

# BARUN MULTIPLE CAMPUS

KHANDBARI, SANKHUWASABHA

## STRATEGIC PLANNING

(JULY 2022 - JUNE 2027)

**Khandbari Municipality**  
Sankhuwasabha

TEL: 029562195/695

CELL PHONE: 9762219333

Website: [www.baruncampus.edu.np](http://www.baruncampus.edu.np)

E-mail: [barun.campus95@gmail.com](mailto:barun.campus95@gmail.com)

  
**Tika Ram Gurung**  
Campus Chief

  
2079/06/02  
सुदूरपश्चिम साहित्य संस्थान

## ACKNOWLEDGEMENTS

Barun Multiple Campus (BMC) was established in the community efforts in 1986 with the aim of providing accessible, affordable, and quality higher education to the people of this remote himalayan district, Sankhuwasabha. District Development Committee, Khandbari Municipality, Sankhuwasabha Chamber of Commerce, and Industry, the then Chief District Officer, politicians and local parents contributed time, capital, and labor for the establishment of the campus. Since then, contributions of national and international donor organizations, individuals, University Grants Commission, Tribhuvan University, local government, and line agencies of Sankhuwasabha, teachers and students are genuinely remarkable for the incessant growth and development of the campus. We would like to sincerely thank all for their epoch-making contributions in education sector of this area.

After its two-decade long history, BMC is preparing its **Five-Years Strategic Planning** to provide the institute with the structured insights and make and qualify strides in the years to come. In this course, we are grateful to UGC for providing us with this opportunity. While carrying out the work of preparing this strategic planning, we have got valuable supports from the Campus Management Committee, faculty members, students, community members, and political parties of Sankhuwasabha, businessmen, educational resource persons of Sankhuwasabha, campus' staff and many others. We are thankful to all these people for their contribution of time, participation, and creative suggestions to make this planning a success.

Strategic Planning Committee  
Barun Multiple Campus  
Khandbari.

  
Tika Ram Gurung  
Campus Chief

  
गुरुवाङ्ग मन्त्रालय  
अध्यक्ष  
गुरुवाङ्ग संस्थापक समिति

## ACRONYMS

AD	Anno Domini
BMC	Barun Multiple Campus
BA	Bachelor of Arts
BBS	Bachelor of Business Studies
BS	Bikram Sambat
B Ed	Bachelor of Education
CBO	Community Based Organization
CF	Community Forest
DCC	District Coordination Committee
CEDSHPP	Community Education Development Small Hydro Power Project
CFUG	Community Forestry Users' Group
EDJ	Educationally Disadvantaged Janajatis
FY	Fiscal Year
GDP	Gross Domestic Product
HSS	Humanities and Social Sciences
M Ed	Master of Education
M	Meter
Mgt.	Management
Mt.	Mountain
NGO	Non-Government Organization
PRA	Participatory Rural Appraisal
PU	Purbanchal University
QAA	Quality Assurance and Accreditation
RMC	Research Management Cell
SAT	Self-Assessment Team
SSR	Self Study Report
SWOT	Strength, Weakness, Opportunity, and Threat
TU	Tribhuvan University
UGC	University Grants Commission
VDC	Village Development Committee

  
**Tika Ram Gurung**  
 Campus Chief

## TABLE OF CONTENTS

<b>CHAPTER - 1</b>	<b>5</b>	
<b>INTRODUCTION</b>	<b>5</b>	
1.1. GENERAL INTRODUCTION .....	5	
1.2. INTRODUCTION: BARUN MULTIPLE CAMPUS .....	5	
1.3. BACKGROUND.....	6	
1.4. OBJECTIVES .....	7	
1.5. RATIONALE.....	7	
<b>CHAPTER - 2</b>	<b>8</b>	
<b>STRATEGIC PLANNING PROCESS</b>	<b>8</b>	
2.1. METHODOLOGY/ APPROACHES ADOPTED .....	8	
2.2. PARTICIPATION .....	8	
2.3. TIME ALLOCATION .....	8	
2.4. PLANNING COMMITTEE FORMATION .....	9	
2.5. WORK PLAN AND STEPS .....	9	
2.6. BUDGET .....	9	
<b>CHAPTER - 3</b>	<b>10</b>	
<b>ENVIRONMENT ANALYSIS</b>	<b>10</b>	
3.1. INTERNAL ENVIRONMENT ANALYSIS.....	10	
3.2. SWOT ANALYSIS .....	22	
3.3 EXTERNAL ENVIRONMENT ANALYSIS.....	26	
<b>CHAPTER - 4</b>	<b>35</b>	
<b>STRATEGIC PLANNING</b>	<b>35</b>	
4.1. VISION .....	35	
4.2. MISSION.....	35	
4.3. GOAL.....	35	
4.4 OBJECTIVES .....	36	
<b>CHAPTER - 5</b>	<b>38</b>	
<b>STRATEGIES AND POLICIES</b>	<b>38</b>	
<b>CHAPTER - 6</b>	<b>40</b>	
<b>ACTIVITIES AND WORK PLAN</b>	<b>40</b>	
6.1. ACTIVITIES.....	40	
6.2. OPERATION PLAN .....	43	
6.3. BASELINE INDICATORS' STATUS AND TARGET SETTING .....	46	
6.4. STRATEGIC PLANNING MATRIX IN LOGICAL FRAMEWORK.....	47	
<b>CHAPTER - 7</b>	<b>48</b>	
<b>MONITORING AND EVALUATION</b>	<b>48</b>	
<b>CHAPTER - 8</b>	<b>49</b>	
<b>FINANCIAL MANAGEMENT</b>	<b>49</b>	
8.1. BUDGET ESTIMATION .....	49	
8.2. YEARLY BUDGET PROJECTION.....	49	
<b>CHAPTER - 9</b>	<b>50</b>	
<b>CONCLUSION</b>	<b>51</b>	

  
Tika Ram Gurung  
Campus Chief

  
Tika Ram Gurung  
Campus Chief

# BARUN MULTIPLE CAMPUS

## STRATEGIC PLANNING

### (July 2022 - June 2027 AD)

## CHAPTER - 1

# INTRODUCTION

### 1.1. General Introduction

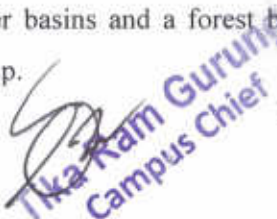
Sankhuwasabha is a mountainous district lying in Province no. 1 of Nepal. It has an area of 3,468.17 sq.km. The name of the district is derived from the two rivers namely "Sankhuwa" and "Sabha". The district is bordered with Taplejung and Terhathum in the East, Solukhumbu and Bhojpur in the West, Dhankuta in the South and Tibet, the autonomous region of China, in the North. The elevation ranges from 8463 m. (Mt. Makalu), the fifth highest peak in Nepal, on the northern border, to 457m. (Tumlingtar) the lowest part of the district in the south. Because of this abrupt variation on altitude, the climate ranges through sweltering heat of the basin to snowing cold of the ridges. The Coordinates of the district is 27°06'N 86°57'E to 27°55'N 87°40'E.

Sankhuwasabha is divided into 5 Municipalities, 5 Rural Municipalities, and 1 parliamentary and 2 provincial constituencies. The district's headquarter is Khandbari, located in the mid hills of the district. The demographic characteristics of the district according to Population Census 2011 shows the total population of 158,742, males 75225 and females 83517 with 34624 households which was 159,203, males 77,853 and females 81,350 and 30766 households in 2001. The population growth rate is minus 0.03 and Population density of the district is 46 persons per sq.km. It has the mixed composition of population includes Brahmin, Chhetri, Newar, Rai, Limbu, Magar, Tamang, Gurung, Sherpa, Bhote, Kumal and Majhi caste groups.

Subsistence agriculture is the major survival strategy for more than 85% of total households where 87.60% people are engaged in agriculture as their main occupation. More than 8% of the households depend on full-time pottering, and only 9% are engaged in other services and business. Income from agriculture constituted 21% of total households, cash income and share of income from livestock is 17%.

### 1.2. Introduction: Barun Multiple Campus

Barun Multiple Campus (BMC) was established in the community efforts in Khandbari Municipality, the Headquarter of Sankhuwasabha District, in 1986 with the affiliation of Tribhuvan University. The name "Barun" has been derived from the holy river "Barun" which is originated from Mt. Makalu (8,463m) and flows to the South. The existing location of the campus is itself in a uniquely educational-fit place with an isolated little beautiful mound outside the main bazaar overseeing Mt. Makalu range, Arun Valley and several river basins and a forest bordering with the campus' premise preserved by Community Forest Users' Group.

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
Tika Ram Gurung  
Campus Chief

BMC has been running grade 11 and 12 of NEB, Bachelor's Degree in Humanities and Social Sciences, Management and Education and Master's Degree in Education of TU. It is a public campus established with the aim of providing accessible, affordable, and quality education to people in the remote Sankhuwasabha and northeast Bhojpur and other districts of Eastern Nepal. It is a non-profit public institution. It produces about 80 graduates every year to fill positions in government offices, businesses and schools. The campus reflects diversity in its students' population by encouraging female and students from ethnic minorities.

BMC was founded with the community and local administrators' initiation. District Coordination Committee, Khandbari Municipality, Sankhuwasabha Chamber of Commerce and Industry, the then Chief District Officer, politicians and local parents had contributed time, capital and labor for the establishment of the campus. Since then, contributions of national and international donor organizations, individuals, University Grants Commission, Tribhuvan University, local government, and line agencies of Sankhuwasabha, teachers and students are genuinely remarkable for the incessant growth and development of the campus.

### 1.3. Background of Strategic Planning

Strategic planning is a framework that equips organizations with the ability to develop, adapt and align organizational vision, mission, and goals to achieve and sustain competitive advantages. The need of strategic planning for Barun Multiple Campus (BMC) is a long-felt but accomplished in 2010 for the first time. Since then, it came into its systematic development in all its policies, programs, and activities. UGC Nepal is the official organization to inspire and setup its strategic planning through the SHEP. Significant progresses have been achieved in the last five years in the overall development of the campus with prioritizing short-term and long-term projects and activities. They were demand-based and need-based activities conducted based upon the pressure and demands of students, communities and faculty members. Several workshops/meetings with faculty-members, students, local politicians, and local businessmen have been carried out to assess and analyze the then situations and response the issues and needs and the examination results have been reviewed periodically. Though the efforts carried out so far were appreciative and effective, the campus is still unable to fulfill the preferences and needs of the students, faculties and communities.

Now, once again, Higher Education Reform Project (HERP) has coincided an opportunity to carry out an important task of preparing A FIVE-YEARS STRATEGIC PLANNING of this campus. The campus needs to make the maximum use of this opportunity to fulfill its needs, expectations of students and community, meet the objectives set by HERP and move ahead for the acquisition of QAA.

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
Tika Ram Gurung  
Campus Chief

## 1.4. Objectives

This strategic Planning of BMC will:

- serve as a framework for decisions and or securing community support.
- provide a basis for more detailed planning.
- explain others to inform, motivate & involve in the organization.
- assist benchmarking and performance monitoring.
- stimulate change and become building block for next plan.
- set good governance and quality delivery in the institution.

## 1.5. Rationale

Faced with the situation described in "Background", Barun Multiple Campus Management Committee at its meeting on ..... September 2022 decided that another exercise for five-years strategic planning was necessary to transport the institute a better path. In this context, this **A Five-Years Strategic Planning (2022-2027 AD)** has been prepared.

\* \* \*

  
Tika Rami Gurung  
Campus Chief

  
BSA  
संचालक समिति

**CHAPTER - 2****STRATEGIC PLANNING PROCESS****2.1. Methodology/ Approaches Adopted**

The strategic planning exercises were carried out in a participatory methodological approach. The management committee, faculty members, students, community leaders and the representatives from the local government entities were participating the workshops, and actively contributed to get the workshops success. The specific approaches adopted were:

- Extensive interviews, interactions, focus group discussion, and workshops with the broadest possible stakeholders,
- Site observation for technical and financial feasibility,
- Scrutinizing relevant documents and literature – previous strategic planning of BMC, UGC contract papers, UGC guidelines, procurement act and regulations, EMIS report of UGC, national objectives of higher education and others,
- SWOT analysis,
- PRA tools and other strategies well suited to the specific circumstances.

**2.2. Participation**

As far as the participation is concerned, the exercises were conducted for all the constituent parts of BMC which were:

- The Management Committee members
- Students
- Faculty members
- Community
- Local government and line agencies
- Educational Resource Persons (DEO) and teachers
- Political parties.
- Local businessmen and NGOs/CBOs.

**2.3. Time Allocation**

Twenty-Five working days were allocated to carry out the exercises for strategic planning and do all write ups in English and Nepali languages.

  
Tika Ram Gurung  
Campus Chief

  
अध्यक्ष  
बारुन मल्टीपल कैंपस सञ्चालक समिति

## 2.4. Planning Committee Formation

Management Committee meeting held on 25 April 2021 formed a Planning Committee assigning the task of preparing 5-year strategic planning comprising members:

1. Tika Ram Gurung – Coordinator
2. Rudra Nath Dahal – Member
3. Nawa Raj Karki – Member
4. Yog Raj Pokharel – Member
5. Kishor Shrestha – Member

## 2.5. Work Plan and Steps

Timetable of BMC Strategic Planning Exercise		
Task	Responsible Person	Timetable
Preparation of the methodological framework and program of the exercise	Coordinator	02/01/2078
Submission of the methodological framework to the BMC Management Committee	Coordinator	06/01/2078
Approval of the methodological framework	Management Committee	12/01/2078
Running the planned meetings/workshops	All the members	13-30/01/2079
Submission of a preliminary report	Coordinator	15/05/2079
Discussion at the committee meeting, soliciting of various contributions and amendments	All the members	16/05/2079
Approval of the final report	Management Committee	/05/2079

## 2.6. Budget

A maximum budget of Rs 50,000 was allocated for the process.

  
Tika Ram Gurung  
Campus Chief

  
Tika Ram Gurung  
अध्यक्ष  
संचालक समिति

**CHAPTER - 3****ENVIRONMENT ANALYSIS****3.1. Internal Environment Analysis****i) Why was BMC Established?**

Nepal's education system has long been criticized for a lack of equitable participation across geographic regions as well as across different income and social groups. The access of socially disadvantaged groups to higher education is quite small primarily because universities are located at distant cities which they cannot afford. Though limited numbers of institutions for higher education have been established in these outlying regions in community efforts, their contributions count quite a little to maintain quality education due to the lack of learning materials, poor quality of teaching, and inadequate number of qualified teachers, poor library collection and lack of access.

Inequitable and uneven access to education has been a long-standing cause of social exclusion in Nepal, and consequently the exclusion lies at the root which brought conflict. It is because lack of opportunities in education created differentiation in social status, incomes, and opportunities in government and non-government jobs, businesses, and other employment sectors. Thus, exclusion of most of the people from higher education in the outlying areas is the major factor in ensuring that an elite minority continue to dominate state institutions in Nepal.

Therefore, Barun Multiple Campus (BMC) was established with the aim of providing accessible, affordable, and quality education to those poor, Dalits, educationally disadvantaged and female students who were previously unable to continue their studies after Grade 10 of high school because colleges were located only in unaffordable distant cities. They could neither abandon their families' agricultural work, nor afford to live alone and support themselves at these distant campuses.

**ii) What was the situation when BMC was established?**

When BMC was established, there was only one institute in Chainpur namely Sankhuwasabha Campus (2037 BS) providing the higher education in the district. In its early period, the campus had a small outreach due to geographical reason and limited academic levels and programs. School leavers did not have the second option except the colleges in Kathmandu, Dhankuta, Dharan and Biratnagar which were their major places of destinations of the time. Those unable to afford the higher education in distant cities dropped the opportunities of further study for higher qualifications.

**iii) Problems after BMC Was Established**

Though BMC was established, it underwent various obstacles and problems as presented below:

- The campus did not have its own land and building.

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

*Tika Ram Gurung*  
Campus Chief

*[Signature]*  
अध्यक्ष  
बामुस संघालोक सचिवालय

- Lack of classrooms, furniture, library, and other facilities,
- Lack of human resources,
- Financial problems,
- Poor community backup, and
- Limited subjects and faculties.

## **BMC at Present**

### **i) BMC's Existing Policies and Procedures**

BMC has formulated the following policies and procedures to maintain the governance and operate the institute:

- BMC Constitution, 1999 (3rd amendment, 2021)
- Scholarship Fund Manual, 2004
- Departments' Policies, 2015
- Research Management Policy, 2015
- Library Management policy, 2015
- Teachers and Employees Policy, 2015
- Academic Calendar, 2020/21
- Management Committee decisions.
- Strategic Plan, 2021-2026
- Procurement Plan
- Annual Teaching Plan
- Annual Plans of the Cells and committees
- Teaching Practice Directory

### **ii) Departments, Cells and Committees**

- Department of English
- Department of Nepali
- Department of Health and Population
- Department of Humanities and Social Sciences
- Department of Management
- Teaching Practice Committee
- Examination and Evaluation Sub-Committee
- Students Welfare, External Affairs and Extra Curricular Activities Sub-Committee

- Library Management Sub-Committee
- Scholarship and Student Welfare Program Sub-Committee
- Infrastructure Development Committee
- Finance, Procurement and Maintenance Sub-Committee
- Internal Audit Committee
- Monitoring and Check Committee
- Barun Multiple Campus Alumni
- Employees Service Commission
- Health, Sanitation and Environment Sub-Committee
- Planning and Research Sub-Committee
- Internal Quality Strengthening and Assurance Sub-Committee
- Educational Information Management Sub-Committee
- Edit, Publication and Public Information Sub-Committee
- Students Counselling and Employment Promotion Sub-Committee
- Social Responsibility Cell
- Primary Health Care Cell
- Employment Cell
- Complaint hearing and management of physical, mental, and sexual violence Cell
- SAT Committee
- QAA Committee
- Youth Red Cross Circle

### iii) Programs and Curriculum

Programs in Bachelor's Degree	Major Subjects
Humanities and Social Sciences	English
	Nepali
	Sociology
	History
	Economics
	Political Science
	Mathematics
Management	Accountancy
	Finance
	Marketing

*Tina Ram Gurung*  
Campus Chief

*[Signature]*  
अध्यक्ष  
नारायण सञ्चालक समिति

Education	English Education
	Nepali Education
	Health and Physical education
	Economics Education
	Population Education
Master's Degree in Education	English Education
	EPM
	Health Education
	Nepali Education

Established in 1986 with Proficiency Certificate level in Humanities and Social Sciences, BMC expanded its programs to Bachelor's Level in Humanities in 1989, Education in 2000 and Management in 2006, and Master's Level in Education in 2008. But all the programs in operation are general and academic in nature rather than technical.

#### iv) Teaching - Learning and Evaluation System

For teaching learning purposes, BMC has spacious and bright classrooms in peaceful environment with electricity facility. Most popularly used teaching materials are white boards and markers, and lecture method is widely used. Besides, slight use of multimedia teaching-learning has been practiced. Teachers started teaching with annual planning with at least a half yearly internal examination. Authentic evaluation system comprises the written examinations held by Trubhuvan University at the end of each academic level for their certifications. Principally BMC Academic Calendar includes the internal examination system in line to increase the student pass rates in the final examinations, but it lacks the effective compliance.

180 teaching classes have been allocated for each subject for a year. But the days have been tremendously downsized due to Corona Pandemic. The last 3 month's teaching hour calculation shows average 19 class days/ month when they were supposed to take place 24 classes per month. Campus has been compelled to manage additional classes in the time besides regular teaching hours to complete the course.

#### v) Research and Consultancy

Planning and Research Committee has been formed to develop the different physical and educational plans and to conduct research activities in the institution. The trainings of research methodology were held in the campus to carryout research works from the students and teachers. An extra non-credit course has been designed for students to transfer skills and knowledge of research. A journal has been published by the students of B.Ed. third year students majoring in English. The Planning and Research Committee orients the article writing trainings and workshops for the teachers to start writing articles and publishing a journal from the campus.

*Tika Ram Gurung*  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

*[Signature]*  
13  
संस्था सञ्चालक समिति

Now, the journal is being prepared to publish. In the recent years, mini research activities are being carried out by students as their exam's subject supplementary paper. But they lack effective use of research methodologies and experienced guide. On the other hand, subjects chosen for research are not diversified. A very few teachers seem to be involved in creation in the field of literature and research culture, and some are providing different entities with consulting services for research works. To sum up, BMC's involvement in research, consultancy and extension still does not seem satisfactory but it is preparing for strong foundation for research works and activities.

#### vi) Infrastructures and Learning Resources

Existing physical infrastructures and learning resources are:

SN	Physical Infrastructures /Learning Resources	Particulars	Remarks
1.	Land and Building	i. Ownership of Building: Own ii. No. of buildings: 10 (22,640 sq/ft) iii. No. of classrooms: 39 iv. Land size: 110 Ropani v. Total area covered by class room:20500 sq.ft. vi. Toilets: Male and female but limited compartments vii. A spacious playground for volley ball viii. A boys hostel which accommodates 24 students ix. A poor drinking water supply	
2.	Furniture	i. No. of desks and benches: 375 ii. No. of tables & chairs: 160 iii. No of cabinets: 35 iv. White Board: 30	
3.	Equipments	i. No. of computers: 15 ii. No. of printers: 4 iii. No. of photocopiers: 2 iv. No. of fax machine: 2 v. No. of multimedia projector: 3 vi. No of Smart TVs: 7 vii. Internet: available (NT fiber and Kriti) viii. Speed of internet: 15 Mbps and 40 Mbps ix. Free Wi-Fi	
4.	Library	i. Library room: 2 ii. Study rooms: 1 iii. No. of books: 14213 iv. Operation of E-library v. Daily newspaper: 3 vi. Monthly magazines: 5 vii. Annual Journal : 5	
5.	Vehicle	i. Motor cycle: 1	

Though the physical infrastructures look sufficient to the existing number of students, they still need further expansion, addition, furnishing and periodic maintenance. Existing library, which is serving as the learning resource, has a quite small capacity to increase the number of books due to the small space. The number of books is quite small compared to the students' number and programs.

  
Tika Ram Gurung  
Campus Chief

  
Tika Ram Gurung  
Campus Chief

So far, two books are being issued to the students at a time. It should be increased to two to three books at a time. Campus purchases 3 daily, and 2 weekly newspapers, 1 magazine and 1 journal and other periodic bulletins of different institutes. But students do not have proper access to these learning resources due to the lack of the reading room and furniture.

### vii) Information System

Mediums of information being used in BMC are:

- Telephone (2 lines – 029-562195; 029-562695)
- Cell Phone: 9762219333
- Website: [www.baruncampus.edu.np](http://www.baruncampus.edu.np)
- Barun Darpan: An Annual Publication
- Barun Bulletin: A half yearly publication
- Email: [barun.campus95@gmail.com](mailto:barun.campus95@gmail.com)
- Fax: 029-562195
- EMIS Sub-Committee
- Letters
- Wooden notice boards
- Local FM Radio, and newspapers for public information media

Information is dispatched and received through the media mentioned above. But yet the use of internet has not been quite systematic due to poor networking service of Nepal Telecom. Teachers and students at large have not been so much benefited by the internet service and it has not been the source of learning yet.

### viii) Public Information

Public information practice so far includes annual progress and financial reports publicized during every year anniversary day of the campus on 4th January. Other notices and informations about examinations, admissions, development works, departmental activities, cell activities and reports are disseminated in Barun Darpan, Barun Bulletin, Campus Profile, academic calendar, and local newspapers. For the Management and publication of the information Public Information Management Cell is formed.

  
Tika Ram Gurung  
Campus Chief

  
Tika Ram Gurung  
जम्हयल  
क्याम्पस सञ्चालक समिति

### ix) Student Enrollment Status

BMC's current (FY 2077-78) students' enrollment status is as follows:

Program	First year				Second year				Third Year				Fourth Year				Grand total
	Total	Girls	EDJ	Dalit	Total	Girls	EDJ	Dalit	Total	Girls	EDJ	Dalit	Total	Girls	EDJ	Dalit	
B. Ed	116	74	25	6	141	107	10	5	90	72	17	1	39	34	3	0	386
B.B.S	60	37	8	3	81	45	10	2	29	18	2	3	24	15	5	1	194
B. A.	24	12	3	1	27	12	2	1	4	0	1	1	-	-	-	-	55
1 Yr B.Ed	15	4	2	2	-	-	-	-	-	-	-	-	-	-	-	-	15
M. Ed.	-	-	-	-	-	-	-	-	12	3	1	1	-	-	-	-	12
<b>Total</b>	<b>215</b>	<b>127</b>	<b>38</b>	<b>12</b>	<b>249</b>	<b>164</b>	<b>22</b>	<b>8</b>	<b>135</b>	<b>93</b>	<b>21</b>	<b>6</b>	<b>63</b>	<b>49</b>	<b>8</b>	<b>1</b>	<b>662</b>

EDJ = Educationally Disadvantaged Janajatis.

The population share of EDJ (Tamang, Bhote, Kumal and Majhi), and Dalit in Sankhuwasabha is 12% and 8% respectively, and existing enrollment of 13.44% EDJ and 4.07%. Dalit students seem rationale if it is counted only in terms of Sankhuwasava District, and enrollment of girls is 65.40% and being increased in the present years.

Transfer and drop out ratio is about 22% of the total students. The causes behind this are marriage, employment, poor economic condition, dissatisfaction to campus, de-motivation to theoretical education and learning inability.

### x) Students' Pass Rate

Student examination data and pass rate of 2077-78 is:

Regular & Partial

Faculty	( Regular & Partial)		Girls		EDJ		Dalit		Total Pass %
	TA	TP	TA	TP	TA	TP	TA	TP	
B.Ed.	266	65	191	39	26	2	12	5	24.44
BBS	114	33	80	23	10	3	13	2	28.95
BA	28	12	6	2	3	1	6	5	42.86
M.Ed.	59	7	32	2	2	1	0	0	11.86
1 Year B.Ed.	18	17	4	4	4	4	1	1	94.44

Regular

Faculty	Regular Only		Girls		EDJ		Dalit		Total Pass %
	TA	TP	TA	TP	TA	TP	TA	TP	
B.Ed.	151	26	112	14	13	0	6	1	17.22
BBS	60	14	43	10	7	1	5	0	23.33

Tika Raj Gurung  
Campus Chief

16  
अध्यक्ष  
क्याम्पस सञ्चालक समिति

STRATEGIC PLANNING, July 2022 - June 2027

BA	13	7	3	2	3	1	4	4	53.85
M.Ed.	21	2	7	2	1	0	0	0	9.52
1 Year B.Ed.	17	16	3	3	3	3	1	1	94.12

TA = Total Appeared; TP = Total Passed; RA = Regular Appeared; RP = Regular Passed

Students' pass rate of regular students of B.Ed. is 17.22%, BBS is 23.33, B.A. is 53.85, M.Ed. 9.52 and 1 yr. B.Ed. is 94.12 but this rate is inconsistent. The average pass rate of BMC ranges from 39.60% annually. There are various factors affecting for this comparatively low pass rate of the students which include insufficient number of teachers, irregular classes, less class hours, insufficient books in the library, and less motivated teachers and students towards teaching learning activities, lack modern teaching and learning facilities, poor regular feedback mechanism, etc.

#### xi) Rate of Graduate Employment

Though formal survey has not been conducted to explore the rate of graduate employment, majority of graduates are found engaged in teaching jobs. Other areas they are employed in are business, foreign employment, government job and self-employment. A tracer study is going on for the previous batch (2071) this year to identify students' employment rate, community, and the graduate's satisfaction regarding their services.

#### xii) Class Regularity

The status of class regularity in FY 2077/2078 is:

SN	Programs/Faculties	Total Class Allocated Days	Actual Class Days Taken
1	B. Ed	180 class/day of 50 min	147 class/day
2	B. A.	180 class/day of 50 min	147 class/day
3.	B. B. S	180 class/day of 50 min	147 class/day
4.	M. Ed.	180 class/day of 50 min	113 class/day

The main cause of low students' pass rate is to be unable to take all the class days allocated to complete the course. The reason behind this reduced class/day hours is insufficient number of teachers, sabbaticals or unpaid leave from teachers, long term effect of COVID-19 pandemic situation and irregularity of students.

#### xiii) Campus' Fees Structure

Particulars/Programs	B.Ed.	B.A.	BBS	M.Ed.
Admission	6,600.00	6,600.00	6,600.00	8,000.00
Registration	1000.00	1000.00	1000.00	-----

Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

क्याशी प्रमुख  
1 अध्यक्ष  
क्याम्पस सञ्चालक समिति

STRATEGIC PLANNING, July 2022 - June 2027

Monthly Fee	48,000.00	48,000.00	48,000.00	43200
Examination	4000.00	4000.00	4000.00	8000
Infrastructure	1,200.00	1,200.00	1,200.00	0
Library	800.00	800.00	800.00	2800
Students' Union	400.00	400.00	400.00	0
Red Cross	200.00	200.00	200.00	-----
Sports	300.00	300.00	300.00	0
Trust Fund	400.00	400.00	400.00	0
Miscellaneous	2,600.00	2,600.00	2,600.00	0
Print/ Excursion	1,200.00	1,200.00	1,200.00	0
Total	66,700.00	66,700.00	66,700.00	62,000.00

Per student annual average fees is Rs. 16,675.00 including registration and examination fees for bachelor's level and Rs. 31,000.00 for master's level. To complete bachelor and master level, a student must pay around Rs. 66,700 and Rs. 62,000, respectively. The existing fee's structure seems low compared to other private and public colleges of Nepal and rocketing inflation. But it is high compared to the economic condition of the people of this Himalayan District. Therefore, campus should identify and utilize additional revenue sources rather than depending upon the students' fees alone.

#### xiv) Scholarships and Fees Waiving

BMC has provisioned scholarship and fee waiving for students through written procedure. Scholarships and fee waiving have been offered setting criteria of recipient's socio-economic condition, ethnicity, sex, and disability. Sources of revenues for scholarships and fees waiving are:

#### Scholarship Fund of Barun Multiple Campus (Marga Last-2077)

S.N.	Name of Fund	Founder	Date of Established	Fund Amount	Account	Remarks
1	Barun Multiple Campus Scholarship Fund	Barun Multiple Campus	08/17/2069	420,000	345CA	
2	Barun Multiple Campus Scholarship Fund	Barun Multiple Campus	03/30/2072	75,000	345CA	
3	Dharma Prasad Thapaliya Scholarship Fund	Mahesh Thapaliya	12/23/2067	100,000	345CA	
4	Ganesh Panta Scholarship Fund	Huma Nath Panta et.al.	02/10/2070	115,162	345%	
5	Amar Manamaya Scholarship Fund	Khadga Rai	03/17/2071	154,900	345CA	Now inactive
6	Surya Chhanda, Jivan Renu Scholarship Fund	Jivan Shrestha	08/25/2072	101,000	345CA	
7	Tankamaya Scholarship Fund	Krishna Bahadur Adhikari	09/19/2073	58,289	345CA	
8	Cholanath Dibyashwari Scholarship Fund	Surya Kumar Budhathoki	10/14/2073	105,154	345CA	
9	Dev, Jam Scholarship Funduna, Surendra	Menuka Shrestha	04/27/2074	105,555	345CA	

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
18  
अध्यक्ष  
संस्था संचालक समिति

STRATEGIC PLANNING, July 2022 - June 2027

10	Krishna Adhikari, Laxmi Adhikari Scholarship Fund	Mohan Adhikari	09/08/2077	55,555	345CA	New
11	Rohit, Padma Kumari, Tulasa Scholarship Fund	Rohit Bajagain	08/24/2077	125,525	345CA	New
12	Rohan Katuwal Scholarship Fund	Hari Kumar Katuwal	08/25/2077	101,111	345CA	New
13	Rudra Karki Scholarship Fund	Usha Karki	09/19/2077	111,111	345CA	New
14	Phul Maya Memorila Trust	Dal Bahadur B.K		250,555		
15	Ranga Lal Rimal Memorila Trust	Naraya Rimal		201,101		
16	Bhola Gauli and Sarada Gauli	Bhola Gauli		101,211		
17	Karna Bdr. Memorial Trust	Goma Katuwal		51,155		
Total Interest of Scholarship Fund				2,232,384.00		

**Scholarships awarded in FY 2077/78 are as follows:**

Programs	Scholarships	No. of Partial Fee Waiver	Total Amount	Remarks
B. Ed.	5	31	Rs. 2,40,280.00	
B. A.	0	3	Rs. 6,500.00	
B. B. S.	3	32	Rs. 1,34,925.00	
1 Yr. B.Ed.	0	0	0	
M. Ed.	0	0	0	
<b>Total</b>	<b>8</b>	<b>66</b>	<b>Rs. 3,81,705.00</b>	

Per student annual scholarship amount is only Rs. 576.00 and recipients are only 11.17% of the total students. The scholarships being provided to students are quite small to support the needy students, and amount of fund is not consistent. The number of donors and donation amount vary almost every year. Increasing its volume and sustainability are very urgent.

**xv) Partnership and Collaboration**

BMC has had partnership and collaboration with different donors and partners including individuals as well as institutional and has been able to pull down resources for its infrastructure development, library collection, equipment purchases and scholarship. Major partners and donors are community people, UGC Nepal, Town Development Fund, Government of Province No.1, Khandbari Municipality, District Coordination Committee, Sankhuwasabha, Rural Reconstruction Nepal, Banks and Financial organization located in Khandbari and Nepal Electricity Authority and so on.

**xvi) Composition of Management committee**

Total Members: 22

Janajati: 5

Female: 3

Dalit: 1

Ex-officio members: 7

**xvii) Faculty Members and Staff**

  
Tika Rami Gurung  
Campus Chief

SARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
संस्था सञ्चालक समिति

The existing faculty members and staff are:

Post	Total	Female	EDJ	Qualification	Permanent	Temporary	Part-Time
Reader	1	-	-	Master's Degree	1	0	0
Lecturer	12	4	-	Master's Degree	12	0	0
Asst. Lecturer	2	0	-	Master's Degree	-	2	
Contract	14	1	1	Master's Degree	0	0	14
Sr. Assistant	1	0	0	PCL	1	0	0
Assistant	3	0	0	Bachelor & PCL	3	0	0
Peon	2	0	1	Literate	2	0	0
Total faculty members	29		1				
Total staff	6	0	1		6	0	0
Grand total	35	5	2		19	2	13

The teachers and staff have got little trainings, exposure and upgrading opportunities besides their academic qualifications.

#### xviii) Faculty and Staff Remuneration Status

The existing pay status, remunerations and other facilities for the teachers and staffs in BMC are as follows:

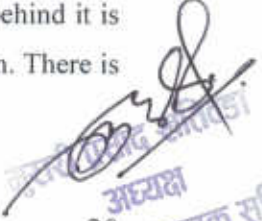
Position	Salary Scale	Allowance	Months	Grade	PF
Reader	41200	1000	13	1310	10%+10%
Lecturer	39200	1000	13	1310	10%+10%
Asst. Lecturer	35200	1000	13	1180	-
Contract	5000 (Per subject/month)		12	-	-
Sr. Assistant	28000	1000	13	935	10%+10%
Assistant	26500	1000	13	885	10%+10%
Peon	20000	1000	13	670	10%+10%

Provident fund has been provisioned for the permanent teachers and staff, and it is deposited in Government Provident Fund, Kathmandu by deducting 10% from the monthly salary of the teachers and staff and adding 10% from the campus. Different Leave facilities have been granted and provision of Subsidy Fund (Upadan Kosh) for permanent faculties and staffs as per the regulations of TU but teachers and staffs are not given pension, medical expenses, and others.

Most of the teachers have additional full-time or part-time jobs in business, schools, and government offices. This trend has reduced their accountability and shrunken their time and contribution to the campus and students' capacity building activities. The main cause behind it is subsistence pay, lack of job security, and lack of facilities like security fund and pension. There is

  
Tika Ram Gurung  
Campus Chief

BHAKUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
20  
कampus सञ्चालक समिति

not any clear policy about the remunerations of teachers and staff. Due to the lack of such policy, normally conflicts arise about pay rise and adjustment with the government increment between teacher/staff and management committee.

#### xix) Financial Status

##### Sources of revenue:

- Students' fees
- Fixed deposit interests
- Grants from University Grants Commission
- Rent from Barun English school and Makalu Technical Institute
- Individual donors

##### Financial transactions of BMC over the last three years:

Year	Income	Expenditure	Surplus/deficit
2075/76	18940374.61	18959900.90	-19526.29
2076/77	16092672.06	17058650.46	-965978.40
2077/78	13216297.22	15328609.65	-2112312.43

The trend of decreasing annual income ranges from about 0.10% to 15%. This high decreasing ratio depends upon the depreciation of perishable materials, buildings, furniture, vehicles, electronic materials, books or inventory etc.) of campus.

Income in the Fiscal Year 2077/78 is as follows:

SN	Revenue Sources	Amount	Remarks
1.	Student fee	9859045.00	
2.	UGC	1222300.00	
3.	Fixed deposit interest	292414.23	
4.	Construction grants (UGC)	1011486.99	
5.	Akshaya income	393302.00	
6.	Others	437749.00	
	<b>Total</b>	<b>13216297.22</b>	

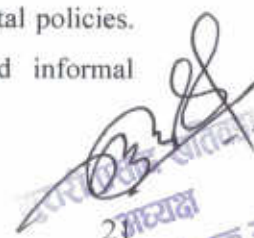
Annual income is regularly fluctuating due to varying enrollment in students' population, and varying number of donors.

#### xx) Identification of the Strategies followed up to this Point

There was a set up of clearly expressed strategy of BMC for the five years 2010-2015, five years 2016-2021 and five years 2022-2027 and its constitution along with its departmental and different committees and cells policies. The processes for developing projects and other managerial activities are functioning in the light of its constitution, strategy plan and departmental policies. Management Committee and Faculty Member meetings and other formal and informal

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
2<sup>nd</sup> मध्यदा  
संस्था सञ्चालक समिति

interactions are also highly considered for the implementation of the programs and activities. But what are urgent to put into effect are its strategy plans and departmental policies which are in coma in most of its activities.

### xxi) BMC Ahead.....


BMC now is emerging as the educational center at the regional level with its expanding infrastructures, urbanization process of Khandbari, road access, growing number of students and increasing modern facilities, departmental activities and information management and dissemination. But equally important is the need of changing the existing mindset of politicians, community, teachers, and students by internalizing and understanding the new innovations brought about in universities across the globe and their contributions for the overall development of society and nation.

## 3.2. SWOT Analysis

Summed up results of SWOT analysis:

### Strengths

1. BMC is operated through written constitution.
2. Departments, Cells and Committees are functioning based on their written policies and procedures.
3. Teachers and employees are selected and appointed through competition after the announcement of the vacancies in national dailies and other public media.
4. Gradual expansion of programs and subjects at Bachelor and Master's level.
5. Gradual expansion of infrastructure facilities.
6. Provision of internal examinations.
7. Peaceful environment and sufficient land for infrastructures expansion.
8. Modern classroom and library buildings, furniture, books, motor road, and information center.
9. Records keeping are digitalized.
10. Fee waivers and scholarships to the poor, female, disabled, Dalits, intelligent, orphans and educationally disadvantaged Janajatis, and conflict victims.
11. Availability of information media - internet, newspapers, telephone, bulletins.
12. Public information through annual publications and other media.
13. Regular academic publications and research activities

  
Tika Ram Gurub  
Campus Chief

BHARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
बहुमुखी संज्चालक समिति

14. Workforce and manpower produced for local needs - especially banks and financial institutions and schools for Sankhuwasabha and Bhojpur districts.
15. Transparency maintained at its best.
16. Collaboration and partnership with local government, line agencies, community, civil society, University Grants Commission, Non-Government Organization, and national and international donors.
17. Refresher trainings, seminar and workshop for the faculties and staff.
18. Operating non-credit extra professional courses for quality products.
19. Managing exposure visits for the faculties, staff and students.
20. Plantation of valuable and decorative plants to make campus surrounding green and beautiful.
21. Road access up to campus gate which eases the transportation.
22. Fenced with wire for the security of the campus' properties.
23. Providing scholarships to the talent, poor and marginalized students for their education.
24. Teaching along with annual planning and using smart TVs and multimedia projector.
25. Gradually being effective the connection of IT in teaching learning.
26. Carryout result analysis and feedback after internal and final examination.
27. Establishment of E-library for e-resources and EMIS for the management of information system.
28. Submission of LOI for QAA process and starting the writing of SSR
29. Tracing out the graduates is being continued.
30. Successful completion of SHEP scheme 'C' and selected for HERP in regional level
31. Paying salary and other facilities to its faculties and staff according to TU rules.

### Weaknesses

1. Lacking periodic amendments in its constitution. Additional required policies have not been formulated and duly practiced.
2. Lacking policy about teachers' and staff's upgrading, capacity building, higher qualifications, exposure, and remunerations.
3. Insufficient incentives and remunerations for teachers and staff according to their workload.
4. Academic programs under teaching-learning are less effective to produce manpower with high self-esteem, self-leadership, practical knowledge, skills, and professionalism.
5. Use of traditional teaching and evaluation methods.
6. Lack of sufficient teaching materials and instruments.

  
Tika Ram Gurung  
Campus Chief

  
अध्यक्ष  
विद्यालय संचालक समिति

7. Large classrooms.
8. Insufficient text books, reference books and reading rooms in the library.
9. Lack of suitable physical facilities.
10. Lack of English medium classes to attract the students from English medium schools.
11. Less effective internal examinations.
12. Lack of hope and energy for learning in students.
13. Lack of political tolerance and harmony among all the stakeholders.
14. Lack of stakeholders' motivations to many of its issues.
15. Inefficient public and internal coordination and communication system.
16. Couldn't be completed the SSR process.
17. Poor secretarial management system.
18. Insufficient and inefficient human resource.
19. Punctuality is not maintained by the teachers, staff and students in their presence and activities.
20. Questions over the teachers' quality and classroom delivery.
21. Teachers and staff are not fully IT friendly.
22. EMIS is not systematically managed and used.
23. Canteen, latrine, and library are not well enough for this population.
24. Drinking water supply is a burning problem.
25. Poor furnished offices and classrooms and poorly electrified.
26. Lack of Girls Hostel and Boys' hostel is not systematically managed and operated.
27. Planned activities and jobs are not timely completed.
28. Formulated rules and regulations, policies and procedures are rather decorative.

## Opportunities

1. Opportunities are available to initiate skill-oriented, vocational, and technical subjects for program's expansion.
2. Teaching-learning and evaluation system can be innovated and modernized.
3. Research activities can be launched to enhance students' capacity and motivate them towards study.
4. Sufficient land for infrastructures expansion.
5. Accessibility of transportation has broadened the possibility of wider geographical coverage.
6. Technological development and its cross-border transfer is an advantage to education sector of Nepal.

  
Tika Ram Gurung  
Campus Chief

  
अध्यक्ष  
24  
सञ्चालक सति

7. Sources available to pull down for scholarships and fee waiving.
8. Communication and information media are available to disseminate campus' identification across the globe.
9. Use of tactful and strategic measures can motivate and mobilize the stakeholders to benefit the campus.
10. Population growth, awareness on education and students' high pass rates in SEE and +2 levels (SLCE) have expanded the market opportunities for higher education sector.

### Threats

1. Lack of political consensus and commitment on campus' various issues.
2. Limited revenue sources.
3. Irregular and less teaching hours due to Covid-19 pandemic situation.
4. Lack of choices for human resources due to geographical extremity at the local level.
5. Poor economic condition of local people and prevailing recession has reduced purchasing capacity of people.
6. Educational unemployment has de-motivated people from investing time and capital in theoretical education.
7. Teaching-learning methodologies have been changing rapidly. Inability to adapt the innovations from campuses like BMC has weakened the quality.

\* \* \*

  
Tika Ram Gurung  
Campus Chief

  
अनंद  
काभस सञ्चालक समिति

### 3.3 External Environment Analysis

Various innovations have been introduced in the field of education globally. Such proven trends directly or indirectly affect our institute in terms of maintaining quality, providing facilities, usefulness the academic programs price, time and so forth. Important factors in external environment influencing this campus, which are not under the control of this institution though, are educational, economic, political, demographic, technological, global, and socio-cultural.

#### **Educational Environment**

In the year 2019/20, there are eleven full universities and four medical academies (governed by government of Nepal). The constituent and affiliated campuses, central departments are providing education on different programs of different faculties to the students. The campuses of the universities are categorized into two types: constituent and affiliated. The affiliated campuses are either private or community-based. The eleven full universities are Tribhuvan University (TU), Nepal Sanskrit University (NSU), Kathmandu University (KU), Purbanchal University (PU), Pokhara University (PokU), Lumbini Buddhist University (LBU), Agriculture and Forestry University (AFU), Far-Western University (FWU), Mid-Western University (MU), Nepal Open University, and Rajarshi Janak University, and four medical academies are B.P. Koirala Institute of Health Sciences (BPKIHS), National Academy of Medical Sciences (NAMS), Patan Academy of Health Sciences (PAHS) and Karnali Academy of Health Sciences (KAHS). In the year 2019/20, there are altogether 1,437 campuses consisting of 152 constituent (10.58 percent) campuses, 749 private (52.12 percent) and 536 community (37.3 percent) campuses. In terms of the level of education more than 1250 campuses are offering Bachelor level of programs and more than 300 campuses are offering Masters Level of programs. TU has 1,144 campuses (62 constituent and 1082 affiliated campuses). The other major universities in terms of the student number are PU, PokU, and KU. These universities have more than 18,000 students and more than 20 campuses; PU has 116 (8.07 percent) campuses, PokU has 67 (4.66 percent) campuses and KU has 24 (1.67 percent) campuses. From the point of view of the ecological belts, 58.73 percent (844) campuses are located in Hill belt, 35.90 percent (516) campuses in the Tarai belt and 5.35 percent (77) campuses in the Mountain belt. In terms of the provinces, 624 (43.42 percent) campuses are located in Bagmati province, 185 (12.87 percent) in Lumbini province, 197 (13.71 percent) in province One, 123 (8.56 percent) in province Two, 151 (10.51 percent) in Gandaki province, 95 (6.61 percent) in Sudurpaschim province and 62 (4.31 percent) campuses in Karnali province.

#### **Enrollment in Higher Education**

During 2019/20, total 466,828 students are enrolled in the Higher Education. TU has 356,654 (76.4 percent) students, PokU has 32,584 (6.98 percent) students, PU has 27,527 (5.9 percent) students and KU has 18,643 (3.99 percent) students and the rest of the students are enrolled in other universities and medical academies. The enrollment proportion in terms of the field of education is 77.83 percent in general programs and 22.17 percent in technical programs. Enrollment in management, education, and humanities are 43.43 percent, 19.10 percent and 12.61 percent respectively. Enrollment in S&T, medicine and

*Tika Ram Gurung*  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

*[Signature]*  
अध्यक्ष  
संचालक समिति

engineering are 8.0 percent, 5.95 percent and 6.38 percent respectively. The distribution of students across the ecological belts shows that 60.31 percent students are in Hill belt, 37.41 percent students are in Tarai belt and 2.28 percent students are in Mountain belt. In terms of the seven provinces 230,608 (49.4 percent) students are in Bagmati Province, 56,681 (12.14 percent) are in Lumbini province, 55,729 (11.94 percent) are in province one, 40,291 (8.63 percent) are in Gandaki province, 34,066 (7.30 percent) are in province two, 31,075 (6.66 percent) are in Sudurpaschim province and 18,378 (3.94 percent) are in Karnali province. The share of the student enrollment in the community, constituent and private campuses are 28.52 percent, 35.80 percent and 35.68 percent respectively.

#### **Share of Girls in HE Enrollment**

The overall girl's enrollment in HE in Nepal is about 52.98 percent. University-wise, the girls' enrolment proportions of TU, KU, PokU and PU are 54.66 percent, 46.57 percent, 43.79 percent and 52.38 percent respectively. The proportions of girls' enrollments in the medical academies are: BPKIHS: 44.66 percent, PAHS : 72.60 percent and NAMS : 68.69 percent. In terms of the campus types, the biggest share (65.53 percent) of girl's enrollment is observed in the community campuses. This figure is 50.06 percent for the private campuses and 46.05 percent for the constituent campuses. The proportion of girls' enrollment in the education, medicine, management and humanities and social sciences faculties are 68.24 percent, 62.83 percent, 56.34 percent and 48.63 percent respectively. The percentage of girls in total enrollment in bachelor level and master's level of education are 54.17 percent and 44.74 percent respectively.

**Gender Parity Index (GPI) - GPI of HE in the year 2019/20 is 1.07.**

#### **Pass Percent**

The pass rate of Tribhuvan University (TU) is 29.3 percent, of Patan Academy of Health Sciences (PAHS) is 97.5 percent, and of Nepal Open University is 72 percent. Most of the students are studying in TU, so the overall pass rate of the higher education is highly influenced by the pass rate of TU.

#### **Graduates**

The figure about the number of graduates included in this report is based on the number of students included in the grace list prepared by the related universities for the convocation programs. During the year 2019/20, 79,541 students were graduated from KU, MU, AFU, NAMS, BPKIHS, NOU, PAHS, PokU and TU.

#### **Gross Enrolment Ratio (GER) in Higher Education**

Gross enrolment ratio for higher education stood at 15.00. In the bachelor level of education the GER is 18.91 and in the masters level of education the GER is 5.52.

#### **Public Financing**

The universities have been receiving block grants (i.e. regular and development grants) and the community campuses get small token grants. In case of medical academies, the funds are made available directly through the Ministry of Health and Population. The grants provided to the universities in the year 2019/20 are 13.46 billion rupees.

Teachers

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
संचालक समिति

In the year 2019/20, the total numbers of teaching staffs (including instructors) is 10,810, among them, 46.55 percent are Lecturers, 21.63 percent are Readers and 8.05 percent are Professors.

#### Student-Teacher Ratios

The overall average student-teacher ratios (number of students per teacher) are as follows: TU (16.24:1), KU (17.63:1), MU (28.27:1), FWU (25.89:1), PokU (23.63:1), PAHS (0.94:1), NAMS (1.95:1) and LBU (14.35:1)

(Source: Annual EMIS Report 2019/20, 13th edition of UGC, Nepal)

In the context of Sankhuwasabha district there are four campuses affiliated to TU and two campuses affiliated to PU. The programs and the student's enrollment are presented in the following table:

S.N.	Name of the Campus	University	Programs/Faculties	Male	Female	Total
1.	Barun Multiple Campus, Khandbari	TU	Education	66	158	224
			HSS	9	13	22
			Management	26	55	81
			Master's in Education	3	5	8
1.	Sankhuwasabha M. Campus, Chainpur	TU	Education	23	77	100
			HSS	8	3	11
			Management	6	34	40
			Master's in Education	12	20	32
2.	Madi M. Campus, Madi	TU	Education	4	11	15
			Management	10	13	23
3.	Rameswar Campus, Mamling	TU	Education	7	28	35
4.	Himalaya K Campus, Khandbari	PU	Education	21	68	89
			Master's in Education	15	12	

(Source: Annual EMIS Report 2019/20, 13th edition of UGC, Nepal)

- This shows the encouraging enrollment of female in the higher education which is a matter of satisfaction. But the introduction of general subjects and faculties may result unemployment. So, it becomes an urgent need of this Campus to introduce new subjects and programs related to technical education to meet the demand of the days.
- Recent orientation in education is intending towards market dynamic education. Graduates having theoretical and clerical knowledge have faced the severe job opportunity loss. Therefore, the need of practical education has been widely felt and its scope is widely increasing.
- In the lack of practical, technical and quality education, a large mass of elite students have been admitting in foreign universities and institutes every year. Quality assurance in Nepal can retain that mass in Nepal.

#### Economic Environment

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
Ananta Prasad  
अध्यक्ष  
संस्थापक सचिव

*Recent economic indicators of Nepal*

## Overview:

	LAST	PREVIOUS		
CURRENCY	127	127		SEP/22
GDP ANNUAL GROWTH RATE	5.8	4.25	PERCENT	DEC/21
UNEMPLOYMENT RATE	4.44	2.85	PERCENT	DEC/20
INFLATION RATE	8.08	8.56	PERCENT	JUL/22
INTEREST RATE	8.5	7	PERCENT	JUL/22
BALANCE OF TRADE	-145004	-167318	NPR MILLION	DEC/21
CURRENT ACCOUNT	-333672	-207408	NPR MILLION	MAR/21
CURRENT ACCOUNT TO GDP	-0.9	-6.9	PERCENT OF GDP	DEC/20
GOVERNMENT DEBT TO GDP	37.7	30.2	PERCENT OF GDP	DEC/20
GOVERNMENT BUDGET	-4.3	-5.8	PERCENT OF GDP	DEC/20

## GDP:

PARTICULAR	LAST	PREVIOUS		
GDP ANNUAL GROWTH RATE	5.8	4.25	PERCENT	DEC/21
GDP	36.29	33.43	USD BILLION	DEC/21
GDP PER CAPITA	1050	1026	USD	DEC/21
GDP PER CAPITA PPP	3878	3789	USD	DEC/21
GDP CONSTANT PRICES	2382708	2290880	NPR MILLION	DEC/20
GDP FROM AGRICULTURE	644586	628014	NPR MILLION	DEC/20
GDP FROM CONSTRUCTION	153253	145183	NPR MILLION	DEC/20
GDP FROM MANUFACTURING	118120	113738	NPR MILLION	DEC/20
GDP FROM MINING	15905	14797	NPR MILLION	DEC/20
GDP FROM PUBLIC ADMINISTRATION	105144	101595	NPR MILLION	DEC/20
GDP FROM SERVICES	331115	314533	NPR MILLION	DEC/20
GDP FROM TRANSPORT	117549	110773	NPR MILLION	DEC/20
GDP FROM UTILITIES	31955	29659	NPR MILLION	DEC/20
GROSS FIXED CAPITAL FORMATION	815592	765957	NPR MILLION	DEC/20

Labour:

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
संस्थापक सचिव

STRATEGIC PLANNING, July 2022 - June 2027

PARTICULAR	LAST	PREVIOUS		
UNEMPLOYMENT RATE	4.44	2.85	PERCENT	DEC/20
POPULATION	29.13	28.61	MILLION	DEC/20

**Prices:**

PARTICULAR	LAST	PREVIOUS		
INFLATION RATE	8.08	8.56	PERCENT	JUL/22
CONSUMER PRICE INDEX CPI	152	151	POINTS	JUL/22
EXPORT PRICES	114	113	POINTS	DEC/21
FOOD INFLATION	7.43	7.13	PERCENT	JUN/22
IMPORT PRICES	111	111	POINTS	DEC/21

**Health:**

PARTICULAR	LAST	PREVIOUS		
CORONAVIRUS VACCINATION RATE	184	179	DOSES PER 100 PEOPLE	AUG/22
CORONAVIRUS VACCINATION TOTAL	55409828	53747378	DOSES	AUG/22
CORONAVIRUS CASES	998957	998870	PERSONS	SEP/22
CORONAVIRUS DEATHS	12015	12014	PERSONS	SEP/22

**Money:**

PARTICULAR	LAST	PREVIOUS		
INTEREST RATE	8.5	7	PERCENT	JUL/22

**Trade:**

PARTICULAR	LAST	PREVIOUS		
BALANCE OF TRADE	-145004	-167318	NPR MILLION	DEC/21
CURRENT ACCOUNT	-333672	-207408	NPR MILLION	MAR/21
CURRENT ACCOUNT TO GDP	-0.9	-6.9	PERCENT OF GDP	DEC/20
EXPORTS	15930	20796	NPR MILLION	DEC/21
IMPORTS	160934	188114	NPR MILLION	DEC/21
GOLD RESERVES	7.99	7.99	TONNES	JUN/22
FOREIGN DIRECT INVESTMENT	19479	13065	NPR MILLION	DEC/20
TERMS OF TRADE	103	102	POINTS	DEC/21
TERRORISM INDEX	5.34	5.09		DEC/19

**Government:**

  
Tika Ram Gurung  
Campus Chief

ARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
30  
क्याम्पस सञ्चालक समिति

STRATEGIC PLANNING, July 2022 - June 2027

PARTICULAR	LAST	PREVIOUS		
GOVERNMENT DEBT TO GDP	37.7	30.2	PERCENT OF GDP	DEC/20
GOVERNMENT BUDGET	-4.3	-5.8	PERCENT OF GDP	DEC/20
CREDIT RATING	15			
GOVERNMENT SPENDING	192474	192011	NPR MILLION	DEC/20
MILITARY EXPENDITURE	425	429	USD MILLION	DEC/20
SALES TAX RATE	15	13	PERCENT	DEC/21

**Business:**

PARTICULAR	LAST	PREVIOUS		
INTERNET SPEED	3369	3233	KBPS	MAR/17
IP ADDRESSES	181620	194089	IP	MAR/17
CHANGES IN INVENTORIES	104637	-831	NPR MILLION	DEC/20
COMPETITIVENESS INDEX	51.57	50.79	POINTS	DEC/19
COMPETITIVENESS RANK	108	109		DEC/19
CORRUPTION INDEX	33	33	POINTS	DEC/21
CORRUPTION RANK	117	117		DEC/21
EASE OF DOING BUSINESS	94	110		DEC/19

**Consumer:**

PARTICULAR	LAST	PREVIOUS		
CONSUMER SPENDING	1910005	1806374	NPR MILLION	DEC/20

Trading Economics provides data for 20 million economic indicators from 196 countries including actual values, consensus figures, forecasts, historical time series and news. Nepal Indicators - was last updated on Wednesday, September 14, 2022.

(Source: National Statistics-2022, World Bank)

*Nepal GDP Per Capita - Historical Data*

Year	GDP Per Capita (US \$)	Annual Growth Rate (%)
2021	\$1,223	6.57%
2020	\$1,147	-3.97%
2019	\$1,195	1.39%

GDP per capita (US\$): 1,084.955

Real GDP growth: 7.0%

Current account balance (US\$m): 419.6

Inflation (%): 6.15(2020)

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
संस्कृत संस्थान

Total population: 2,91,92,480 (*Preliminary Report of Census-2021*)

Population below poverty line: 18.7 percent

Economically inactive population: 58 percent

Trade deficit rate: 34.47 billion US\$ GDP

Budgetary deficit rate: 6.40 percent of GDP

Bank interest rate: 3 to 6 percent

Nepalese economic status is very poor. Inflation, trade deficit and liquidity have brought further negative impact in the economy. Improvements can be expected if the country is able to make permanent peace in the country.

### **Population and Sex Ratio:**

According to the preliminary report of the National Census 2078, the entire territory of the new map of Nepal is covered, according to which the population of Nepal has reached 2,91,92,480, which is 26,97976 more than the population of 264,94,504 ten years ago (2068). Nepal's population has increased by 10.1% in ten years. The annual growth rate (exponential growth) of the last ten years is seen to be 0.931 which was 1.351 in the previous census.

In the total population, there are 1, 42, 91, 311 males (48,964) and 21, 49, 01, 169 females (51.04%). Ten years ago, in the census of 2068, the total population was 2, 64, 94, 504 males and the share of females was 48.50% and 51.5% respectively as per the current preliminary results.

### **Census House and Family Number:**

According to the preliminary results of the National Census 2078, the number of families living frequently in Nepal is 67,61,059 and those families are seen living in 56,43,945 houses, that is, 12 families live in 10 houses on an average. The current number of families has increased by about 2457% compared to ten years ago.

Due to low purchasing capacity of the people, there is low investment in education, especially in the remote Himalayan and hilly districts. As a result, for colleges like BMC it is very hard to be economically self-sustained.

- Inflation is very high and bank interest rate is almost low.
- Interest rate prevailing in informal sector of rural area is very high which has been adversely affecting capital formation of public campuses.
- Current global recession has caused negative impact in education industry of Nepal. Many of the parents engaged in foreign employment have lost jobs or working in the reduced salary. As a result, their capacity to invest in education has been reduced.
- Banks have started to provide education loan that may become the advantage to this industry.

  
**Tika Ram Gurung**  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
प्राथमिक संस्था संस्थापक समिति

- Slow capital formation, low investment, low productivity and unemployment are the major challenges of Nepalese economy. Education industry has been badly affected by this economic misery.

### **Political Environment**

- After a long period of political instability, the process of implementation of Nepal's Constitution-2072 is progressing successfully and accordingly, the elections of all three levels of government have been completed and the five-year term has ended and re-elections are in the process of completion, of which the local level elections have been completed.
- People have got politically and socially aware because of the last 25 years' democratic practice. They are organized into different political sister organizations, pressure groups, trade unions and user groups. They have empowered people politically.

### **Globalization**

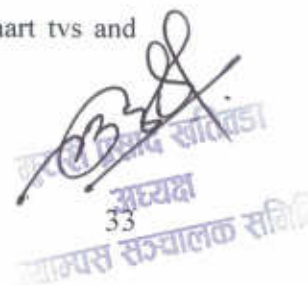
- Globalization, liberalization, privatization and community-based cooperatives are the contemporary practices in global economic performance.
- Increasing economic alliances, trading blocks, global agenda like women and indigenous people's rights, cross broader trade, factor mobility, foreign debt etc are the emerging issues of contemporary society.
- Nepal has signed different foreign treaties and alliances like WTO, SAFTA, BIMST-EC, MCC etc. has been attracting foreign direct investment.
- Education sector has not been opened for foreign direct investment but is in the process of opening.
- 'Brain Drain' and unskilled labour movement towards foreign market is another problem of the country.

### **Technological Development**

- Innovation in the field of technology in the national and international level has significantly influenced the Nepalese society. Attraction towards the use of technology has been increasing rapidly.
- People have easy access to internet services, and use of it in the education field has given the positive results due to availability of infinite number of teaching materials even in the remote areas like Sankhuwasabha. Institute like BMC can have access to modern teaching materials such as multimedia, overhead projectors, smart tvs and other audio-visual aids due to this technological development.

  
Trika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
सध्यक्ष  
33  
बहुमुखी संस्थान संञ्चालक समिति

- Road and air transportation, communication and teaching learning methodology have become possible with technological development. These facilities have made it possible to extend the education market nationally and internationally.

### **Socio-Cultural Environment**

- Though many of the Nepalese societies in the hinterland are traditional and conservative, these traditional social practices, beliefs and behavior have been changing rapidly due to greater exposure to media. Now even the people from the so-called backward societies tend to believe the knowledge is supremely valuable which can be achieved through quality education.
- Traditional social discrimination against sex, caste, ethnicity geography and wealth has been gradually diminishing which has inspired women and people from all caste, ethnicity, and socio-economic call towards higher education.
- English language has become very popular with media exposure, international market attachment and increasing trends of labour movement.
- People have started to prefer services and business instead of agriculture, which has been adding value of practical and qualitative education.
- Nepalese socio-cultural environment is changing rapidly in favor of market demanding and technical education. This socio- cultural development compels educational institution to be more responsive toward demand and need of the targeted clients.

### **Demographic Environment**

- Average population growth rate of Nepal is 0.93 percent per year and growth rate of Province No. 1 is 0.88 but the growth rate is only 0.02 in Sankhuwasabha. *(Source: Preliminary Census Report of Nepal-2021)*
- Nepalese society can be characterized as multilingual, multicultural and multiethnic that demands proper balancing between those groups.
- Sankhuwasabha is the Himalayan District. Migration trend is concentrating towards the head quarter from the northern part of the district, and the neighboring district Bhojpur. Equally large number of populations is migrating towards the Terai and other cities such as Kathmandu, Dharan, Itahari and Biratnagar.
- Decreasing population and increasing migration trend towards the head quarter and other urban areas and Terai region creating challenges of market for educational institution.

\* \* \*

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
34  
काम्पस सञ्चालक समिति

## CHAPTER - 4

# STRATEGIC PLANNING (JULY 2022 – JUNE 2027 AD)

### 4.1. Vision

BMC will be recognized nationally for the excellence of its programs and development of professional and community leaders.

Explanation:

- Competition with national level higher education institutes in its educational excellence,
- Emphasis on professional development
- Emphasis on contribution to community development

### 4.2. Mission

BMC will receive a greater acceptance from the community and the stakeholders by dedicating itself producing skilled and professional manpower through the scholarly, creative and research activity of its faculty, staff and students.

Explanation:


- Commitment to quality education
- Community's current need is skilled, professional and dedicated manpower.
- Aim to community's satisfaction
- Aim to develop a center for research consultancy

### 4.3. Goal

BMC will maintain financial sustainability, improve physical facilities and create an appropriate teaching-learning environment for quality assurance.

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
Tika Ram Gurung  
35  
मुख्य  
संयोजक समिति

**Explanation:**

Bridging works to get the vision and missions are:

- Financial sustainability
- Improving physical facilities
- Quality improvement and programs expansion

## 4.4 Objectives

### Objective 1

**Improve efficiency and quality through human resource development, high quality programs, and generate and disseminate knowledge at national and international level.**

**Explanation:**

Develop, deliver, and continually improve high quality programs and researches appropriate for society, economy, geography and culture of the area.

### Objective 2

**Improve Sound Physical and Financial Assets.**

**Explanation:**

Develop, maintain, and protect the campus's assets in a financially, aesthetically, and environmentally prosperous, and identify and utilize sustainable revenue sources.

### Objective 3

**Stress on wider geographic coverage and inclusion in students' population.**

**Explanation:**

Attract a diverse student body from all geographic regions, ethnic minorities sexes, socio-cultural and economic groups.

  
Tika Ram Gurung  
Campus Chief

  
अनन्त  
क्याम्पस सञ्चालक सचिव

**Objective 4**

**Create Harmonious Campus Environment.**

**Explanation:**

Foster a harmonious student-centered campus characterized by integrity, cooperation, open dialogue, and mutual respect among individuals with different religious backgrounds, cultures, and perspectives.

**Objective 5**

**Improve internal and public communication, extend networking and maintain transparency and good governance.**

**Explanation:**

- Improve the overall administration and maintain transparency
- Good governance of the campus having effective communication among the campus administration, faculty members, students, community and all the stakeholders
- Networking extension at national and international level universities and research centers.

\* \* \*

  
Tika Ram Gurung  
Campus Chief

  
अध्यक्ष  
कampus संचालक समिति

## CHAPTER - 5

# STRATEGIES AND POLICIES

---

BMC will apply a broader array of strategies to achieve the vision, mission, goals and objectives of this strategic planning.

- a. BMC is a community college. Broader participation and concern of community in the campus is the key to guide, direct and govern the overall academic activities. Meaningful involvement, participation and mobilization of community people are desirable. Therefore, public relationship is emphasized and strengthened by improving the existing communication and interaction trends.
- b. Collaboration, coordination and partnership is continued and reinforced at local, national and international level to pull down and mobilize resources for infrastructure expansion and scholarship trust fund increment. Possible donors, collaborators, and partners are identified and approached with specific schemes.
- c. Value and encourage social, cultural, civic and political harmony in and outside the campus among students, teachers and larger community in order to narrow down the existing gap created by political disagreement and misunderstanding. We tend to create environment to respect individual differences, intellectual freedom and diversity of thought.
- d. Priority is given to create a high volume scholarship trust fund to increase the access of educationally disadvantaged class to higher education. The existing trust fund will be increased through yearly budget allotment, and will be made the fund of total amount NRs 3,000,000 in five years.
- e. Emphasize will be given in the application of knowledge in a manner that promotes the common good of the community. Emphasis will be given for programs and subjects expansion with technical, vocational and relevant subjects for the development and demand of the community.
- f. Recruit and support committed faculty and staff for providing the highest quality education and knowledge. Teachers and staff will be provided with the qualification upgrading opportunity, exposure, training and research projects. They will be inspired to contribute most of their time for the betterment of education quality of this institution through just incentives and relevant remuneration and facilities.

  
Tika Ram Gurung  
Campus Chief

- g. Modern technologies, tools and techniques will be applied in order to enhance the efficiency of account, examination, and administration section and its operating process for better performance.
- h. Research activities will be given high priority in order to provide students and teachers with the practical and professional knowledge and skill by enhancing Research Management Cell in the campus.
- i. Networking will be expanded to foreign educational institutes, universities and boards to diversify and specialize academic and professional subjects of education. Strategic alliances will be sought with national and international complementary players for research and development work.
- j. Administrative section, account section, library section, examination section, QAA unit, public relation unit, planning and research unit, departments, other different cells and committees, counseling and job placement section will be given adequate authority and made more responsible through written policies.
- k. Post-program-level services to student will be made more effective and regular for the further education and career opportunities through training, seminar and workshop packages. BMC will encourage involvement of faculty, staff, and students in community activities at least once a year for transfer of technology and knowledge for the common benefit of the both parties.
- l. Physical facilities will be developed to suit for its quality orientation, research and development work by preparing a comprehensive master plan.  
Teachers will be encouraged to apply modern and latest teaching methods and tools. At least two internal examinations will be taken per annum and their results duly published.
- m. BMC will utilize the existing resources - especially land, water and jungle - to generate revenue in a sustainable way.

  
Tika Ram Gurung  
Campus Chief

\* \* \*

  
अध्यक्ष  
राज्यस सञ्चालक समिति

## CHAPTER - 6

# ACTIVITIES AND WORK PLAN

---

### 6.1. Activities

#### Activities for Objective 1

**Improve efficiency and quality through human resource development, high quality programs, and generate and disseminate knowledge at national and international level.**

1. Expand new subjects – Science & Technology, agriculture, tourism, social work, sociology and Rural Development.
2. Initiate vocational subjects-veterinary, forestry, community development and nursing.
3. Develop and launch students' capacity building training packages and non-credit courses for - self leadership, small project design and management, RRA, PRA, project proposal and report writing and others as appropriate and facilitate them to work with the communities.
4. Conduct research activities at each level of programs.
5. Organize college-community trip once a year including teams of teachers and students.
6. Continue to publish half yearly and yearly bulletin and annual journal to disseminate students' research findings and disseminate information about campus' progress and financial statements.
7. Publish an academic journal once in a year.
8. Conduct tracer study of the graduates within the six months of their graduation.
9. Systematize and manage effective digital EMIS in the campus.
10. Provide teachers with opportunity for research on related fields, higher level study, training and exposure.
11. Extend library collection; develop e-library and issue two/three books to a student at a time.
12. Purchase 30 computers to expand internet service among the students.
13. Increase back up capacity with solar energy
14. Regularize internal evaluation system effectively.
15. Purchase five multimedia projectors; make one-teacher-one-laptop success, use audio-visual and other innovative teaching learning methodologies and increasing students' pass rates.
16. Develop resourceful reading room for students and teachers in the existing library building.

  
Tika Ram Gurung  
Campus Chief

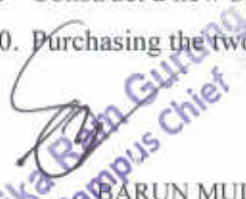
  
अध्यक्ष  
संचालक सचि

17. Motivate and utilize teachers' dedication by improving the existing incentives and remuneration facilities and strong compliances.
18. Secretarial and library training to staff for better work performances.
19. Form accountable, inclusive, responsive and neutral management committee.
20. Teachers' exposure visit to some noted Nepal and Indian Universities.
21. Health Education and yoga equipment and logistics purchase.
22. Orient the activities and programs for the acquisition of QAA certificate.
23. Formulation and compliance of the following policies:
  - Formulate a by- law for teacher and staff's remunerations, service, condition and facilities.
  - Require 4th amendment of BMC Constitution - 1999
  - Human Resource Development Policy
  - IT Policy
  - Plagiarism policy
  - EMIS Policy
  - Climate Change Response Policy
  - Equity Policy

## **Activities for Objective 2**

### **Improve Sound Physical and Financial Assets.**

1. Fixing new water pipeline, 10,000 ltr. water tank construction, and new water supply networks for regular water supply.
2. Wall compound with bricks for the buildings premise.
3. RCC motor road connection to campus play ground and hostel from the nearest road head.
4. Computer/Science lab construction and purchasing tools and equipment for operation.
5. Finishing a floor to 2<sup>nd</sup> administrative building.
6. Repairing and painting the classrooms of the old building
7. Purchasing 100 pairs of classroom furniture, 20 lecterns, 20 white boards, 5 demonstration boards, 10 office tables, 10 revolving chairs and 10 cupboards for departments, committees and cells.
8. Constructing 2 hostels with 30 students' capacity, each for boys and girls.
9. Construct a new building having 6 rooms.
10. Purchasing the two college buses

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
बारुन सञ्चालक समिति

11. Constructing a conference hall with furniture and equipment.
12. Installing 10 smart TVs in class room fix the class rooms cupboard.
13. Construct a badminton cum basketball court.
14. Bio-engineering and plantation of Rudrakshya other plants.
15. Plantation Campaign with Dholbaje CFUG in community forest area.
16. Construct a playground with parapet and stage.
17. Construct a hut for vehicles' stand
18. Gender friendly latrine construction and repairing the existing building.
19. Construct a teachers and staff's quarter.
20. Construct a guard's quarter.
21. Involvement of Dholbaje Community Forestry User Group and participate in its development and profit sharing activities
22. Invest in a view tower construction with Dholbaje CFUG and generate income.
23. Plantation of ornamental plants.
24. Construct a picnic spot in campus' land to generate income.
25. Reconstruction and renovation of Khandbari Hydro Power.

### **Activities for Objective 3**


#### **Stress on wider geographic coverage and inclusion in students' population.**

1. Increasing in the present amount in scholarship trust fund with the increment of NRs 100,000 every year.
2. Encourage poor, female and educationally disadvantaged Janajatis and Dalits enrollment in higher education through fee waive scholarship and hostel facilities.


### **Activities for Objective 4**

#### **Create Harmonious Campus Environment.**

1. Conduct orientation and training programs to develop students' feeling of respect and mutual cooperation among individuals.
2. Conduct trainings and seminars in the topics of human values, equity, Gender, untouchability and social welfares.
3. Attempt to avoid political interference in campus.
4. Make management committee and community responsible to maintain appropriate teaching learning environment in campus.

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
कामपस सञ्चालक समिति

## Activities for Objective 5

**Improve internal and public communication, extend networking and maintain transparency and good governance.**

1. Continue to publish annual and half yearly bulletins, campus profile, calendar and transfer and publish information in local newspapers on quarterly basis.
2. Upload contents in the campus' website regularly.
3. Systematize and use existing notice board number and wooden noticeboards.
4. Operate separate examination and administration section.
5. Install accounting software, and train staff with secretarial package.
6. Organize college-community interaction programs at least twice a year.
7. Extend educational and research networks with national and international research centers and academic institutes.
8. Host domain and promote international access.
9. Give continuation to audit to all the financial transactions through internal and external auditors.

## 6.2. Operation PLAN

**Objective 1: Improve efficiency and quality through human resource development and high quality programs.**

Timeline/half years	2078/79		2079/80		2080/81		2081/82		2082/83	
	1	2	1	2	1	2	1	2	1	2
Activities										
New subject expansion - Science and Technology										√
Tourism Studies							√			
Sociology in Master				√						
BSW				√						
Initiate vocational subjects								√		
Capacity building training for students		√		√		√		√		√
Running research activities		√		√		√		√		√
Training for teachers		√			√		√			
Journal Publication		√		√		√		√		√
Students' Publication		√		√		√		√		√
Training for staff			√				√			
Higher level study for teachers				√			√		√	

*Tika Ram Gurung*  
Campus Chief

*अध्यक्ष*  
43  
कंपस संचालक समिति

STRATEGIC PLANNING, July 2022 - June 2027

Reading room preparation		√								
Purchasing books		√	√	√	√	√	√	√	√	√
Purchasing computers				√		√				
Develop E-library		√		√		√		√		√
Non- credit Professional courses for students		√		√		√		√		√
Internal examinations		√		√		√		√		√
One laptop per teacher and staff			√			√				√
Photo copier machines purchase				√						
A projector for each department			√					√		
Required policies formulation		√	√			√		√		
A printer for each department and PRC				√						
Smart TVs			√			√			√	
Physical management of PRC				√						
Students' publication from the departments		√		√		√		√		√
Teachers' exposure visit			√			√			√	
College-community trip		√		√		√		√		√
Health equipment purchase		√		√			√		√	
Yoga practice		√		√		√		√		√

**Objective No 2: Improve Sound Physical and Financial Assets.**

Timeline/half years	2078/79		2079/80		2080/81		2081/82		2082/83	
	1	2	1	2	1	2	1	2	1	2
Activities										
Compound wall fence with bricks			√		√					
Safe drinking water supply			√							
Girls' Hostel construction							√			
Plantation ornamental and others plants		√		√		√		√		√
RCC link road construction to campus' ground and hostel				√						
Parking hut for vehicles			√							
Painting the old TDF' blocks			√			√				
Classroom building construction		√					√			
Finishing the floor of the new administrative building			√							
Classroom furniture purchase			√		√			√		
Boys' hostel improvement										√
Conference hall finishing & making fully furnished				√					√	

*Tika Ram Gurub*  
Campus Chief

*Barun Multiple Campus*  
44  
संस्था सञ्चालक समिति

Interaction with management committee and community	√	√	√	√	√	√	√	√	√	√
---	---	---	---	---	---	---	---	---	---	---

**Objective No 5: Improve internal and public communication, extend networking and maintain transparency and good governance.**

Timeline/half years	2078/79		2079/80		2080/81		2081/82		2082/83	
	1	2	1	2	1	2	1	2	1	2
Activities										
Bulletin		√	√	√	√	√	√	√	√	√
Establish EMIS				√						
Journal publication		√		√		√		√		√
Annual Publication Barun Darpan			√		√		√		√	
Secretarial training for staff				√				√		
Sister relation established			√		√		√		√	
College-community interaction	√		√		√		√		√	
Networks extension	√	√	√	√	√	√	√	√	√	√
Manage website		√		√						
Form internal audit committee		√				√				√

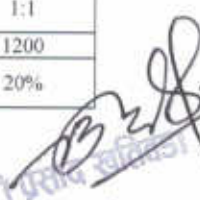
### 6.3. Baseline Indicators' Status and Target Setting

BMC is oriented towards achieving the following yearly targets through the implementation of this strategic planning:

S.N	Evaluation indicators	Base line 077/078	Target 2078/079	Target 2079/080	Target 2080/081	Target 2081/082	Target 2082/083
1	Student enrolment	662	10%	15%	20%	20%	20%
2	Regular students pass percentage	24%	30%	35%	40%	45%	50%
3	Percentage of extra- academic receipt	1%	15%	15%	15%	15%	15%
4	Operating cost recovery rate	8%	10%	10%	10%	10%	10%
5	Gender parity index	50:49	50%	50%	50%	50%	50%
6	EDJ index of total students	10%	12%	15%	20%	20%	20%
7	Dalit index of total students	7.6%	8%	9%	10%	10%	10%
8	No of teachers with M. Phil, Ph. D	0	0	1	2	2	3
9	No. of teaching staff	29	30	33	38	40	45
10	No. of non teaching staff	6	7	8	9	10	12
11	No. of program	3	3	4	5	5	6
12	Application per student place ratio	1:1	1:1	1:1	1:1	1:1	1:1
13	Total capacity	600	670	680	760	900	1200
14	Capital formation increment ratio from regular sources	10%	15%	20%	20%	20%	20%

  
Tika Prasad  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
Tika Prasad  
अध्यक्ष  
कामस सञ्चालक समिति

STRATEGIC PLANNING, July 2022 - June 2027

15	Total amount awarded for Scholarships (Rs.)	110,010	150,000	200,000	250,000	300,000	300,000
16	Average percentage of outgoing and drop out students	20%	16%	12%	8%	5%	5%
17	Rate of graduate employment	In the process	--	--	--	--	--
18	Actual class days	140	170	184	184	184	184
19	No. of book issue per student	1	1	2	2	2	2
20	No. of campus' yearly publications	2	3	4	4	5	5

Targets have been set for the first five years of the planning. Upon the completion of this period, comprehensive review will be carried out, and targets for another five years will be set.

### 6.4. Strategic Planning Matrix in Logical Framework

**Vision:** BMC will be recognized nationally for the excellence of its programs and development of professional and community leaders.

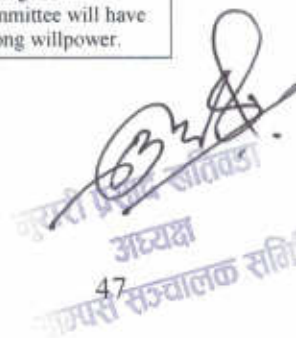
	Narrative Summary	Objectively verifiable indicators	Means of verification	Important Assumptions
<b>Mission</b>	BMC will receive a greater acceptance from the community by dedicating itself to producing skilled and professional manpower through the scholarly, creative and research activity of its faculty, staff and students.	By 2027, 80% graduates from BMC will be employed in national level respectable job market or engaged in self-employment within 6 months of graduation	1. BMC progress report. 2. BMC profile.	Strategic Planning is effectively implemented.
<b>Goal</b>	BMC will maintain financial sustainability, improve physical facilities and create an appropriate teaching learning environment through quality assurance.	By 2027, BMC will explore and utilize 5 other sources of sustainable revenue generation, and the infrastructure works mentioned in this plan will be constructed.	1. BMC financial reports. 2. BMC goods logbook 3. Site observation	Strategic Planning is effectively implemented.

	Narrative Summary	Objectively verifiable indicators	Means of verification	Important Assumptions
<b>Obj 1</b>	Improve efficiency and quality through human resource development and high quality programs.	At least 50% teachers will receive training and/or qualification upgrading opportunity. At least 3 new programs and one yearly training package course will be operative.	Site visit, programs approval certificates, progress reports, EMIS report	Human resources available and approval for new programs is possible.
<b>Obj 2</b>	Improve Sound Physical and Financial Assets.	Expand all required physical facilities and utilize 5 other regular sources of revenue.	-Progress report - Statement of income sources -EMIS report	Funding can be raised from local level and external donors.
<b>Obj 3</b>	Stress on wider geographic coverage and inclusion in students' population.	Students from at least 10 districts will enroll in BMC, and the number of girls, EDJ, Dalits, disabled will increase by 20% and 10% respectively. Gender parity index will be 50:50.	-Students personal files -EMIS report	Funding can be raised to increase scholarship trust fund.
<b>Obj 4</b>	Create Harmonious Campus Environment.	Students of ethnicity, Woman, Dalit, religion, mental & physical traits and political views will be respected	-Analysis of students population -EMIS report	Political situation of Nepal is improved.
<b>Obj 5</b>	Improve internal and public communication, extend networking and maintain transparency and good governance.	Monthly faculty meeting, Bi-monthly management committee meeting, half yearly community meeting, will be conducted and overall progresses will be publicized	-Meeting minute books, progress and financial reports. -EMIS report	Campus administration and management committee will have strong willpower.

\* \* \*

  
Tika Ram Gurung  
Campus Chief

BARUN MULTIPLE CAMPUS, KHANDBARI, SANKHUWASABHA

  
अध्यक्ष  
संस्थात्मक समिति

## CHAPTER - 7

### MONITORING AND EVALUATION

The progress of the program activities will be monitored on monthly, quarterly, bi-annual, and annual basis based upon the targets set in this planning and work performance of the sub-projects. An effective monitoring team will be formed including members from faculty, staff, management committee members, representative of community and student's representative. The committee will develop a monitoring and evaluation guideline and conduct the activities accordingly.

It will be a transparent monitoring system, and flexible enough to adapt and even change planned activities if monitoring makes it clear that the initial plans do not correspond and address to the felt needs of the campus.

#### Monitoring and Supervision Activities

- Visiting campus and operative activities.
- Systematic and critical review of operation.
- Systematic documentation of the overall performance.
- Tallying the campus' report with the performance and output.
- Adaptation of new operative strategies to circumstances.
- Quality of the services as planned.

#### Project Assessment Criteria:

- Campus participation in the project activities.
- Achievements of the objectives.
- Benefits from the projects.
- Change brought by the projects in the campus.
- Project's completion within the given timeline.

  
Tika Ram Gurung  
Campus Chief

\* \* \*

  
अध्यक्ष  
क्याम्पस सञ्चालक समिति

## CHAPTER - 8

# FINANCIAL MANAGEMENT

### 8.1. Budget Estimation

Based upon the need and demand, projects have been prioritized. Budgeting has been done only for projects put into priority. Budget has not been allocated for the small projects which need more management rather than the budget.

In total 66 project activities have been included in the five-year plan, and out of them 32 will be in operation from the first year. Budgeting has been done only for 42 project activities, whereas others keep on going regularly and BMC will manage the budget alone for them. NPR 3,50,000,000 is the total estimated budget of the 45 project activities. Proposed financial management is as follows for the aforesaid amount:

SN	Projected Sources	Amount	Estimated Expenditure
1	UGC	1,75,00,000	3,50,00,000
2	Local donor agencies	25,00,000	
3	Local government bodies	75,00,000	
4	External Resources	25,00,000	
5	BMC Internal sources	50,00,000	
	Total	3,50,00,000	3,50,00,000

BMC has to spend around NPR 5,000,000 from internal sources for other 40 non-budgeted projects which all need budget.

### 8.2. Yearly Budget Projection

FY 078/79	7,000,000.00
FY 079/80	6,000,000.00
FY 080/81	8,000,000.00
FY 081/82	8,000,000.00
FY 082/83	6,000,000.00
Total	3,50,000,000.00

\* \* \*

  
Tika Ram Gurrung  
Campus Chief

  
अध्यक्ष  
विद्यालय संचालक समिति

## CHAPTER - 9

# CONCLUSION

---

Strategic planning is a means rather than an end. Every activity does not need budget, but they need proper management and mobilization. Therefore, the success of this planning depends upon the commitment of the stakeholders, devotion, and cooperation and positive assertion smooth condition of the country.

\* \* \*

  
Tika Ram Gurung  
Campus Chief

  
अध्यक्ष  
संघसंस्था सचिवालय

### References

1. Annual EMIS Report 2019/20, 13th edition of UGC, Nepal
2. Barun Darpan (2071) Barun Multiple Campus, Khandbari,
3. Barun Darpan (2073) Barun Multiple Campus, Khandbari, year-3, vol. 3
4. Barun Darpan (2074) Barun Multiple Campus, Khandbari, year-4, vol. 4
5. Barun Darpan (2075) Barun Multiple Campus, Khandbari, year-5, vol. 5
6. Barun Darpan (2076) Barun Multiple Campus, Khandbari, year-6, vol. 6
7. Barun Rajat Smaarika (2066) Barun Multiple Campus, Khandbari
8. Constitution of Barun Multiple Campus (2055 3rd Amendment 2078)
9. Equitable Access, Success and Quality In Higher Education: A Policy Statement by The International Association of Universities, Adopted by IAU 13th General Conference, Utrecht, July 2008
10. <https://cbs.gov.np/>
11. National Statistics-2022, World Bank)
12. Preliminary Census Report of Nepal-2021
12. Procurement Plan (2016) Barun Multiple Campus, Khandbari
13. R. Owens, Devean, R. Thrill, Chauntee, Rockey, Marci (2017) Equity and Student Services, Office of Community College Research and Leadership, June 2017, vol. 3, no. 2
14. SOP (2078) Barun Multiple Campus, Khandbari
15. Strategic Plan (2011) Barun Multiple Campus, Khandbari
- 16s. Strategic Plan (2016) Barun Multiple Campus, Khandbari

  
Tika Ram Gurung  
Campus Chief

  
जितेंद्र प्रसाद  
मुख्य कार्यकारी अधिकारी