagement and consultative process</p>	<p>Further good progress been made during this quarter. During February a series of consultative meetings with the following potential partners in Bangalore and Mysore were held:</p> <ul style="list-style-type: none"> <li>• Regional Institute of Education (RIE) Mysore</li> <li>• Regional Institute of English South India, (RIESI) Bangalore</li> <li>• IT for Change, (ITfC) Bangalore</li> <li>• The Teacher Foundation (TTF), Bangalore</li> <li>• R.V. Educational Consortium, (R.V.E.C) Bangalore.</li> </ul> <p>All expressed their willingness to engage actively with the programme to help enhance the quality of elementary education in Bihar. RIESI participated in the workshop held in Patna 15-18 March to review ICT-based materials and map them to the Pre-service curriculum and has submitted a concept note outlining the benefits of a follow-up study visit to their institution in Bangalore in the next quarter.</p> <p>ITfC has shared a concept note on creating professional learning communities and a state level OER portal.</p> <p>British Council provided Resource Persons for workshops in Vaishali in early February and in Patna 15-18 March to share a conceptual framework for the evaluation of materials which was enthusiastically espoused by SCERT. They also presented a wide range of their materials (both print and ICT-based) in English and Teacher Education more generally which are being examined for their appropriateness and adaptability to the Bihar context. Further assistance from British Council is planned over the coming months.</p> <p>TESS India, Humana People to People, and Language and Learning Foundation, all organisations with a history of involvement with SCERT Bihar, were invited to present their materials and approaches at the 15-18 March workshop on ICT-based Materials in the context of Pre-service Education. These materials have been mapped against the curriculum and further collaboration with all the organisations will be forthcoming over the coming months. A visit to Nalanda DIET to observe the work of Humana being conducted there is planned for late April.</p> <p>ISA TL visited a CreateNet supported school in Delhi to observe their approach to school leadership training and further collaboration with them in this area is envisaged.</p>
<p>Providing technical guidance to AMC to complete the</p>	<p>Having reviewed the initial drafts in the last quarter and provided detailed suggestions as to how to improve the report so that it provided sound recommendations to guide future CPD work going forward, ISA quality assured the final report submitted on 3 January 2018 by AMC and recommended that it should be approved for</p>

<p>TNA survey and prepare the report</p>	<p>payment. SCERT subsequently reviewed it and endorsed this decision. Third party verification has been completed and passed to the World Bank for reimbursement.</p>								
<p>Preparation of framework for CPD</p>	<p>Work on the analysis of an appropriate framework for CPD has been advanced during this quarter. It was agreed that ISA should help build upon the work of SCERT in 2016-17 when three modules on School Readiness, Art Integrated Learning and Learning through Sports were developed. To help the TEIs and the teachers to better understand these modules through a cascade model, 81 Master Trainers representing 16 districts were trained from 16-20 Jan 2018 in a 5 day workshop. ISA contributed substantially to strengthening the trainees’ understanding both of effective CPD in general and of the three Modules in particular.</p> <p>It was deemed necessary, however, and indeed a priority, to develop a further module as a first step. This module on Inclusive Education would orient teachers to work for classrooms that care for social justice and equity by altering detrimental perceptions and beliefs among teachers that hamper inclusion of certain sections of the student community.</p> <p>A workshop to prepare a CPD module on Inclusive Education was thus held from 16-18 March as the first in a 3 part series of meetings. 16 personnel took part and after detailed deliberations on the nature of inclusion, a broader framework and list of topics to be included in the module have been drawn up. The subsequent workshops will work on the detail of the module and dissemination strategies will be developed. SCERT and ISA worked in close collaboration to develop the concept note, session plans, identification of resource material and master trainers. Subsequent workshops are planned to be held in April and May 2018, with piloting during June 2018.</p> <p>WhatsApp groups have been created and members enrolled for all the 4 modules for sharing of ideas, discussions, resources, reports and updates on events. The groups are currently active and substantial information is being shared already. Building on this the concept of an E-Dissemination monthly Newsletter has been developed and approval is being sought from SCERT ready for first issue to be circulated in the month of April 2018.</p>								
<p>Over all progress in this Quarter</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <th colspan="4" style="background-color: #ADD8E6;">Against DLI 3</th> </tr> <tr> <td style="background-color: #008000; color: white;">25%</td> <td style="background-color: #008000; color: white;">50%</td> <td style="background-color: #ADD8E6;">75%</td> <td style="background-color: #ADD8E6;">100%</td> </tr> </table>	Against DLI 3				25%	50%	75%	100%
Against DLI 3									
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## Key deliverables, risks and mitigation measures for the next quarter

Key deliverables	Risks	Mitigation measures	Timeline
Available ICT materials mapped against pre-service curriculum	Delays in approvals from SCERT	Continued engagement with SCERT Management and key faculty members	End May 2018
Gaps identified in Pre-service curriculum for the development of new ICT materials	Non-Availability of external resource persons in each subject area		End June 2018
CPD Module on Inclusive Education developed and piloted.		Engagement of SCERT in reviewing module	End June 2018

### DLI 4: Accountability and monitoring systems: Ensuring Teachers' management and performance is effectively monitored and evaluated

#### Progress and issues arising in the reporting period

Preparation of midline survey design	Following work completed by ISA during the previous quarter on the design of this survey, and further revisions made during January 2018 to incorporate WB views, the TOR was shared with SCERT in February 2018. At the end of the quarter feedback was provided by nominated SCERT faculty. The design document was finalized and will be forwarded to BSEIDC in early April 2018 ready for tendering.
ToRs for Teacher Incentivisation Policy Study developed	During this quarter ISA continued to provide technical guidance to BSEIDC so that the RFP could be finalized ready for tendering.
TORs for Teacher Attendance Survey	ISA examined existing research and approaches to tackling the monitoring and improvement of teacher attendance before developing a first draft document for an EOI on Monitoring Teacher Attendance. This was shared with SCERT and their approval was obtained to proceed to procurement. Discussions were held with Centre for Policy Research who were identified as potentially the appropriate agency to take this

	work forward. Cost estimates for this work are currently awaited from them.								
Overall progress in this Quarter	<table border="1"> <thead> <tr> <th colspan="4">Against DLI 4</th> </tr> </thead> <tbody> <tr> <td>25%</td> <td>50%</td> <td>75%</td> <td>100%</td> </tr> </tbody> </table>	Against DLI 4				25%	50%	75%	100%
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## Key deliverables, risks and mitigation measures for the next quarter

Key deliverables	Risks	Mitigation measures	Timeline
RFP for midline survey finalized and tendered	Delays in procurement process	Continued ISA engagement with SCERT and BSEIDC to provide technical guidance and support	By May 2018
Tools for midline survey developed and validated			By end June 2018
Teacher Attendance RFP tendered			By end April 2018
Tools to capture Teacher Attendance developed and piloted			By end June 2018

### DLI 5: Teacher Accountability: Teachers' accountability at schools level

#### Progress and issues arising in the reporting period

Quality assurance and guidance in developing SMC module.	<p>SMC Master Trainer Training with personnel drawn from 10 districts was conducted on 23-26 February by CfBT working closely with ISA and SCERT. Feedback from the participants was positive. They found the new module and the mobile app useful and relevant and the learner-centred training techniques appropriate. SCERT commitments to Board examinations and involvement in Bihar Diwas prevented an additional dissemination workshop for Principals and DIETS from happening in the current quarter but this is planned for early April. The District level training will then be rolled out.</p> <p>Discussions on technology issues related to the mobile app being transferred from CfBT to GOB/SCERT management has also been delayed due to SCERT officials' engagement in Bihar Diwas and</p>
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	work on closing the Financial Year.								
ToRs for TA in School Leadership Training developed	During this quarter ISA revised the ToRs in accordance with further comments from WB and shared them with SCERT. Inputs were provided by the end of the quarter so that the document could be finalized and sent to BSEIDC								
Overall progress in this Quarter	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <th colspan="4">Against DLI 5</th> </tr> <tr> <td style="background-color: #008000; color: white;">25%</td> <td style="background-color: #008000; color: white;">50%</td> <td style="background-color: #cccccc;">75%</td> <td style="background-color: #cccccc;">100%</td> </tr> </table>	Against DLI 5				25%	50%	75%	100%
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25%	50%	75%	100%						

## Key deliverables, risks and mitigation measures for the next quarter

Key deliverables	Risks	Mitigation measures	Timeline
Dissemination workshop to familiarize School Principals and DIET Faculty members with SMC module delivered	Delays in approval to conduct the training by SCERT.	Continued engagement with SCERT Management	By mid-April 2018
District level Master trainers trained in 10 districts.		Timely submission of request letters and securing confirmations	By end June 2018
School level training begun. Accountability mechanisms through SMC in place in schools where training completed.		Timely delivery of invitation letters and capacity building CRCs to inform HMs. HMs in turn inviting SMC for the training during school holidays	By end June 2018
EOI for School Leadership training TA released			By end April 2018

### DLI 6: Strengthened Corporate Governance: Program Fiduciary Systems and Performance

#### Progress and issues arising in the reporting period

Internal audit report for FY 14/15,15/16 and 16/17	Internal audit report to organize all financial documentation from FY 14/15, 15/16 and 16/17 was compiled by ISA during the last quarter. The necessary work on converting AC bills to DC bills has been completed during this quarter and the Request for Certification Audit
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completed	<p>was submitted to AG of Bihar through SCERT and DRT for FY 14/15,15/16 and 16/17 on 5 April 2018.</p> <p>INR34,84,34,746 was refunded to Treasury on 7/2/2018 against second allotment of INR42,80,47,200.</p> <p>INR 3,94,83,150 was refunded to Treasury on 27/03/2013 and INR5,16,850 booked in accounts as expenses against first allotment of INR4 crore.</p> <p>DC Bill of INR4 Crore prepared by ISA Team internally but was not finalized by SCERT due to pending signatures of DDO and SPD.</p> <p>For F/Y 2017-18, the billing process for Guest Faculty and Resource Persons has been completed.</p> <p>DC Bill against Second allotment of INR42crore will be completed after the AG Audit, now expected in the week beginning 16 April 2018. In accordance with WB stipulations the Audit for 2016/17 should be completed and report submitted by April 30<sup>th</sup> to avoid suspension of future disbursements. ISA will also ensure that the AG is on board for audit of F/Y 17/18.</p>
Recommendations to improve SCERT financial systems submitted	<p>Recommendations to improve SCERT financial systems as well as those of DIETs, BITEs, PTECs and CTEs, have been submitted to SCERT and DRT but ongoing assistance is required to implement them. This will include procurement of an accounting firm in the next quarter to provide interim support while appropriate F/T staff are recruited. In the meantime ISA will assume the lead role in ensuring full compliance with WB Financial Guidelines going forward. This will include timely completion and internal auditing of F/Y 17/18 accounts ready for submission to AG and preparation of a thorough budget for F/Y 18/19 so that funds can be accessed from the Treasury and planned activities are not impeded. After the certification audit ISA will also initiate steps to achieve the DLI 6 in respect of reconciliation between CTMIS and AG.</p>
Ongoing support to BSEIDC in developing ERP.	<p>Technical and functional support to BSEIDC has been provided by ISA throughout the current quarter. A supplier has now been identified and Phase 1 ERP roll-out is scheduled to begin in April 2018. In this initial phase the development of the following modules will be covered:</p> <ul style="list-style-type: none"> <li>• Financial Management Module</li> <li>• Human Resource Management Module</li> <li>• Assets Management Module including Maintenances Management.</li> <li>• Inventory Management</li> </ul> <p>In addition the backup process and help desk support will be developed.</p>
ANAR (on line Finance and Admin System) developed for use by ISA and SCERT	<p>This system is in the process of being operationalized by the ISA team but will only be fully rolled out and shared with SCERT once ISA has moved into its refurbished offices and can make use of the server which will form part of the new IT infrastructure set up. ISA IT Manager will lead on ensuring that the benefits of using this on-line system is understood by both ISA and SCERT team members and that ANAR use becomes standard practice.</p>

Financial manual for BSEIDC developed	ISA assisted with the development of a comprehensive Financial Manual based on existing documents but supplemented with new materials as needed. The final version was quality assured by ISA and contracted CA firm and submitted to BSEIDC in March 2018.								
Overall progress in this Quarter	<table border="1" style="width: 100%; text-align: center;"> <tr> <th colspan="4">Against DLI 6</th> </tr> <tr> <td style="width: 25%;">25%</td> <td style="width: 25%;">50%</td> <td style="width: 25%;">75%</td> <td style="width: 25%;">100%</td> </tr> </table>	Against DLI 6				25%	50%	75%	100%
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## Key deliverables, risks and mitigation measures for the next quarter

Key deliverables	Risks	Mitigation measures	Timeline
Certification Audit report for 14/15, 15/16 and 16/17 completed by AG and submitted to WB	Under-staffing of specialist finance personnel within SCERT will delay financial processes and hinder capacity building process.  SCERT faculty do not actively engage in financial planning process	Continued ISA engagement and handholding with SCERT and DRT  Fast-track procurement of accounting firm to provide support to SCERT  Planning and Budgeting workshop planned for 25-27 April	End April 2018
Completion of Financial data for 17/18 and submission to AG for Certification audit			End May 2018
SCERT budget for F/Y 18/19 prepared			End April 2018
E-filing system implemented in SCERT			End May 2018
ANAR implemented in SCERT	Lack of understanding of benefits of using ANAR post departure of system designer (Arijit Mondal has resigned)	Assign new IT Manager to lead proactively on embedding ANAR in ongoing work processes	End June 2018
Preparation of standard bidding documents,			End June 2018

Development of assets register; safety and security of assets.			End June 2018
Consideration of existing and underutilized product and check efficiency, durability, access, quality and capability and up gradation and safety and security for ICT			End June 2018
Monitoring, evaluation and analyses of comparative statement, cost, efficiency, warranty, duration, approval for ICT; monitor procurement of products and meet legal requirements (agreement etc.) and settlement of suppliers bills in all departments of SCERT			Ongoing
Accounting firm hired for SCERT		Continued engagement with SCERT and BSEIDC on procurement process	TOR submitted to BSEIDC by end April Firm contracted by End June 2018
Suite of 3 refurbished offices handed over to ISA	Delays in delivery of furniture and equipment requested	Regular liaison with contractor to ensure timely delivery	End April 2018
Ongoing support to BSEIDC in developing ERP			Ongoing



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