

**Second Higher Education Project (SHEP)**  
**TRIBHUVAN UNIVERSITY PROJECT IMPLEMENTATION OFFICE**  
**Terms of Reference for Consultant on**  
**Plan for TU Examination Reforms (Team Leader)**

**1. Background**

- 1- Tribhuvan University Project Implementation Office (TU-PIO) has received a grant from the International Development Association (IDA) toward the cost of the Second Higher Education Project (SHEP). The project aims to enhance quality and relevance of higher education and research through a set of incentives for promoting effective management and sustainability of academic institutions and the system capacity strengthening of TU.
- 2- TU has taken a number of initiatives to overcome the impeding challenges and gear the system in the path of development, but it suffers from weak management system. To overcome it, the First Higher Education Project (1997-2002) funded by the World Bank introduced the management reform process by inculcating decentralized and participatory system in Tribhuvan University. The Second Higher Education Project (SHEP), started in February 2007 is scheduled to complete by June 2014, took the reform process further by extending opportunities and use their capabilities to the fullest extent and enhance the sense of ownership and commitment.
3. Programs run by the Institute like Medicine, Engineering, Forestry, Agriculture, Master level in Science & Technology and Faculty of Management launching four years Bachelor Programs (professional courses) are operating following their own academic calendar. However, the examinations of Bachelor and Master level programs operating through TU Controller of Examinations are facing some slippages in the implementation of calendar. Thus, improving efficiency of TU Controller of Examinations is essential in order to meet the requirement to complete annual all Master and Bachelor level academic programs within the prescribed academic calendar of one year (12 months).

**2. Objective**

The objectives of the proposed assignment are to prepare recommendations for: i. revisions of TU Guidelines to facilitate for the adherence of academic calendar in four faculties and IoST programs; and further strengthening the accreditation system including expansion of its coverage.

### 3. Scope of Work

- Plan and proceed the study/review of TU exam. reforms under the supervision of Prof. Krishna Manandhar (Higher Education Specialist, WB) and as per the scope of the work.
- Take lead in the study/review and as a team leader, supervise and guide other team members as per their scope of work.
- Reviewing and documenting the existing TU System Guidelines related with academic calendar: these would include mainly the provisions on student admission, days of class occurrence, exam conduction, result publication, actual and planned (matrix representation)
- Recommending revision of above Guidelines to complete all Master and Bachelor level **annual programs** academic calendar in one year (12 months)
- Compiling and reviewing academic calendars of programs of all Institutes and Faculties of TU
- Recommending timeline of activities, responsible agencies of TU to complete the revision by December
- Reviewing and recommending exam reforms of programs conducted by the Dean's office (Semester system)
- Identifying annual programs that can be converted into a semester system and decentralized to the Dean's offices
- Meeting with key officials and stakeholder consultations
- Report submission

### 4. Tasks / Outputs

The tasks/outputs of the consultants are:

- (i) Submit a brief work plan: by June 3, 2014.
- (ii) First draft of the reports: by June 20, 2014.
- (iii) Provide comments to the first draft (Bank team's suggestion also to be incorporated): by June 23, 2014.
- (iv) Final reports submitted: by June 25, 2014



## 5. Consultant's Qualifications and experience

(i) Good understanding about the TU Examination System with substantial knowledge and experience of TU Controller of Examination at Balku. (ii) Capable of developing good interpersonal relationship with the TU managements including teachers, administrative staff and students.

## 6. Payment Modality

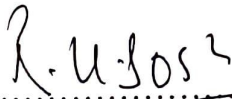
To be paid in multiple installments as: 20 percent on submission of inception report, 40 percent on submission of draft report, and rest 40 percent after submission of final report.

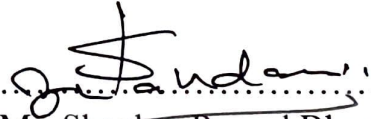
## 7. Others

- (i) The total working days of the contract will be 23 days within the contract period of May 27 to June 25, 2014. Contract amount will be Rs 4000 ( Four Thousand) per day subject to tax deduction as per Government of Nepal.
- (ii) TU-PIO will be responsible for administering this contract along with logistic supportt and associated travel expenses as per TU PIO guide lines.

For  
Consultant

For  
Second Higher Education Project  
Implementation Office, TU.  
Kirtipur

  
.....  
Mr. Rames Kumar Joshi  
Associate Prof.,  
Trichandra Multiple Campus, Ghantaghar

  
.....  
Mr. Shankar Prasad Bhandari  
Coordinator

Date : May 26, 2014



To

June 26, 2014

The Coordinator  
Second Higher Education Project  
Project Implementation Office  
Tribhuvan University  
Kritipur

Subject : Submission of the Final Report.

Dear Sir,

As per our agreement signed on May 26, 2014 for a study and preparation of Plan for TU Examination Reforms, we are pleased to submit our study report with suggestion of plan for examination reforms and implementation of academic calendar.

We would like to express our sincere thanks to you and your office for intrusting us to undertake this important task.

We look forward for our future co-operations.

Thanking you,

Sincerely

Mr. Ramesh Kumar Joshi      (Team Coordinator)

Mr. Anup Shrestha              member

Mr. Nilkantha Bista            member

Attachment: A copy of the Study Report

***Final Report on***  
***A Study on Reforms in Academic Calendar of***  
***Tribhuvan University***

**Submitted To**  
**Second Higher Education Project (SHEP)**  
**Project Implementation Office (PIO)**  
**Tribhuvan University**

**Prepared by:**  
**Ramesh Kumar Joshi, Reader**  
**Anup Kumar Shrestha, Reader**  
**Nilkantha Bista, Retired Deputy Administrator**

**Supervised by:**  
**Krishna Manandhar**

**Kathmandu**

**June 2014**

## ACKNOWLEDGEMENTS

The study team acknowledge with sincere thanks to the Project Implementation Office, Tribhuvan University for entrusting the team to conducting this study on “Reforms in Academic Calendar of Tribhuvan University”. The team expresses its gratitude to the Vice Chancellor Prof. Dr. Hira Bahadur Maharjan, Rector Prof. Gunanidhi Neupane, Registrar Prof. Dr. Chandramani Paudel, the Coordinator, SHEP Project Implementation Office(PIO), Mr. Shanker Bhandari for their kind co-operations in providing valuable suggestions.

The team would like to thank the Deans; Chirika Shova Tamrakar(IoST), Dr.Chiranjibi Prasad Upadhyaya (IoF), Prof. Dr. Bharat Pahari (IoE), Prof. Dr. Bidya Kishor Roy (FoL), Prof. Dr. Chintamani Pokharel (FoHSS), Prof. Dr. Prakash Man Shrestha (FoEd) and Assistant Deans namely Suman Lal Shrestha (IoST), Ram Chandra Sapkota (IoE), Dr.Tarakant Pandey and Nirmal Kumar Sharma (FoHSS) and Saroj Mishra(IoAAS) together with the Staffs(list of persons interacted are given in Annex Ia) of these Institutes and Faculties for their kind co-operations and valuable suggestions.

The team is equally grateful to the Controller of Examinations, OCoE,TU, Mr. Keshab Raj Bastola, Dy. Controllers of Examinations, Mr. Dawa Sherpa, Mr. Mahendra Sharma, Mr. Shankar Bhandari, Mr. Bhabindra Khadka, Dr. Narayan Belbase and Mr. Kishori Yadav together with the Divisional Chiefs and staffs of different Divisions of OCoE (names are annexed in Annex Ib).

The team is also grateful to Prof. Dr. Krishna Manandhar (WB National Consultant) for supervising this study and providing necessary helps and guidance.

Last but not the least, the study team extends its special thanks to faculties and staffs providing their ideas and opinions during the study period.

## List of Abbreviations and Acronyms

ASCOL	Amrit Science Campus
BBA	Bachelor in Business Administration
BHF	Bachelor in Horticulture and Floriculture
BHM	Bachelor in Hotel Management
BIM	Bachelor in Information Management
BMC	Bharatpur Multiple Campus
BTTM	Bachelor in Travel and Tourism Management
BTT	Bachelor in Tea Technology
CECB	Central Examination Conduction Board
CoE	Controller of Examination
CSIT	Computer Science and Information Technology
EC	Executive Council
ERCB	Examination Reform and Coordination Board
Dy. CoE	Deputy Controller of Examination
FoE	Faculty of Education
FoHSS	Faculty of Humanities and Social Sciences
FoL	Faculty of Law
FoM	Faculty of Management
GGC	Golden Gate College
HFC	Hetauda Forestry Campus
HFM	Horticulture and Floriculture Management
IDA	International Development Association
IoAAS	Institute of Agriculture and Animal Sciences
IoE	Institute of Engineering
IoF	Institute of Forestry
IoM	Institute of Medicine

IoST	Institute of Science and Technology
KC	Kwopa College
KCST	Kathmandu College of Science and Technology
KCMS	Kantipur College of Medical Sciences
MMAMC	Mahendra Morong Adarsa Multiple Campus
NIST	National Institute of Science and Technology
OAAR	Organization and Academic Administration Regulation 2050
OCoe	Office of the Controller of Examinations
PFC	Pokhara Forestry Campus
PGC	Post Graduate Campus
PIO	Project Implementation Office
PNMC	Prithivi Narayan Multiple Campus
RRMC	Ramsworup Ramsagar Multiple Campus
SHEP	Second Higher Education Project
SNSC	Siddha Nath Science Campus
StXavC	Saint Xavier College
TC	Tri Chandra Campus
TOR	Terms of Reference
TTM	Tea Technology and Management
TU	Tribhuvan University
UC	University Campus
UGC	University Grants Commission
WB	World Bank



## TABLE OF CONTENTS

Acknowledgements

List of Abbreviations and Acronyms

		1
1	Background	2
2	Formation of the study team	2
3	Objective of the study	2
4	Study Methodology	3
5	Scope and limitations of the study	4
6	Major Findings	4
6.1	Interactions with personnel in different sections of OCoE	5
6.2	Analysis of the previous studies	6
6.3	Exercises in formulation of academic calendar	7
6.4	Actual Timeline activities of annual Bachelor Level program	7
6.4.1	Period for cycle completion of annual bachelor level program	8
6.4.2	Year-wise number of days for Bachelor program	9
6.4.3	Analysis of day losses of students in bachelor program	10
6.4.4	The duration covered by examination	10
6.4.5	The year-wise number of students	11
6.4.6	Days covered only by Examination process only	11
6.4.7	Other annual bachelor level programs of OCoE	13
6.5	Timeline of Annual Master Level program	13
6.5.1	Period for cycle completion of annual master level program	14
6.5.2	Year-wise and total number of days in Master level program	16
6.5.3	Days loss of the students	17
6.5.4	Year-wise number of students	18
6.5.5	Duration of examination	18
6.5.6	Days covered by processing of the examination results	18

6.5.7	Three year program of Faculty of Law (FoL):	21
6.5.8	Special Master program and Post Graduate Diploma of FoHSS	21
6.5.9	Annual Academic programs of Institute of Science and Technology (IoST):	22
<b>7</b>	Semester Program	24
7.1	Institute of Science and Technology (IoST):	24
7.2	Faculty of Management (FoM)	26
7.3	Faculty of Humanities and Social Science(FoHSS)	27
7.4	Faculty of education(FoEd)	28
7.5	Faculty of Law (FoL)	29
<b>8</b>	Semester program of Four Institutes	29
8.1	Institute of Medicine(IoM)	29
8.2	Institute of Forestry(IoF)	30
8.3	Institute of Agriculture and Animal science (IoAAS)	31
8.4	Institute of Engineering (IoE)	32
<b>9</b>	Newly introduced Semester System in Master level	33
<b>10</b>	Identification of annual programs that can be converted into semester system and decentralized to Dean's offices	34
<b>11</b>	Recommendation of Calendars	35
11.1	Calendar for students already enrolled in the annual program of TU	35
11.2	Recommendation of academic calendar for fresh admission of 2014 batch	38
11.3	Work load plan for Examination and Result Processing Sections of OCoE	40
11.4	Plan Scheme for Result processing	40
<b>12</b>	Review of the existing rules, regulations and guidelines related to the conduction of examinations	41
<b>13</b>	Recommendations	44
<b>14</b>	Activities to be implementation by December 2014	45
<b>15</b>	Concluding remarks	47
	References	48
ANNEXES: (ANNEX I to XIII )		





**Tribhuvan University**  
**Higher Education Reform Project**  
**Implementation Office**

Kirtipur

Dec 27, 2020

Ref. No.:

Subject: Acceptance of Final Report

It is certified that MR Ramesh Kumar Joshi (Team Leader) has submitted the Final Report entitled "Plan for TU Examination Reforms". In due time (June 26, 2014) The committee was formed on May 26, 2014.

Thanks for your good cooperation and looking forward for cooperation in future.

Dr. Ram Chandra Pokhrel

Coordinator, HERP/PIO, TU