



# OTS Structure and Positions and Payment Rates

2018-2023



**AHEAD Operations and Monitoring Support Team**  
Ministry of Higher Education and Highways  
Higher Education Division  
18 Ward Place  
Colombo 07

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**ACCELERATING HIGHER EDUCATION EXPANSION AND  
DEVELOPMENT (AHEAD) OPERATION**

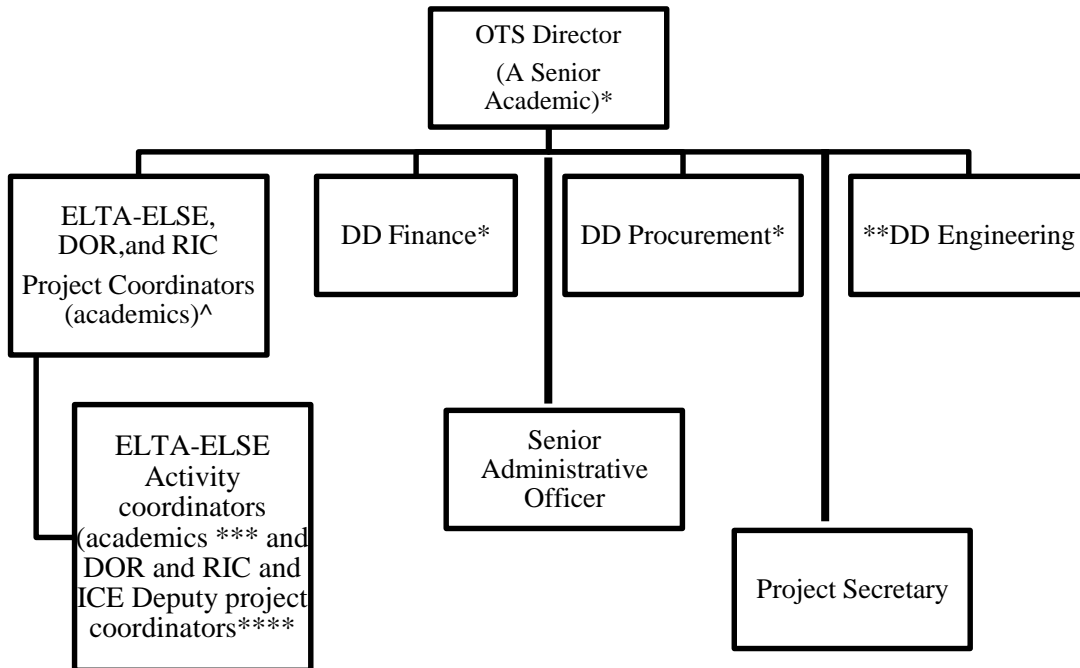
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Sri Lanka is seeking to develop the higher education sector to promote economic growth and prosperity and attain Upper Middle Income Country (UMIC) status over the medium term. The GoSL has recognized the importance and urgency of this challenge. It has made higher education development an immediate priority to elevate Sri Lanka to the status of a UMIC. This new emphasis on high-end HRD constitutes the background of AHEAD, whose objective is to expand enrolment in priority disciplines, improve the quality of degree programs, and promote research and innovation in the higher education sector.

The World Bank-supported Operation will comprise two components: (a) a Program component (US\$93 million) and (b) a Program Operation Technical Support (POTS) component (US\$7 million). The first component will use a PforR instrument and is referred to as the Program. The second component will use an IPF instrument and is referred to as the Project.

There will be an Operation and Monitoring Support Team (OMST) in the Ministry of Higher Education and Highways (MHEH) with close links to the UGC to coordinate and provide academic, technical, and operational expertise for the implementation of AHEAD. The OMST will have branch Operations Technical secretariats (OTS)s in the universities. The OMST will have full-time academic specialists for the three results areas. The OMST will also have expertise from outside the state university sector for the activities related to the non-state higher education sector. The OMST will also have expertise in operations, monitoring and evaluation, financial management, and procurement to assist in the implementation of program activities. Each university will have a Director- OTS, who will be a senior academic appointed by the university, and administrative staff. There will also be a Project Secretary and a Senior Administration Officer in each OTS. In addition, OTS will have a Deputy Director- Finance, Deputy Director – Procurement and Deputy Director- Engineering to support the activities of OTS. The OMST and OTSs will organize regular capacity-building activities for the relevant staff of the HEIs, including in procurement, financial management, and contract management, throughout the program implementation.

**ORGANIZATIONAL FRAMEWORK OF THE UNIVERSITY OTS**



^These are part-time positions. Each ELTA-ELSE and DOR and RIC Project will have a Project coordinator.

\*These are part-time positions: Internal advertisement followed by an interview can be used to fill these positions at Universities.

\*\* The payments for this position will be allocated to the team working on each relevant task, as per the formula communicated later.

\*\*\* These are part-time positions: ELTA-ELSE projects can have up to a maximum of 4 activity coordinators for Faculty Development Projects and up to a maximum of 2 activity coordinators for Department/Unit Development Projects.

\*\*\*\* These are part-time positions: each DOR and RIC and ICE project can have up to a maximum of one Deputy coordinator.

Project Secretary and Senior Administrative Officer will report directly to the OTS Director and these two positions are full time.

In addition to these positions, there will be Post- Doctoral fellows/Research Assistants/ Project Assistants under DOr/RIC and research assistant/Project assistant/manager/assistant manager under ICE.

Director OTS, DD/ finance, DD/procurement, senior officer and project secretary are paid from the OMST. All the other positions linked to specific projects e.g ELTA-ELSE, DOR, ICE, UBL Cells and building projects will be paid from the budget of the relevant project

All ELTA-ELSE and DOR, RIC and ICE projects, and other activities under the AHEAD, will be monitored according to a **Project Achievement Template (PAT)**.

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**TERMS OF REFERENCE FOR THE DIRECTOR, OPERATIONS  
TECHNICAL SECRETARIAT (OTS)**

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**of the Accelerating Higher Education Expansion and Development (AHEAD) operation**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

**3. REPORTING RELATIONSHIP**

- The OTS Director will report to the AHEAD Director through the Senior Academic Expert, Management and Monitoring at the OMST, and to the Vice Chancellor.

#### 4. KEY TASKS

The main duties and responsibilities of the OTS Director will be to:

- Lead, monitor and coordinate the overall implementation of AHEAD activities in the university.
- Facilitate the preparation and submission of proposals for AHEAD activities under the Three Results Areas above by university academics.
- Facilitate the efficient implementation of AHEAD activities by the various faculties and academic teams which qualify for funding under the Operation.
- Facilitate the timely achievement of results of the AHEAD activities by the various faculties and academic teams which qualify for funding under the Operation.
- Hold overall responsibility for the procurement, financial management and environmental safeguards aspects of AHEAD in the university
- Monitor and facilitate contract preparation, implementation and management under the AHEAD activities
- Ensure timely reporting of physical, procurement and financial progress and the performance indicators to the OMST (Operations and Monitoring Support Team) of the Ministry of Higher Education and Highways (MHEH). This would be reflected, as a rule, in the preparation and monthly updating of the Project Achievement Template (PAT).
- Liaise regularly and closely with the project coordinators and activity coordinators of the university and OMST to ensure smooth functioning of AHEAD results areas.
- Bring to the attention of the OMST any implementation issues or delays promptly. Recommend any possible solutions to the issues or delays for the consideration of the OMST.
- Any other relevant duties assigned by the Vice Chancellor and the Director or Senior Academic Expert, Management and Monitoring, OMST.

#### 5. REMUNERATION

An all-inclusive monthly allowance of LKR 25,000 will be paid, subject to satisfactory performance, by the OMST.

## 6. REQUIRED QUALIFICATIONS & EXPERIENCE

A Senior Academic (Senior Lecturer Grade One or above), excluding Vice Chancellors, Deputy Vice Chancellors, Rectors of Campuses, Directors of Institutions, Deans of Faculties and Heads of Department. The main administrative responsibility of the academic selected should be the work of the OTS Director.

## 7. METHOD OF APPOINTMENT

- The OTS Director will be appointed on part-time basis by the OMST, on the recommendation of the Vice-Chancellor and the concurrence of the World Bank.
- Initially the appointment will be made for a period of 12 months, and may be renewed based on performance during the AHEAD period up to June 30, 2023.
- It is expected that the Director - OTS will be physically present at the OTS office for a minimum period of 10 hours a week to ensure smooth operation of the AHEAD activities.

## 8. REQUIRED PROFESSIONAL COMPETENCIES

- ability to lead and manage AHEAD activities efficiently
- ability to coordinate and facilitate implementation of a number of sub-projects with complex and diverse activities
- ability to analyze and resolve project implementation issues effectively
- ability to interact with senior academic and administrative staff in the university
- ability to function effectively in a team environment inspiring trust and cooperation of other team members
- high level of IT literacy
- strong communication, negotiating skills and good interpersonal relations
- high level of proficiency in written and spoken English



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**TERMS OF REFERENCE FOR THE ELTA-ELSE, DOR, RIC AND ICE  
PROJECT COORDINATORS**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

**3. KEY TASKS**

Subject to any specific directives given by the Vice Chancellor and Director/OTS, the main duties and responsibilities of the Grant Coordinator will be to:

- Deliver academic and managerial services as required by the Operation and report to the OTS Director
- Take leadership for the preparation and submission of proposals for the ELTA/ELSE/DOR/RIC/ICE projects
- Facilitate the efficient implementation of activities of the relevant projects of ELTA/ELSE/DOR/RIC/ICE
- Liaise regularly and closely with the OTS, Deputy Director - Finance, Deputy Director – Procurement, Engineering and other OTS staff, and the OMST to ensure smooth functioning of ELTA/ELSE/DOR/RIC/ICE
- Be responsible for the achievement of the Key Performance Indicators (KPIs) for the respective ELTA/ELSE/DOR/RIC/ICE project
- Ensure timely reporting of physical, procurement and financial progress as well as the KPIs of the ELTA/ELSE/DOR/RIC/ICE to the Director/OTS
- Monthly update the Project Achievement Template (PAT) on the progress of ELTA/ELSE/DOR/RIC/ICE
- Provide information for the OTS website
- Lead the work of the Activity Coordinators/Deputy Project Coordinators as necessary for the efficient implementation of the activities of the project and to achieve the expected results
- Participate in regular discussions and monitoring meetings with the OTS, OMST, MHEH, and World Bank
- Provide biannual progress reports and Mid-term reviews according to given formats, and other progress updates as required by the OTS, OMST and the World Bank.
- Any other relevant duties as assigned by the Director - OTS and the Vice Chancellor.
- Deliver technical services as required by the Operation and report to the OTS Director

### 3. REMUNERATION

A monthly allowance of: (a) LKR 15,000 will be paid to the ELTA-ELSE Project Coordinators for the Faculty ELTA-ELSE projects, (b) LKR 10,000 will be paid to the ELTA-ELSE Project Coordinators for Department ELTA-ELSE projects, and (c) LKR 10,000 will be paid to the DOR/RIC/ICE Project Coordinators, subject to satisfactory performance, by the OTS.

Payments will be made by the OTS upon submission of the monthly updated PAT and the approval of the OTS Director.

#### 4. REQUIRED QUALIFICATIONS & EXPERIENCE

- A permanent Academic, excluding Vice Chancellors, Deputy Vice Chancellors, Rectors of Campuses, Directors of Institutions, Deans of Faculties, and Heads of Department and Coordinators of Units.
- Experience in implementation of development Operations financed by World Bank funded higher education Operations would be an added qualification.
- Should have been the leader of the proposal preparation team for ELTA/ELSE/DOR/RIC/ICE

#### 5. METHOD OF APPOINTMENT

- The Project Coordinator will be appointed on part-time basis by the Vice Chancellor, with the concurrence of the World Bank.
- Initially the appointment will be made for a period of 12 months, and may be renewed based on performance during the period of the relevant ELTA-ELSE, DOR, RIC or ICE project.

#### 6. REQUIRED PROFESSIONAL COMPETENCIES

- ability to interact with senior academic and administrative staff in the university
- ability to function effectively in a team environment inspiring trust and cooperation of other team members
- high level of IT literacy
- strong communication, negotiating skills and good interpersonal relations
- high level of proficiency in written and spoken English

#### 7. REPORTING OBLIGATIONS

- Monthly updating of the PAT

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**TERMS OF REFERENCE FOR THE ELTA-ELSE ACTIVITY  
COORDINATOR**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

## 2. KEY TASKS

Subject to any specific directives given by the Vice Chancellor and Director/OTS, the main duties and responsibilities of the ELTA-ELSE Activity Coordinator will be to:

- Deliver academic and managerial services as required by the Operation and report to the Project Coordinator
- Facilitate efficient implementation of activities of the relevant projects of the faculty/department/unit
- Liaise with the OTS, Deputy Director - Finance, Deputy Director – Procurement and other OTS staff, and the OMST, as necessary
- Liaise with the project coordinator and other activity coordinators as necessary for the efficient implementation of the project
- Be responsible for the achievement of the Key Performance Indicators (KPIs) for the relevant activity under the respective ELTA/ELSE project
- Assist the Project Coordinator in the preparation of the biannual progress reports and Mid-term reviews according to given formats, and other progress updates as required by the OTS, OMST and the World Bank.
- Assist the Project Coordinator in the monthly updating of the Project Achievement Template (PAT) on the progress of ELTA/ELSE
- Participate in regular discussions and monitoring meetings with the OTS, OMST, MHEH, and World Bank
- Provide progress updates as required by the OTS, OMST and the World Bank
- Provide information for the OTS website
- Any other relevant duties as assigned by the Project Coordinator

## 3. REMUNERATION

A monthly allowance of:

(a) LKR 10,000 will be paid to the ELTA-ELSE Activity Coordinators for Faculty ELTA-ELSE projects,

(b) LKR 5,000 will be paid to the ELTA-ELSE Activity Coordinators for Department/Unit ELTA-ELSE projects, and

- Payments will be made by the OTS upon monthly updated PAT by the Project Coordinator and the approval of the OTS Director.

#### 4. REQUIRED QUALIFICATIONS & EXPERIENCE

- A permanent Academic, excluding Vice Chancellors, Deputy Vice Chancellors, Rectors of Campuses, Directors of Institutions and Deans of Faculties.
- Should have been a member of the proposal preparation team for ELTA-ELSE

#### 5. METHOD OF APPOINTMENT

The activity coordinators will be appointed on part-time basis by the Vice Chancellor, with the concurrence of the World Bank obtained through the OMST.

Initially the appointment will be made for a period of 12 months, and may be renewed based on performance, and the needs of the project, during the period of the AHEAD Operation.

#### 6. REQUIRED PROFESSIONAL COMPETENCIES

- ability to interact with senior academic and administrative staff in the university
- ability to function effectively in a team environment inspiring trust and cooperation of other team members
- high level of IT literacy
- strong communication, negotiating skills and good interpersonal relations
- high level of proficiency in written and spoken English

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**TERMS OF REFERENCE FOR THE DOR, RIC AND ICE DEPUTY  
COORDINATORS**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

## 2. KEY TASKS

Subject to any relevant directives given by the Vice Chancellor and Director, OTS the main duties and responsibilities of the DOR, RIC or ICE Deputy Coordinator will be to:

- Deliver academic and managerial services as required by the Operation and report to the Project Coordinator
- Facilitate efficient implementation of activities of the relevant projects.
- Liaise with the OTS, Deputy Director - Finance, Deputy Director – Procurement and other OTS staff, and the OMST, as necessary
- Be responsible for the achievement of the Key Performance Indicators (KPIs) for the relevant activity under the respective DOR/RIC/ICE project
- Participate in regular discussions and monitoring meetings with the OTS, OMST, MHEH, and World Bank
- Assist the Project Coordinator in the preparation of the biannual progress reports and Mid-term reviews according to the given format and other progress updates as required by the OTS, OMST and the World Bank.
- Assist the Project Coordinator in the monthly updating of the Project Achievement Template (PAT) on the progress of DOR/RIC/ICE
- Provide information for the OTS website
- Any other relevant duties as assigned by the Project Coordinator

## 3. REMUNERATION

A monthly allowance of LKR 5,000 will be paid to the DOR/RIC/ICE Deputy Coordinators. Payments will be made by the OTS upon submission of the monthly updated PAT by the Project Coordinator and the approval of the OTS Director.

## 4. REQUIRED QUALIFICATIONS & EXPERIENCE

- A permanent Academic, excluding Vice Chancellors, Deputy Vice Chancellors, Rectors of Campuses, Directors of Institutions, Deans of Faculties, Head of Department, or Coordinator of a Unit
- Should have been a member of the proposal preparation team for DOR/RIC/ICE.



## 5. METHOD OF APPOINTMENT

The activity coordinators will be appointed on part-time basis by the Vice Chancellor, with the concurrence of the World Bank obtained through the OMST.

Initially the appointment will be made for a period of 12 months, and may be renewed based on performance, and the needs of the project, during the period of the AHEAD Operation.

## 6. REQUIRED PROFESSIONAL COMPETENCIES

- ability to interact with senior academic and administrative staff in the university
- ability to function effectively in a team environment inspiring trust and cooperation of other team members
- high level of IT literacy
- strong communication, negotiating skills and good interpersonal relations
- high level of proficiency in written and spoken English

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**TERMS OF REFERENCE FOR THE OTS DEPUTY DIRECTOR -  
FINANCE**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

## 2. KEY TASKS

Subject to any specific directives given by the Vice Chancellor of the University and the OTS Director, the main duties and responsibilities of the Deputy Director / Finance will be to:

- Hold overall responsibility of the management and utilization of Operation funds released to the OTS
- Be responsible for the maintenance of proper financial records for all Operation expenses
- Certify payment vouchers and act as the First Signatory in signing of cheques
- Ensure submission of accurate, analytical and timely financial reports as stipulated by the OMST in strict compliance with all financial regulations, tax laws and accounting standards.
- Regular liaison with the Finance Manager /OMST to ensure smooth functioning of the Operation activities
- Performing the AHEAD duties at the designated OTS offices
- Attend all WB mission meetings and meetings organized by OMST/OTS.
- Facilitate the work of the OTS and academics and other staff engaged in AHEAD activities
- Facilitate the creation of an electronic accounting system for the AHEAD funds

## 3. REMUNERATION:

An all-inclusive monthly allowance of LKR 20,000 will be paid subject to satisfactory performance. Payments will be made upon submission of the monthly progress report, and the approval of the OTS Director.

## 4. REQUIRED QUALIFICATIONS AND EXPERIENCE:

- The Deputy Bursar or a Senior Assistant Bursar of the University shall be appointed as OTS Deputy Director Finance. In the absence of persons in the above categories, an Assistant Bursar of the University may be considered for the post.
- Experience in implementation of development Operations financed by the World Bank would be an added qualification.

## 5. METHOD OF APPOINTMENT

- The Deputy Director/Finance will be appointed on part-time basis by the Vice Chancellor, with the concurrence of the World Bank obtained through the OMST.
- Initially the appointment will be made for a period of 12 months, and may be renewed based on performance during the Operation period.
- He/she will report to the OTS Director for AHEAD activities.
- The official appointed should be able to spend time, as agreed with the OTS Director, at the OTS office on a weekly basis for AHEAD related work.

## 6. REQUIRED PROFESSIONAL COMPETENCIES

- Ability to handle financial activities of the Operation
- Ability to analyze and resolve Operation financial issues effectively
- Ability to interact with senior academic and administrative staff in the University
- Ability to function effectively in a team environment inspiring trust and cooperation of other team members
- High level of IT literacy
- Strong communication, negotiation skills and good interpersonal skills
- High level of proficiency in written and spoken English.

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**TERMS OF REFERENCE FOR THE OTS DEPUTY DIRECTOR -  
PROCUREMENT**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

## 2. KEY TASKS

Subject to any specific directives given by the Vice Chancellor of the University and the OTS Director, the main duties and responsibilities of the Deputy Director / Procurement will be to:

- Facilitate the work of the OTS and academics and other staff engaged in AHEAD activities
- Hold overall responsibility for the development, adjustment and implementation of procurement plans in coordination with the OTS Director, and Project and Activity Coordinators
- Provide guidance to the OTS Director and staff for procurement of goods, equipment, services, works and consultancy and non-consultancy services in general, particularly preparation and updating of procurement plans, preparation of procurement documents and implementation of procurement process in terms of Government and World Bank guidelines.
- Monitor and supervise the maintenance of records
- Oversee the maintenance of records, conduct procurement reviews and report as required.
- Regular liaison with the Procurement Specialist of the OMST to ensure smooth functioning of the Operation's activities.
- Attend all WB mission meetings and meetings organized by OMST/OTS.

## 3. REMUNERATION

- An all-inclusive monthly allowance of LKR 20,000 will be paid subject to satisfactory performance.
- Payments will be made upon submission of the monthly progress report and approval by the OTS Director.

## 4. REQUIRED QUALIFICATIONS AND EXPERIENCE:

- A Deputy Bursar / Deputy Registrar or Senior Assistant Bursar /Senior Assistant Registrar of the University shall be appointed as the Deputy Director Procurement
- Experience in implementation of development Operations financed by the World Bank would be an added qualification.

5. METHOD OF APPOINTMENT:

- The Deputy Director/Finance will be appointed on part-time basis by the Vice Chancellor, with the concurrence of the World Bank obtained through the OMST.
- He/she will report to the OTS Director for AHEAD activities.
- The official appointed should be able to spend time, as agreed with the OTS Director, at the OTS office on a weekly basis for AHEAD related work.

6. REQUIRED PROFESSIONAL COMPETENCIES:

- Ability to handle financial activities of the Operation
- Ability to analyze and resolve Operation financial issues effectively
- Ability to interact with senior academic and administrative staff in the University
- Ability to function effectively in a team environment inspiring trust and cooperation of other team members
- High level of IT literacy
- Strong communication, negotiation skills and good interpersonal skills
- High level of proficiency in written and spoken English

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**TERMS OF REFERENCE FOR THE OTS DEPUTY DIRECTOR -  
ENGINEERING**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation



## 2. KEY TASKS

Subject to any specific directives given by the Vice Chancellor of the University and the OTS Director, the main duties and responsibilities of the Deputy Director / Engineering will be to:

- Support Grant Coordinators in providing estimates for all Civil work (new constructions, renovations, repairing of buildings, partitioning and any other improvements related to the University buildings) related to the projects during PAT preparation.
- Provide guidance to the Departments, Faculties, Institutes and OTS for implementation of civil work related to all projects and implementation of the procurement process in terms of Government and World Bank guidelines.
- Monitor and supervise the civil work
- Oversee the maintenance of records, conduction of procurement reviews and reporting as required.
- Regular liaison with the Procurement Manager/OMST to ensure smooth functioning of the Operation activities
- Performing the AHEAD duties at the designated OTS offices
- Attend all WB mission meetings and meetings organized by OMST/OTS.

## 3. REQUIRED QUALIFICATIONS AND EXPERIENCE:

- An Engineer or an assistance engineer
- Experience in implementation of development Operations financed by the World Bank would be an added qualification.

## 4. METHOD OF APPOINTMENT:

- The Deputy Director/Engineering will be appointed on part-time basis by the university, with the concurrence of the World Bank.
- Initially the appointment will be made for a period of 12 months, and may be renewed based on performance during the Operation period.

## 5. REQUIRED PROFESSIONAL COMPETENCIES:

- Ability to handle civil work of the Operation
- Ability to analyze and resolve construction related issues effectively
- Ability to interact with senior academic and administrative staff in the University

- Ability to function effectively in a team environment inspiring trust and cooperation of other team members
- Strong communication, negotiation skills and good interpersonal skills
- High level of proficiency in written and spoken English

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## TERMS OF REFERENCE FOR THE OTS SENIOR ADMINISTRATIVE OFFICER

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### of the Accelerating Higher Education Expansion and Development Operation (AHEAD)

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#### 1. BACKGROUND

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

#### 2. THE OPERATION

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

#### 2. KEY TASKS

The main duties and responsibilities of the Senior Administration Officer will be to:

- Assist the OTS Director on the overall implementation of AHEAD activities
- Be responsible for the timely administration of the OTS

- Be responsible for monitoring and timely reporting of results, and physical, procurement, environmental and financial progress of activities to the Director, OTS
- Overseeing the maintenance of records
- Liaise regularly and closely with the OMST to ensure smooth functioning of the activities of the Operation
- Liaise regularly and closely with the Project Coordinators in the university to ensure smooth functioning of the activities of the Operation
- Administer procurement activities:
  - a) In carrying out procurement of goods, equipment, services, works and consultancy services in general, particularly preparation and updating of procurement plans, implementation of procurement process in terms of Government and World Bank guidelines, with the approval of the Deputy Director/Procurement.
  - b) Maintaining records, assisting the conduction of procurement reviews and furnishing reports as required.
- Administer financial management activities, in the following areas:
  - a) Management and utilization of Operation funds released to the OTS, with the approval of the Deputy Director/Finance.
  - b) Maintaining proper financial records for all Operation expenses,
  - c) Submission of accurate, analytical and timely financial reports as stipulated by the OMST in strict compliance with all financial regulations, tax laws and accounting standards, with the approval of the Deputy Director/Finance.
- Carry out office management, personnel duties, office duties, and tasks and activities of work coordination and supervision for the OTS
- Act as a focal point to the OTS staff for all administration matters and provide the necessary support
- Liaison between the OTS Director and staff on administration matters, providing advice and support
- Assist the administration of progress reports and participate in the activities of the OTS for the bi-annual World Bank supervision and implementation support missions
- Carrying out any other duties that may reasonably or exceptionally be required to ensure the smooth operation of the OTS.

3. METHOD OF RECRUITMENT

- This is a full-time position. Initially the appointment for the OTS Administration Officer shall be for a period of 12 months. The position may be renewed based on performance, and need, during the period of the Operation.
- The OTS Administration Officer will be appointed by the Vice Chancellor with a no-objection from the World Bank through the OMST.

4. REMUNERATION:

A monthly payment of LKR 65,000 and applicable EPF and ETF will be paid.

Payments will be made based on approval by the OTS Director.

5. REQUIRED QUALIFICATIONS AND EXPERIENCE:

- i) A Bachelor's degree in the relevant field which is recognized by the UGC
- OR
- ii) Having obtained a certificate of proficiency not below the National Vocational Qualification Level 7, issued by a Technical/ Vocational Training Institute accepted by Tertiary and Vocational Education Commission for a post related to Technical field and at least 5 years' experience in the required area of specialization
  - iii) Having obtained a certificate of proficiency not below the National Vocational Qualification Level 6, issued by a Technical/ Vocational Training Institute accepted by Tertiary and Vocational Education Commission for a post related to Technical field and at least 10 years' experience in the required area of specialization
  - iv) Having obtained a certificate of proficiency not below the National Vocational Qualification Level 5, issued by a Technical/ Vocational Training Institute accepted by Tertiary and Vocational Education Commission for a post related to Technical field and at least 15 years' experience in the required area of specialization.

AND

at least 3 years work experience, as relevant for the amount of AHEAD funds in the university.

6. PROFESSIONAL COMPETENCIES REQUIRED

- Ability to assist staff in the OTS and university system

- Ability to work with and be a partner of a team of diverse disciplinary backgrounds;
- Ability to work efficiently, and to meet deadlines.
- Strong communication and good interpersonal relations.
- Ability to speak, read and write fluent English, and assist in the production of project reports in English.
- Computer literate.

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**TERMS OF REFERENCE FOR THE OTS SECRETARY**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

**1. BACKGROUND**

The development of the higher education sector is of central importance to enable Sri Lanka to make the transition from a Lower-Middle Income Country (LMIC) to an Upper Middle-Income Country (UMIC). Recognizing this, the Government of Sri Lanka (GoSL) and the World Bank have agreed to support the higher education sector through a Bank funded Accelerating Higher Education Expansion and Development (AHEAD) operation.

**2. THE OPERATION**

The AHEAD operation is organized in two components. The first is a Program Component that supports the national Higher Education Development Program. The second is a systems strengthening, capacity building and technical assistance component that will assist GoSL to strengthen the higher education sector and achieve the objectives of the AHEAD program component. This second will also cover monitoring and evaluation, policy analyses, program coordination and communication.

The implementing agency is the Ministry of Higher Education and Highways (MHEH). The University Grants Commission (UGC) will coordinate the activities of the universities. There will be an Operations Monitoring and Support Team (OMST) which will coordinate and support all AHEAD activities between the MHEH, UGC, and the universities.

AHEAD has three Results Areas:

Results Area 1: Increasing Enrollment in Priority Disciplines for Economic Development

Results Area 2: Improving the Quality of Higher Education

Results Area 3: Promoting Research, Development and Innovation

## 2. KEY TASKS

Subject to any specific directives given by the Vice Chancellor of the University, the Operation Director of the OMST and the OTS Director, the main duties and responsibilities of the OTS Secretary will be to:

- Assist the OTS Director and Senior Administration Officer in overall implementation of Operation activities
- Assist the OTS Director and Senior Administration Officer for timely reporting of physical, procurement and financial progress to OMST through Director OTS
- Assist the OTS Director and Senior Administration Officer in the procurement activities, in the following areas:
  - c) In carrying out procurement of goods, equipment, services, works and consultancy services in general, particularly preparation and updating of procurement plans, implementation of procurement process in terms of Government and World Bank guidelines, with the approval of the Deputy Director/Procurement.
  - d) Maintaining records, assisting the conduction of procurement reviews and furnishing reports as required.
- Assist the OTS director and Senior Administration Officer in the management of Financial activities, in the following areas:
  - d) Management and utilization of Operation funds released to the OTS, with the approval of the Deputy Director/Finance.
  - e) Maintaining proper financial records for all Operation expenses,
  - f) Submission of accurate, analytical and timely financial reports as stipulated by the OMST in strict compliance with all financial regulations, tax laws and accounting standards, with the approval of the Deputy Director/Finance.
- Maintain a good rapport with ELTA/ELSE/DOR/RIC/ICE/UBL cell coordinators and staff assistants to assist with the release of funds and to assist in procurement activities
- Maintaining an efficient filing system
- Maintaining and updating administrative files with necessary confidentiality where required
- Any other duties assigned by the Director OTS/OMST.

## 3. METHOD OF RECRUITMENT

- This is a full-time position. Initially the Contract Appointment shall be for a period of 12 months and may be renewed based on performance during the Operation period.



4. REMUNERATION:

- A monthly payment of LKR 46,000 and applicable EPF and ETF will be paid.
- Payments will be made based on approval by the OTS Director.
- Payments will be made by the University upon submission of the monthly progress report and reimbursed by the OMST.

5. REQUIRED QUALIFICATIONS AND EXPERIENCE:

The required qualifications and experience are as follows:

- i) Having passed the G.C.E (O/L) examination in six (6) subjects with three (3) credit passes including English and Sinhala/ Tamil language with a secretarial course from a recognized institution or pursuing examinations leading to chartered Secretary with minimum 5 years' experience in the relevant field.

Or

- ii) A Chartered Secretary with at least 4 years' experience in the relevant field.

And

Work experience with World Bank funded higher education Operations would be an added qualification.

6. PROFESSIONAL COMPETENCIES REQUIRED

- High level of proficiency in written and spoken English.
- Proven ability to handle Operation activities related to Finance and Procurement activities in the University in accordance with the World Bank guidelines.
- Ability to function effectively in a team environment inspiring trust and cooperation of other team members.
- High level of IT literacy, especially in the areas of Word, Excel, email and internet.
- Ability to communicate effectively orally in Sinhala or Tamil.
- Ability to Communicate in English with the World Bank, MHEH, UGC, OMST and others.

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**MONTHLY TIME SHEETS OF FULL TIME POST- DOCTORAL  
FELLOWS/RESEARCH ASSISTANTS/PROJECT ASSISTANTS UNDER  
DOR/RIC  
RESEARCH ASSISTANT/PROJECT  
ASSISTANT/MANAGER/ASSISTANT MANAGER UNDER ICE**

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**of the Accelerating Higher Education Expansion and Development Operation (AHEAD)**

Name:

Month/year:

Grant name:

| Week                                 | Description of the work done |
|--------------------------------------|------------------------------|
| 1                                    |                              |
| 2                                    |                              |
| 3                                    |                              |
| 4                                    |                              |
| Summary of the work<br>for the month |                              |

Signature of the post-doctoral fellow/research assistant/project assistant

Date

Approval to release monthly remuneration:

Signature of the DOR/RIC/ICE coordinator:

Date:

**AHEAD PAYMENT RATES**

The following rates will be applicable for the Operations and Monitoring Support Team (OMST) of the Ministry of Higher Education and Highways (MHEH) and Operations Technical Secretariats (OTSs) of the universities. These rates are part of the Operations Manual (OM) of AHEAD.

**Table 1. Evaluation of proposals of AHEAD at OMST**

| <b>Task</b>                                     | <b>Per day (Rs.)</b> | <b>Per proposal (Rs.)</b> | <b>Comments</b>                             |
|---|----------------------|---------------------------|---|
| Evaluation of ELTA/ELSE proposal-desk           | -                    | 16,000                    | Must be completed within two weeks          |
| Evaluation of ELTA/ELSE proposal-site visit     | 16,000               |                           | Must be completed during the site visit     |
| Evaluation of DOR/RIC proposal-desk             |                      | 16,000                    | Must be completed within two weeks          |
| Evaluation of DOR/RIC proposal-discussion stage | 16,000               |                           | Must be completed just after the discussion |
| Evaluation of ICE proposal-on site              | 16,000               |                           | Must be completed during the site visit     |
| Evaluation of UBL cell score card               |                      | 8,000/phase               | Must be completed within two weeks          |
| Resource persons for workshops                  | 16,000               |                           |   |
| Resource persons for PAT preparation            | 16,000               |                           |   |
| Evaluation of HRD Scholarships                  |                      |                           | 3,000 Per candidate                         |
| Resource persons                                | 4,000 per hour       |                           | Up to a maximum of 3 hours per day          |

Transport payment for on-site evaluation at the OMST approved rate. Produce receipts for reimbursement. Payment from OMST for accommodation, food, transport and incidentals, at pre-agreed daily rates.

**Table 2. Administration of AHEAD at Universities**

| <b>Position</b>   | <b>Per month (Rs.)</b> | <b>Comments</b>  |
|---|------------------------|--|
| Director OTS  | 25,000                 | From OMST  |
| DD Finance  | 20,000                 | From OMST  |
| DD Procurement  | 20,000                 | From OMST  |
| Deputy Director Engineering and other relevant officers   |                        | Percentage of the civil works up to a fixed maximum of the estimated construction cost, subject to the provision in the total cost estimates |
| Senior Administration Officer                             | 65,000                 | From OMST  |
| OTS Secretary   | 46,000                 | From OMST  |
| Project Coordinator (ELTA/ELSE Faculty Projects)          | 15,000                 | From ELTA/ELSE   |
| Activity Coordinator (ELTA/ELSE Faculty Projects)         | 10,000                 | From ELTA/ELSE. Faculty development projects can have up to a maximum of 4 activity coordinators.  |
| Project Coordinator (ELTA/ELSE Department/Unit Projects)  | 10,000                 | From ELTA/ELSE   |
| Activity Coordinator (ELTA/ELSE Department/Unit Projects) | 5,000                  | From ELTA/ELSE. Department development projects can have up to a maximum of 2 activity coordinators.   |
| Project Coordinator (DOR/RIC/ICE)                         | 10,000                 | From DOR/RIC/ICE   |
| Deputy Coordinator (DOR/RIC/ICE)                          | 5,000                  | From DOR/RIC/ICE   |
| UBL Cell Director   | 15,000                 | From OMST – payment for an academic who functions as the UBL Cell Director   |

**Administrative support for AHEAD at Universities**

**Table 3. AHEAD Activity support: All funds must come from ELSA/ELSE/DOR/RIC/ICE/UBL cell budgets.**

| <b>Position</b>                                | <b>Per month (Rs.)</b> | <b>Comments</b>  |
|--|------------------------|------------------|
| Project assistant (ELTA/ELSE)                  | Up to 55,000           | From ELTA/ELSE   |
| Project assistant (DOR/RIC/ICE) for STEM/HEMS  | Up to 55,000           | From DOR/RIC/ICE |
| Research assistant (DOR/RIC/ICE) for STEM/HEMS | Up to 70,000           | From DOR/RIC/ICE |
| UBL Cell manager                               | 55,000                 | From UBL cells   |

**Table 4. Workshops under AHEAD (one day workshops)<sup>1</sup>.**

| <b>Position</b>                                | <b>Per workshop (Rs.)</b> | <b>Comments</b>  |
|--|---------------------------|--|
| Workshop Co-ordination                         | 0                         | Done by the relevant project coordinator(s) and/or deputy project coordinators                                   |
| Workshop Assistance                            | 3,000                     | Weekday  |
| Workshop Assistance                            | 6,000                     | Weekend  |
| Laborer / Other Assistance                     | 1,000                     | Weekday  |
| Laborer / Other Assistance                     | 2,000                     | Weekend  |
| Honorarium for Resource Persons (Internal)     | 2,000.00/hr               | Weekday (Maximum 3 hrs per day). Internal is defined as within the same university but from a different faculty. |
| Honorarium for Resource Persons (Internal)     | 4,000.00/hr               | Weekend (Maximum 3 hrs per day). Internal is defined as within the same university but from a different faculty. |
| Honorarium for Resource Persons (External)     | 4,000.00/hr               | Maximum payment per day is 12,000  |
| Honorarium for assistant lecturer/demonstrator | 1,000.00/hr               | More than one assistant lecturer/demonstrator is allowed if the student number is large                          |
| Honorarium for Resource Persons (Internal)     | 6,000.00/day              | Weekday (Maximum 3 hrs per day). Internal is defined as within the same university but from a different faculty. |
| Honorarium for Resource Persons (Internal)     | 12,000.00 day             | Weekend (Maximum 3 hrs per day). Internal is defined as within the same university but from a different faculty. |
| Honorarium for Resource Persons (External)     | 16,000.00 per day         |  |
| Honorarium for assistant lecturer/demonstrator | 1,000.00/hr               | Up to a maximum of LKR 4,000 per day   |

<sup>1</sup> If the workshop is for more, or less, than one day, these amounts can be adjusted pro-rata.

**Research and Innovation under AHEAD**

Allocated funds must be strategically utilized to develop the capacity of the Department/Faculty/Institute to undertake research on a sustainable long-term basis. Additional personnel payments should be used only if the activity cannot be done by the core research team, research assistant or the existing staff at the University.

**Table 5. Costs for Research and Innovation Activities**

| Position   | Per day (Rs.)       | Per activity (Rs.) | Comments   |
|--|---------------------|--------------------|--|
| Enumerator/field assistants/data entry operators/data collectors, transcribers/translators | 3,000-5,000 per day | 100-10,000         | Transport and meals need to be costed separately |
| Technical assistance (including specialized skills such as nurses, health workers)         | 4,000-8,000 per day |                    | Transport and meals need to be costed separately |

Note: It is extremely difficult to come up with a fixed rate for different types of HEMS/STEM research projects. As such the project coordinator is advised to study the above rates and if the above are not relevant give a list of rates for different positions expected to be paid for the successful completion of the research project to the OMST. A compiled list of such rates will be send by the OMST to the WB approval upon finalizing the PAT. Revision can be made only after the end of the second year as such careful analysis of requirements must be done during the preparation of the PAT.

**Ineligible expenditure under AHEAD**

1. Military equipment
2. Illegal substances
3. Material or activities that do not meet professional ethical standards
4. Activities which do not meet the environmental and social safeguards regulations and laws of the country

**FINANCIAL AUTHORITY FOR THE ACCELERATING HIGHER  
EDUCATION EXPANSION AND DEVELOPMENT (AHEAD)  
OPERATION**

1. Limitation for approval of Payment/Expenditure:-

|                 | Limit                                |
|-----------------|--------------------------------------|
|                 | Rs                                   |
| Director - OTS  | up to and including 500,000.00       |
| Registrar       | above 500,000 and up to 1,000,000.00 |
| Vice-Chancellor | above 1,000,000.00                   |

2. Certification of vouchers:-

Deputy Director Finance -for all the vouchers (as specified in the Terms of Reference)

3. Signatory to cheques:-

OTS Director and Deputy Director Finance – for all the cheques (as specified in the Terms of Reference)

4. Limitation for approval of advances:-

|                 | Limit                        |
|-----------------|------------------------------|
|                 | Rs                           |
| OTS Director    | up to and including 200, 000 |
| Registrar       | above 200,000 up to 500,000  |
| Vice Chancellor | above 500,000                |

5. Purchase authority for Goods and Services

- The Director - OTS can purchase Goods and Services up to a value not exceeding Rs. 100,000.00 per purchase.
- The Vice Chancellor can purchase Goods and Services up to a value above Rs. 100,000 and not exceeding Rs. 1,000,000 per purchase.
- Above Rs. 1,000,000 the relevant university procurement committees would operate.