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Report No: RES41586

INTERNATIONAL DEVELOPMENT ASSOCIATION

RESTRUCTURING PAPER

ON A

PROPOSED PROGRAM RESTRUCTURING
OF
INDIA: ENHANCING TEACHER EFFECTIVENESS IN BIHAR
APPROVED ON MAY 19, 2015

TO THE

REPUBLIC OF INDIA

Education Global Practice
South Asia Region

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ABBREVIATIONS AND ACRONYMS

BITE	Block Institute of Teacher Education
BPSC	Bihar Public Service Commission
BRC	Block Resource Center
BSEIDC	Bihar State Education Infrastructure Development Corporation
CERC	Contingent Emergency Response Component
CPD	Continuous Professional Development
CRC	Cluster Resource Center
CTE	College of Teacher Education
CTMIS	Computerized Treasury Management & Information Systems
D.El.Ed.	Diploma in Elementary Education
DIET	District Institute of Education and Training
DLI	Disbursement Linked Indicator
DLR	Disbursement Linked Result
DOE	Department of Education
DRT	Directorate of Research and Training
ERP	Enterprise Resource Planning
FY	Financial Year
GOB	Government of Bihar
GOI	Government of India
ICT	Information and Communications Technology
IGNOU	Indira Gandhi National Open University
INR	Indian Rupees
IPF	Investment Project Financing
ISR	Implementation Status and Results Report
MHRD	Ministry of Human Resource Development
NAS	National Achievement Survey
NCTE	National Council of Teacher Education
NIOS	National Institute of Open Schooling
ODL	Open and Distance Learning
PAP	Program Action Plan
PDO	Program Development Objectives
PforR	Program for Results
PMU	Program Management Unit
PTEC	Primary Teacher Education Center
RTE	Right to Education
SCERT	State Council for Educational Research and Training
SMC	School Management Committee
TA	Technical Assistance
TE	Teacher Education
TEI	Teacher Education Institution
TEIDI	Teacher Education Institution Development Index
TEMIS	Teacher Education Management Information System
TPRM	Tripartite Portfolio Review Meeting



DATA SHEET (India: Enhancing Teacher Effectiveness in Bihar - P132665)

Project ID	Financing Instrument	IPF Component
P132665	Program-for-Results Financing	No
Approval Date	Current Closing Date	
19-May-2015	30-Jun-2020	

Organizations

Borrower	Responsible Agency
Republic of India	Government of Bihar, Bihar State Educational Infrastructure Development Corporation (BSEIDC)

Program Development Objective(s)

The development objective of the Operation is to improve the effectiveness of elementary school teachers in Bihar.

Summary Status of Financing

Ln/Cr/TF	Approval Date	Signing Date	Effectiveness Date	Closing Date	Net Commitment	Disbursed	Undisbursed
IDA-55780	19-May-2015	07-Aug-2015	01-Sep-2015	30-Jun-2020	159.60	106.23	53.37

Policy Waiver(s)

Does the Program require any waivers of Bank policies applicable to Program-for-Results operations?

No

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I. PROGRAM STATUS AND RATIONALE FOR RESTRUCTURING

A. Background

1. The Enhancing Teacher Effectiveness in Bihar Operation supports Government of Bihar's (GOB) Mission Manav Vikas that aims at bringing wide-ranging set of reforms to provide quality education. The World Bank's intervention is to help the system of teacher education in better equipping teachers with the required skills and knowledge, and creating robust system-wide improvements focused on instructional excellence. The intervention supports GOB through the following key activities: (i) enhancing the infrastructure of Teacher Education Institutions (TEIs) with institutional strengthening and capacity building for TE delivery; (ii) supporting implementation of quality pre-service teacher training and continued professional development (CPD); (iii) effective monitoring and evaluation of teacher management systems; (iv) the monitoring of teacher performance for improving teacher accountability at the school level; and (v) improved fiduciary and governance mechanisms.

2. The operation was approved in May 2015 to be implemented over a five years period ending in June 2020 with an original cost of USD 357 million shared between the World Bank and GOB in a 70:30 ratio. It comprises of a Program for Results (PforR) instrument to incentivize outputs and outcomes, and a Technical Assistance (TA) component to build capacities of agencies implementing the operation. The Program has jointly agreed Results Framework, Disbursement-Linked Indicators (DLIs) and Results and DLI Verification Protocols between the Government of Bihar (GOB) and the World Bank to monitor milestones for achieving the development objective of the Program and to disburse allocated funds. Department of Education (DOE), GOB is the key implementing agency under the operation and its Directorate of Research and Training (DR&T) is the nodal agency for routing all implementation and fund flow mechanisms. DOE's Bihar State Educational Infrastructure Development Corporation (BSEIDC) is the key procurement agency for all civil works and consultancy services, and State Council of Education Research and Training (SCERT) oversees academic architecture and provides capacity building support to TEIs.

B. Project Status

3. **Mid-term review and previous restructuring:** A mid-term review was conducted in June 2018 that documented some of the initial delays in uptick of the operation, as well as federal-level policy decisions that required adjustments in the design. A Level-2 restructuring was carried out in April 2019 and USD 90.4 million was canceled from the operation. The World Bank financing, amounting to 70% of the total operation finances, was revised to USD 159.6 million including USD 145 million under Program (PforR) and USD 14.6 million under Project (IPF) components. The original operation cost of USD 357 million was, thus reduced to USD 228 million. No extension was considered during the restructuring.

4. **A subsequent sustained uptick in progress:** The task team conducted Implementation Support Missions in Jul-Aug 2019, and Feb 2020. Significant progress was noted in several result areas, with achievement of four out of five DLIs for the FY 2018-19. Four out of five PDO indicator (PDO 1, 2, 3, and 5) targets are also likely to be achieved in the remaining duration of the operation. Considering the significant progress made, the task team upgraded the overall rating on progress towards achievement of PDO and Implementation Progress; and DLIs and Fiduciary Systems to 'Moderately Satisfactory' in the Implement Status Report (ISR) dated September 19, 2019 and ISR dated April 04, 2020 respectively. Total disbursements currently stand at USD 106 million (66%). Disbursement claims worth USD 50.5 million have been settled since the first operation restructuring, thus recovering the entire advance of USD 50 million.



5. **Disbursement Linked Indicator (DLI) wise Status:** All DLI results up to 2018-19 are achieved except DLI 2 for the FY 2018-19, corresponding to PDO 4 of filling 75% of the sanctioned faculties' strength at Teacher Education Institutions. The status of DLIs for 2019-20 is as below:

- (a) DLI 1 (Upgradation of TEIs): Targeted upgradation of 190 TEIs was likely to fall short by 10-15 TEIs.
- (b) DLI 2 (End-line survey of Teacher Education Infrastructure Development Index (TEIDI)): SCERT has initiated data collection. The process is presently interrupted because of COVID-19.
- (c) DLI 3 (Training and Continuous Professional Development of teachers): SCERT has achieved the target and disbursement claims have been processed.
- (d) DLI 4 (Development of the Teacher Education Management Information System (TEMIS) and Teacher Performance Study): The basic software development for TEMIS has been completed, but the conclusion of user acceptance testing, and deployment of the system is delayed due to COVID-19. The study to assess the performance of teachers is in the final stage.
- (e) DLI 5 (Teachers' attendance): GOB has over-achieved the target and the disbursement claims have been processed.
- (f) DLI 6 (Enterprise Resource Planning (ERP)): The procurement for ERP implementation has not been initiated.

6. **Operational challenges due to COVID-19:** The COVID-19 crisis has posed several operational challenges in implementation progress and achievement of result areas. The extended closures of TEIs and conversion of most of these into quarantine centres have disrupted the delivery of teacher education programs across the state. The prolonged restrictions on mobility and obstructions in the supply chain of construction materials have adversely affected the pace of upgradation works in TEIs (DLI 1). The achievements of end-year results of DLI 2 and DLI 4 are delayed because of extended restrictions on field travel, closures of TEIs and limited functioning of government offices.

C. Rationale for Restructuring

7. A restructuring of the operation is necessary to adjust (i) the operation scope and timeline in response to unforeseen system level delays, (ii) the operation timeline to account for additional initiatives taken by the GOB for ensuring sustainability of results achieved; and (iii) the operational challenges caused due to the COVID-19 pandemic. The restructuring would allow the operation to achieve the original objectives while maintaining the key reform interventions with realistic targets.

8. **Unforeseen system level delays:**

- (a) **DLI 2 (Faculty Recruitment):** As per State policy, the task of faculty recruitment was assigned to the Bihar Public Service Commission (BPSC) leaving little control with the implementing agency, i.e. – the DOE. The process has faced several litigation challenges since inception and has been fraught with political risks leading to inordinate delays in the conclusion of selection process and declaration of results.
- (b) **DLI 6 (ERP Implementation):** BSEIDC's earlier attempts to procure an ERP software did not receive any bids and faced multiple procurement related challenges. BSEIDC subsequently decided to procure an ERP from Bihar State Electronics Development Corporation (BELTRON), a GOB undertaking which was in a process to develop a full-fledged ERP solution that could be used in other government agencies after due customization. The procurement by BSEIDC is still under process, as BELTRON is yet to roll-out ERP as envisaged.



9. **Additional Initiatives to ensure sustained results:** The GOB has proposed a set of additional activities that can help in capturing the learnings from the operation, as well as ensure long term sustainability of the operation. The extension period will allow time for completion of these activities, which are enumerated below:

- (a) To implement O&M policy (presently under cabinet approval) and formalize provision of additional financial resources to all TEIs to ensure sustained usage of the infrastructure.
- (b) To deploy high-quality Principals, and undertake induction training of newly recruited faculties.
- (c) SCERT to undertake strategic measures to strengthen its institutional capabilities in line with the vision document that has been prepared.
- (d) To undertake studies under the Technical Assistance component to capture learning from the operation and document impact of the operation.

10. **COVID-19 related Delays:**

- (a) Restriction on construction and related activities thereby affecting the progress of DLI 1.
- (b) Prolonged office closures affecting data collection process for TEIDI (DLI 2) and the on-going end-line survey of teacher performance studies (DLI 4).
- (c) The procurements under TA component as planned could not kick off because of office closures.

D. Government's Request for Interim Extension

11. GOB's original restructuring proposal submitted to the DEA in January 2020 requested one-year of additional time to achieve the pending FY 2019-20 targets. The GOB also informed that it had initiated several additional activities for ensuring sustainability of results beyond the life of the operation and intended to undertake specific analytical studies to capture learning from the operation. However, due to emergent priorities of GOI arising out of the COVID-19 crisis, the DEA and GOB have been reconsidering the duration of project extension and intend to cancel a portion of undisbursed balance.

12. Given the paucity of time and considering the imminent closure of the operation, the DEA has requested the World Bank to process an interim extension of the project by one month, and an interim cancellation of USD 33.6 million. The DEA has also requested the GOB to rework the implementation plan during the one-month interim extension period, and identify any additional cancellations that might be feasible. The GOB intends to revise the implementation plan while keeping the results areas and intent of DLRs intact. The task team will work with the GOB to finalize the design with the given additional constraints during the one-month interim extension period, and submit another restructuring paper after the design is agreed with the GOB including revisions in the Results Framework.

II. DESCRIPTION OF PROPOSED CHANGES

13. As described in the preceding paragraph, the current restructuring proposes an interim one-month no-cost extension of the closing date of the operation, and an interim cancellation of USD 33.6 million. To achieve the cancellation target, interim cancellations have been made across all DLIs, as well as in the Technical Assistance component. There are no changes proposed in the Results Framework at this interim stage. Summary of changes in Financial Allocations (in million USD) for each DLI, along with the latest status of disbursement under PforR is as below:



DLI	Current Financial Allocation	Amount Disbursed as of May 31, 2020	Remaining allocations	Cancellation	Revised remaining allocation due for disbursement
1	29	23.3	5.7	3.6	2.1
2	15	5	10	2.5	7.5
3	31	24.5	6.5	6.5	0
4	16	4	12	6	6
5	38	38	0	0	0
6	16	10	6	6	0
Total	145	104.8	40.2	24.6	15.6

14. In addition, USD 9 million is proposed to be cancelled from the TA component of the operation. The total cancellation thus amounts to USD 33.6 million (USD 24.6 million from PforR and USD 9 million from TA) as per the savings target provided by the DEA. The cancellation amount will be effective from June 22, 2020.

15. The COVID-19 crisis has posed a high risk to the achievement of program development objectives and operations implementation progress. As the operation is focused on enhancing effectiveness of teachers, normal operational continuity of government functions and of TEIs is essential. Institutional closure may continue for an extended period and will remain vulnerable to any future emergence of COVID-19 infections and any safety and sanitary restrictions. The task team will continue to work with GOB and provide necessary support in addressing the concerns emerging because of COVID-19.

16. A revised withdrawal table along with updated allocation is as below:

Category	Amount of the Financing Allocated (expressed in USD)	Percentage of Eligible Expenditures to be Financed (inclusive of Taxes)
(1) Disbursement under the Program for: DLI #1: (Infrastructure) Provision of requisite infrastructure for TE Institutions;	25,400,000	N/A
DLI #2: (Institutional Capacity) Enhancement of capacity of TE Institutions for effective teacher education;	12,500,000	
DLI #3: (Quality Improvement) Training of unqualified teachers and professional development of all teachers through ICT solutions;	24,500,000	
DLI #4: (Accountability and Monitoring System) Teachers' management and performance effectively monitored and	10,000,000	



Clicker	evaluated;		
	DLI #5: (Teachers Accountability) Teachers accountability at school level;	38,000,000	
	DLI #6: (Strengthened Corporate Governance) Program's fiduciary systems & performance; and	10,000,000	
	(2) Consultants' services, Training and Workshops and Incremental Operating Costs for the Project	5,600,000	100%
	Amount Cancelled (as of April 5, 2019)	90,400,000	
	Amount Cancelled (as of June 22, 2020)	33,600,000	
	TOTAL AMOUNT	250,000,000	

III. SUMMARY OF CHANGES

	Changed	Not Changed
Change in Results Framework	✓	
Change in Loan Closing Date(s)	✓	
Change in Cancellations Proposed	✓	
Reallocation between and/or Change in DLI	✓	
Change in Disbursement Estimates	✓	
Change in Implementation Schedule	✓	
Other Change(s)	✓	
Change in Implementing Agency		✓
Change in Program's Development Objectives		✓
Change in Program Scope		✓
Change in Disbursements Arrangements		✓
Change in Systematic Operations Risk-Rating Tool (SORT)		✓



Change in Safeguard Policies Triggered		✓
Change in Legal Covenants		✓
Change in Institutional Arrangements		✓

IV. DETAILED CHANGE(S)**LOAN CLOSING DATE(S)**

Ln/Cr/TF	Status	Original Closing Date	Revised Closing(s) Date	Proposed Closing Date	Proposed Deadline for Withdrawal Applications
IDA-55780		31-Dec-2020	30-Jun-2020	31-Jul-2020	30-Nov-2020

CANCELLATIONS PROPOSED

Ln/Cr/TF	Status	Currency	Current Amount	Cancellation Amount	Value Date of Cancellation	New Amount	Reason for Cancellation
IDA-55780-001	Disbursing	USD	159,600,000.00	33,600,000.00	22-Jun-2020	126,000,000.00	LOAN RESTRUCTURING, COST SAVINGS

DISBURSEMENT ESTIMATES

Year	Current	Proposed
2015	0.00	0.00
2016	10,737,500.00	71,069,371.00
2017	18,523,250.00	101,108.00
2018	41,222,750.00	33,745,156.00
2019	70,474,750.00	768,052.00
2020	0.00	20,316,313.00
2021	25,980,500.00	0.00



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India: Enhancing Teacher Effectiveness in Bihar (P132665)



ANNEX 1: RESULTS FRAMEWORK

Results framework

Program Development Objectives(s)

The development objective of the Operation is to improve the effectiveness of elementary school teachers in Bihar.

Program Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	End Target
Improve the effectiveness of elementary school teachers in Bihar.			
1. Beneficiaries (elementary school teachers covered through the program including % of female teachers) (Text)		400,000 (Female teachers:41%)	400,000 (Female teachers:42%)
2. Improved teacher performance effectively monitored through index based on scores (Text)		Baseline: Average language score 45%, average math score 58%	The average teacher performance score has improved by 10% from baseline survey of Year 1, as evidence by end-line survey in Year 5
3. Percentage of teacher attendance (Text)		(i)Teacher attendance at primary 81% (ii)Teacher attendance at upper primary 78% (does not include excused absence)	(i) Teachers’ attendance in primary school in year 5 has improved by 3 % in year 5 compared with baseline; and (ii) Teachers’ attendance in upper primary school has improved by 3% in year 5 compared with baseline



Indicator Name	DLI	Baseline	End Target
4. Percentage of teacher positions in TE institutions filled (Percentage)		35.00	75.00
5. Additional qualified elementary teachers resulting from program interventions (Number)		3,500.00	37,000.00

Intermediate Results Indicators by Result Areas

Indicator Name	DLI	Baseline	End Target
Physical infrastructure and use of ICT facilities in teacher education institutions			
Indicator 1.1: Number of institutions with improved physical and ICT infrastructure (Number)		0.00	190.00
Monitoring and evaluation system for teachers			
Indicator 2.1: Teacher management and attendance effectively monitored and evaluated (Text)		0.00	GOB has developed relevant ICT tools, and trained SMC members for effective teacher management , and monitoring.
Indicator 2.2: Improvement in Teacher Education Institutional Development Index scores (Text)		0.34	TEIDI end-line survey of TE Institutions surveyed in Year 1, evidences improvements in respective aggregate index score in at least 10% of them.
Indicator 2.3: Student learning outcomes monitored (Text)		N/A	State of Education Bihar Report on grades 3, 5 and 8 NAS survey including trend data/State level assessments



Indicator Name	DLI	Baseline	End Target
Fiduciary and Governance systems			
Indicator 3.1.i.) % of procurement complaints handled satisfactorily in a timely manner. ii.)Strengthened internal audit framework established (Text)		0.00	i.90.00% ii. Audit Committee meets at-least 4 times in a financial year (target for year 4 2018-19)

Disbursement Linked Indicators Matrix

DLI 1	DLI 1: Infrastructure: Ensuring requisite infrastructure of TE Institutions			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	Yes	Text	29,000,000.00	0.00
Period	Value	Allocated Amount (USD)		Formula
Baseline	Inadequate infrastructure of TE institutions and no dedicated ICT facilities to support teacher training			
2014-15	(i) BSEIDC has established the minimum standards for the improvement of TE Institutions; and (ii)BSEIDC has prepared a priority list of at least 250 TE Institutions needing improved facilities and ICT infrastructure.	10,000,000.00		
2015-16	BSEIDC has completed the upgrade of 40 TE Institutions since Year 0, all in accordance with established minimum standards	4,000,000.00		\$100,000 per additional TE Institution upgraded



2016-17	[No DLI in this period]	0.00	
2017-18	[No DLI in this period]	0.00	
2018-19	BSEIDC has completed the upgrade of 110 TE Institutions since Year 0, all in accordance with established minimum standards	11,000,000.00	\$100,000 per additional TE Institution upgraded
2019-20	BSEIDC has completed the upgrade of 190 TE Institutions since Year 0, all in accordance with established minimum standards	4,000,000.00	\$100,000 per additional TE Institution upgraded
2020-21		0.00	

Action: This DLI has been Revised. See below.

DLI 1	DLI 1: Infrastructure: Ensuring requisite infrastructure of TE Institutions			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	Yes	Text	25,400,000.00	75.98
Period	Value		Allocated Amount (USD)	Formula
Baseline	Inadequate infrastructure of TE institutions and no dedicated ICT facilities to support teacher training			
2014-15	(i) BSEIDC has established the minimum standards for the improvement of TE Institutions; and (ii) BSEIDC has prepared a priority list of at least 250 TE Institutions needing improved facilities and ICT infrastructure.		10,000,000.00	
2015-16	BSEIDC has completed the upgrade of 40 TE Institutions since Year 0, all in accordance with established minimum standards		4,000,000.00	\$100,000 per additional TE Institution upgraded



2016-17	[No DLI in this period]	0.00
2017-18	[No DLI in this period]	0.00
2018-19	BSEIDC has completed the upgrade of 110 TE Institutions since Year 0, all in accordance with established minimum standards	11,000,000.00
2019-20	BSEIDC has completed the upgrade of 190 TE Institutions since Year 0, all in accordance with established minimum standards	400,000.00
2020-21		0.00

Rationale:

The available financing in Year 5 is reduced to meet the overall DEA savings target.

DLI 2	DLI 2: Institutional Capacity: Ensuring capacity enhancement of TE institutions for effective TE delivery			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	15,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	~35% filled positions in DIETs, PTECs, and BRCs (and mostly on ad hoc basis); and inadequate capacity of TE institutions. DRT to fill in 1008 of the 1672 total teacher education cadre sanctioned positions.			
2014-15	[No DLI in this period]		0.00	
2015-16	SCERT has carried out a TEIDI baseline survey of TE Institutions and established their respective aggregate index score to determine priorities for investment.		5,000,000.00	



2016-17	[No DLI in this period]	0.00
2017-18	[No DLI in this period]	0.00
2018-19	PSC has filled in at least 75% of the sanctioned staff positions for DIETs and PTECs on regular basis.	5,000,000.00
2019-20	SCERT has carried out a TEIDI end-line survey of TE Institutions surveyed in Year 1, evidencing improvements in their respective aggregate index score in at least 10% of them.	5,000,000.00
2020-21		0.00

Action: This DLI has been Revised. See below.

DLI 2	DLI 2: Institutional Capacity: Ensuring capacity enhancement of TE institutions for effective TE delivery			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	12,500,000.00	40.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	~35% filled positions in DIETs, PTECs, and BRCs (and mostly on ad hoc basis); and inadequate capacity of TE institutions. DRT to fill in 1008 of the 1672 total teacher education cadre sanctioned positions.			
2014-15	[No DLI in this period]		0.00	
2015-16	SCERT has carried out a TEIDI baseline survey of TE Institutions and established their respective aggregate index score to determine priorities for investment.		5,000,000.00	



2016-17	[No DLI in this period]	0.00
2017-18	[No DLI in this period]	0.00
2018-19	PSC has filled in at least 75% of the sanctioned staff positions for DIETs and PTECs on regular basis.	5,000,000.00
2019-20	SCERT has carried out a TEIDI end-line survey of TE Institutions surveyed in Year 1, evidencing improvements in their respective aggregate index score in at least 10% of them.	2,500,000.00
2020-21		0.00

Rationale:

The available financing in Year 5 is reduced to meet the overall DEA savings target.

DLI 3	DLI 3: Quality Improvement: Training of unqualified teachers and professional development of all teachers through ICT solutions.			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	31,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	(i) 65,000 unqualified teachers in service (ii) No CPD undertaken for in-service teachers			
2014-15	NCTE has approved the package for print based materials prepared by SCERT for the curricula of the D.El.Ed		4,000,000.00	
2015-16	SCERT has commissioned a needs assessment study for the design of on-line programs for teachers' professional development		4,000,000.00	



2016-17	SCERT has rolled out the D.El.Ed. open and distance learning program in 66 TE Institutions using ICT based materials	6,000,000.00	
2017-18	[No DLI in this period]	0.00	
2018-19	(ii) SCERT has developed a continuous professional development (CPD) strategy and at least 3 CPD modules (\$1 mn); (iii) At least 20,000 teachers in 19 districts have completed CPD programs in at least one module (\$6.5 million)	7,500,000.00	ii) \$1 million; iii) \$6.5 million
2019-20	(i) At least 10,000* teachers who enrolled the D.El.Ed. ODL program, since Year 1, have successfully passed the program's final examination (\$3 million); and (ii) At least 20,000 teachers in 19 districts have completed CPD programs in at least one new module (\$6.5 million)	9,500,000.00	i) \$3 million; ii) \$6.5 million
2020-21		0.00	

Action: This DLI has been Revised. See below.

DLI 3				
<i>DLI 3: Quality Improvement: Training of unqualified teachers and professional development of all teachers through ICT solutions.</i>				
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	24,500,000.00	73.47
Period	Value		Allocated Amount (USD)	Formula
Baseline	(i) 65,000 unqualified teachers in service (ii) No CPD undertaken for in-service teachers			
2014-15	NCTE has approved the package for print based		4,000,000.00	



	<i>materials prepared by SCERT for the curricula of the D.El.Ed</i>		
2015-16	<i>SCERT has commissioned a needs assessment study for the design of on-line programs for teachers' professional development</i>	4,000,000.00	
2016-17	<i>SCERT has rolled out the D.El.Ed. open and distance learning program in 66 TE Institutions using ICT based materials</i>	6,000,000.00	
2017-18	<i>[No DLI in this period]</i>	0.00	
2018-19	<i>(ii) SCERT has developed a continuous professional development (CPD) strategy and at least 3 CPD modules (\$1 mn); (iii) At least 20,000 teachers in 19 districts have completed CPD programs in at least one module (\$6.5 million)</i>	7,500,000.00	<i>ii) \$1 million; iii) \$6.5 million</i>
2019-20	<i>(i) At least 10,000* teachers who enrolled the D.El.Ed. ODL program, since Year 1, have successfully passed the program's final examination (\$3 million); and (ii) At least 20,000 teachers in 19 districts have completed CPD programs in at least one new module (\$6.5 million)</i>	3,000,000.00	
2020-21		0.00	
Rationale: <i>The available financing in Year 5 is reduced to meet the overall DEA savings target.</i>			



DLI 4	DLI 4: Accountability and Monitoring System: Ensuring Teachers' management and performance is effectively monitored and evaluated.			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	16,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	No system in place for planning and management of teachers and their performance.			
2014-15	[No DLI in this period]		0.00	
2015-16	DR&T and SCERT has: (i) developed teacher performance indicators (benchmarks); and (ii) carried out a baseline survey thereof, on the basis of terms of reference agreed with the Association.		2,000,000.00	
2016-17	SCERT has updated the D. El Ed teacher training curricula (content and pedagogy) taking into consideration the results of the teachers' performance benchmarks surveyed in Year 1		2,000,000.00	
2017-18	[No DLI in this period]		0.00	
2018-19	[No DLI in this period]		0.00	
2019-20	(i)DR&T has developed a revamped TEMIS software and updated and upgraded theTEMIS' teacherstraining database. (ii) The average teacher performance score hasimproved by 10% from baseline survey of Year 1, as evidence by end line survey in Year 5.		12,000,000.00	i.)\$6 million; ii.)\$6 million



2020-21			0.00	
Action: This DLI has been Revised. See below.				
DLI 4	<i>DLI 4: Accountability and Monitoring System: Ensuring Teachers' management and performance is effectively monitored and evaluated.</i>			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	10,000,000.00	40.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	No system in place for planning and management of teachers and their performance.			
2014-15	[No DLI in this period]		0.00	
2015-16	DR&T and SCERT has: (i) developed teacher performance indicators (benchmarks); and (ii) carried out a baseline survey thereof, on the basis of terms of reference agreed with the Association.		2,000,000.00	
2016-17	SCERT has updated the D. El Ed teacher training curricula (content and pedagogy) taking into consideration the results of the teachers' performance benchmarks surveyed in Year 1		2,000,000.00	
2017-18	[No DLI in this period]		0.00	
2018-19	[No DLI in this period]		0.00	
2019-20	(i)DR&T has developed a revamped TEMIS software and updated and upgraded the TEMIS' teacherstraining database. (ii) The average teacher performance score hasimproved by 10% from		6,000,000.00	



	<i>baseline survey of Year 1, as evidence by end line survey in Year 5.</i>		
2020-21			0.00

Rationale:
The available financing in Year 5 is reduced to meet the overall DEA savings target.

DLI 5		DLI 5: Teacher accountability: Teachers' accountability at school level		
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	Yes	Text	38,000,000.00	0.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	Limited role of SMCs in monitoring school function and Teacher attendance in primary schools:81%; Teacher attendance in upper primary schools:78%			
2014-15	[No DLI in this period]		0.00	
2015-16	[No DLI in this period]		0.00	
2016-17	[No DLI in this period]		0.00	
2017-18	BEOs' and BRCCs' visits reports are available for at least 50% of elementary schools.		12,000,000.00	
2018-19	SCERT has completed the training of SMCs(including training on a newly developed module on teacher accountability) in atleast 10% of elementary schools.		6,000,000.00	
2019-20	Teachers' attendance in primary school has improved by 3% in Year 5 compared with baseline; and(ii) Teachers' attendance in upper primary		20,000,000.00	Refer Verification protocol



	school has improved by 3% in Year 5 compared with Baseline.			
2020-21			0.00	
DLI 6	DLI 6: Strengthened Corporate Governance: Program Fiduciary Systems & Performance			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	16,000,000.00	0.00
Period	Value	Allocated Amount (USD)	Formula	
Baseline	(i) Inadequate Corporate Governance mechanisms in BSEIDC including procurement practices, mechanisms for complaint handling and; absence of a robust procurement MIS; and (ii) DR&T not in timely compliance with the Bihar Treasury and Finance Rules			
2014-15	[No DLI in this period]		0.00	
2015-16	BSEIDC has adopted a framework for strengthening its corporate governance including disclosure practices and a grievance redressal mechanism for the handling of procurement complaints.		2,000,000.00	
2016-17	(i) BSEIDC has publicly disclosed in its website all contracts awarded under the Operation (\$2 million), ii) BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for at least 80% of the contracts disclosed (\$2 million)		4,000,000.00	i.) \$2 million; ii.) \$2 million
2017-18	[No DLI in this period]		0.00	
2018-19	(i) BSEIDC has satisfactorily handled, as per		4,000,000.00	i.) \$2 million; ii.) \$2 million



	approved framework, at least 80% of the grievance complaints received since the approval of the corporate governance framework (\$2 million); and (ii) The Program's expenditures for Fiscal Year 2018-19, as recorded by DR&T and computerized in CTMIS have been reconciled with AG(A&E) (\$2 million)		
2019-20	(i) BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for all the contracts disclosed under the Program (\$2 million) and; (ii) BSEIDC has implemented an enterprise resource planning system with modules for procurement, contract and financial management activities under the Operation (\$4 million)	6,000,000.00	i.) \$2 million; ii.) \$4 million
2020-21		0.00	

Action: This DLI has been Revised. See below.

DLI 6	DLI 6: Strengthened Corporate Governance: Program Fiduciary Systems & Performance			
Type of DLI	Scalability	Unit of Measure	Total Allocated Amount (USD)	As % of Total Financing Amount
Output	No	Text	10,000,000.00	60.00
Period	Value		Allocated Amount (USD)	Formula
Baseline	(i) Inadequate Corporate Governance mechanisms in BSEIDC including procurement practices, mechanisms for complaint handling and; absence of a robust procurement MIS; and (ii) DR&T not in timely compliance with the Bihar Treasury and Finance Rules			



2014-15	[No DLI in this period]	0.00	
2015-16	BSEIDC has adopted a framework for strengthening its corporate governance including disclosure practices and a grievance redressal mechanism for the handling of procurement complaints.	2,000,000.00	
2016-17	(i)BSEIDC has publicly disclosed in its website all contracts awarded under the Operation (\$2 million), ii) BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for at least 80% of the contracts disclosed (\$2 million)	4,000,000.00	i.)\$2 million;ii.)\$2 million
2017-18	[No DLI in this period]	0.00	
2018-19	(i) BSEIDC hassatisfactorilyhandled, as per approvedframework, atleast 80% of thegrievancecomplaintsreceived sincethe approval ofthecorporategovernanceframework (\$2 million).; and(ii) The Program’s expenditures for Fiscal Year 2018-19, as recorded by DR&Tand computerized inCTMIS have been reconciled with AG(A&E)(\$2 million)	4,000,000.00	i)\$2 million; ii.)\$2 million
2019-20	(i) BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for all the contracts disclosed under the Program (\$2 million) and; (ii)BSEIDC has implemented an enterprise resource planning system with modules for procurement, contract and financial management activities under the Operation (\$4 million)	0.00	
2020-21		0.00	
Rationale:			



The available financing in Year 5 is reduced to meet the overall DEA savings target.



ANNEX 2: PROGRAM ACTION PLAN

Action Description	Source	DLI#	Responsibility	Timing		Completion Measurement
The Program to have a designated Project Director for the full Program period			Client	Recurrent	Continuous	
PMU with 100% positions filled in and remain filled throughout the program	Technical		Client	Recurrent	Continuous	A PMU has been hired through a firm contract and is operational.
Funds to be claimed under the program will not be budgeted under SSA, RMSA or CSS of Teacher Education			Client	Recurrent	Continuous	
Carrying out an assessment of SCERT and preparing a development plan for the strengthening of SCERT's infrastructure and human resources	Technical		Client	Recurrent	Yearly	As reported by the SCERT, this has been completed. SCERT has prepared a 'Vision' document and outlined measures to strengthen its institutional capabilities.
Cross-cutting: Strengthen the preventive vigilance function for Department of Education by designating an officer of the Department as Vigilance Officer and build its capacity to making it effective.			Client	Recurrent	Yearly	
Procurement Arrangement- Devp proc manual/ SBD for goods&services,	Technical		Client	Recurrent	Yearly	Draft Procurement Manual prepared by the BSEIDC is yet to be finalized and adopted.



including policy of negotiations with lowest bidder before award of contract, currently followed by BSEIDC should be approved by BoDofBSEIDC and no change without prior approval BoD.						
Hiring consulting firm for supervision of the works under the program.			Client	Recurrent	Yearly	
FM: Develop operational guidelines containing the relevant codes for the DR&T, SCERT and DIETs which will serve to both work within the existing financial regulations and strengthen compliance/adherence to such regulations by the program.			Client	Recurrent	Yearly	
FM: Cons. and strengthen the Corporate Governance and Financial and contract management systems in BSEIDC. These would include compliance with statutory requirements, develop FM Manual for BSEIDC and make the audit committee function effectively.	Fiduciary Systems		Client	Recurrent	Quarterly	The FM manual has been approved by the board.



Social and Environment related: Teacher training content to be reviewed to assess inclusion concerns for disadvantaged groups	Environmental and Social Systems		Client	Recurrent	Yearly	The CPD module developed by SCERT addresses inclusionary aspects relevant to the state's socio-economic context.
All buildings to include environment friendly elements	Environmental and Social Systems		Client	Recurrent	Continuous	BSEIDC has developed a handover checklist as per Bank's E&S requirements. Further, BSEIDC is considering options to adapt an O&M strategy from a sustainability of assets perspective.
Adoption of the Manual on Environment Management System for Bihar TE Program and internal and third-party monitoring the activities completed (Application of the Manual In Progress)			Client	Recurrent	Yearly	

