



Annual Report



Far Western University

Bajura Campus

Martadi, Bajura

2080/081

(2023)

Report Preparation Team

The campus administration had formed an annual report draft preparation committee on 30 Baishakh, 2081 B.S. under the leadership of campus chief, Mr. Rup Bahadur Raule. The committee had reviewed related documents, collected data and prepared first draft of the report. Both primary and secondary data were collected to write the report. The draft preparation committee had visited ex-members of campus management committee (CMC), administrators, teachers, students and other concerning stakeholders for the purpose of primary data collection. Additionally, official documents, UGC guidelines, and models of annual reports were reviewed to collect the secondary data. Then the draft has been sent to staff meeting for its comprehensive discuss and revision. After revision and discussion, the draft preparation committee has finally prepared the final draft.

The draft preparation committee consists of four members including campus chief, faculties and employees that has been mentioned below:

Draft Preparation Committee

S. N.	Name	Designation	Remarks
1	Mr. Rup Bahadur Raule	Chairperson	Campus Chief
2	Mr. Bhim Bahadur Bist	Member	Assistant Professor
3	Mr. Dhan Bdr. Budha	Member	Assistant Professor
4	Mr. Madan Raj Jaishi	Member	Admin. Head Assistant
5	Mr. Gyanendra Bahadur Thapa	Member	Account Assistant

The above-mentioned draft preparation committee has reviewed related reports, documents available in campus, and other reference materials for the preparation of report, and submitted to staff meeting for its approval. After the comprehensive discussion in the meeting, the final draft of annual report has been prepared. Finally, the staff meeting held on 32 Shrawan, 2081 has approved the report for publication.



Executive Summary



Bajura Campus has prepared this annual report to disseminate its information related to academic,

non-academic, financial and social activities among the stakeholders. The campus wants to disclose such

information to ensure institutional transparency and accountability. Moreover, such efforts could support the

campus to generate additional sources for further institutional development.

The report begins with the background information of the institution. The campus has been delivering

higher education in Education, Humanities and Social Sciences and Management programs for 18 years. The

campus started its academic journey with 104 students and 3 teaching staffs in 2063 B. S. as a Tribhuvan

University affiliated community campus. Later, the campus became constituent campus of Far Western

University in 2075 B. S. Currently, it is running as a leading academic institution of Bajura district which has

417 students in different programs of undergraduate and graduate level.

This annual report 2080/2081 B. S. presents a beautiful scenario regarding the holistic development of

the campus including both academic and non-academic sectors. The campus family feels proud accomplishing

present institutional status, and we are very much serious for its further development as well. What the

campus has achieved now is the outcome of kind and cooperative contribution of all stakeholders, donor

agencies, social activists, educators and politicians of Bajura district. The Campus family would heartily like

to thank all the contributors who have directly and indirectly contributed for the institutional development.

However, the campus has still several challenges which are discussed in this report. In addition, the report

also includes future institutional plan to mitigate such challenges in order to promote quality education,

financial status, administrative management and infrastructural development.

The campus has been delivering Far Western University academic programs as Memorandum of

Understanding (MoU) held between the campus management committee and Far Western University on 31st

Jestha, 2075 B. S. to make it constituent campus of the university. Although some teachers and employee

staffs are excluded to be full-time members due to some term and policy related issues, the economic burden

is partially managed. However, it is necessary to generate permanent financial sources to manage contract and

part-time teachers and non-teaching staffs because there is insufficient full-time teachers and non-teaching

staffs.

Similarly, the campus has been facing student related problems such as students' irregularity in class,

high drop-out rate, low participation in internal evaluation/examination, low pass percentage, etc. Moreover,

lack of sufficient infrastructural facilities like classroom building, girls' hostel, furniture, teaching materials,

sports and musical instruments, etc. are other emerging challenges which hinder further institutional

development. However, we are committed to improve its weaknesses for the holistic institutional

development aiming to make it as a destination of quality education. For this purpose, we will develop kind

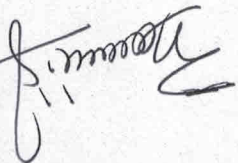
cooperation with central office of Far Western University, donor agencies, community people and other

stakeholders as we have been doing since the beginning days. We will also heartily follow their advices and

suggestions. Therefore, we hope that Bajura Campus will be one of the destinations of quality education at higher level if those supporting agencies and the stakeholders extend their kind and cooperative hands for its development.

Finally, I would like to thank the annual report preparation committee members who have played their collaborative and contributive role to finalize the report.




Rupa Bahadur Raule
Campus Chief

Campus Chief



Abbreviations

B.S.	Bikram Sambat
BC	Bajura Campus
BM	Badimalika Municipality
CMC	Campus Management Committee
CPL	Curriculum Planning and Leadership
D	Dalit
EDJ	Educationally Disadvantaged and Janajati
EDJ	Educationally Disadvantaged and Janajati
FWU	Far Western University
G.T.	Grand Total
HERP	Higher Education Reform Project
ICT	Information and Communication Technology
Lab	Laboratory
LOI	letter of Intention
M	Madeshi
MARDS	Master of Arts in Rural Development Studies
MoU	Memorandum of Understanding
MP	Member of Parliament
QAA	Quality Assurance and Accreditation
RM	Rural Municipality
SHEP - D	Second Higher Education Project Scheme D
SSR	Self Study Report
TU	Tribhuvan University
UGC	University Grants Committee

**Contents**

Report Preparation Team	ii
Draft Preparation Committee	ii
Executive Summary	iii
Abbreviations	v
Contents	vi
Background	1
Academic Progress	2
Enrolment Trend Analysis of the Last Three Years	3
Total Enrolment Status in Last Three Years	6
Examination Status and Pass Rate Analysis of Last Three Years	8
Graduate Trend Analysis of Last Three Years	13
Educationally Disadvantaged Students	13
Affiliated Programs	13
Educational Pedagogy	14
Physical Progress	14
Infrastructural Development	14
Educational Aids	15
Educational Equipment (ICT, Lab Equipment, etc.)	15
Books/Journals/Reference Materials	15
Furniture	15
Computer Lab	16
Financial Progress	16
Analysis of Financial Resources/Income of Last Three Years	16
Self- Generated Resources of Income	16
Expenditure Analysis of the Last Three Years	17
The brief summary of income and expenditure of fiscal year 2078/079	17
The brief summary of income and expenditure of fiscal year 2079/2080	18



Audit Observations / Issues and Steps Taken to Mitigate the Issues Raised by Audit Observations in the Last Fiscal Year 2080/2081.....	20
Social Progress.....	21
Campus's Involvements in Social Activities.....	21
Issues and Challenges	22
Short Term issues and Challenges	22
Long Term Issues and Challenges	22
Mitigation Measures Taken to Address the Issues and Meet the Challenges	22
Annual Work Plan and Budget of the Current Fiscal Year 2081/2082.....	23
Projected Annual Work Plan and Budget of the Three Fiscal Years following the Current Fiscal Year	24



Background

Bajura is one of the hilly and remotest districts of Sudurpaschim Province, Nepal. Geographically, the area of the district is 2,188 km² having low hilly land to higher mountains. It has 1,38,523 population according to the latest census report 2021. Kalikot and Achham districts are eastern neighboring districts of Bajura. Similarly, Kalikot, Mugu and Humla are northern neighboring districts, and Bajhang and Achham are located in western and southern boarder respectively. In addition, the longitude of the district falls between 81° 10' 20" to 81° 48' 27" east and the latitude falls between 29° 16' 21" to 29° 56' 56" North. The altitude range of the district is 300m to 6400m. Socially, Brahamin, Chhetri and Dalit like Kami, Sharki, and Damai people are major inhabitant people of this district. The district consists of four municipalities namely Budiganga, Triveni, Badimalika and Budhinanda and five rural municipalities namely, Khaptad Chhededaha, Gaumul, Jagannath, Swamikartik Khapar, Himali, in its political and administrative division. Martadi is the administrative head quarter where Bajura Campus is located.

Regarding the history of formal education, Bajura district has not much longer history of its formal education. The establishment of Narsing Primary School by Narsing Giri in Triveni Municipality, Kalapani, Bajura, in 2015 B. S. was the starting journey of formal education. Similarly, undergraduate level campus was established only in 2057 B.S., i.e., Badimalika Campus, Naubis, Bajura, but the campus could not run smoothly due to contemporary Moist conflict which was prevalent in the country. After the establishment of Federal Democratic Republic Nepal through people's movement 2062/63, Bajureli people became active for the establishment of community campuses feeling the need of higher education. In this way, Bajura campus was established in 2063 B. S. as a community campus under the affiliation of Tribhuvan University aiming to provide higher education to students of Bajura District and the students of its surrounding areas. The campus was established under the leadership of Malika Higher Secondary School using its infrastructure and manpower. The campus was established in the headquarter of Bajura district with the joint and co-operative effort of political leaders, social activists, intellectual fellows, educators and all of the Bajureli ladies and gentlemen, Nowadays, the campus has been running smoothly and independently at the north-eastern part of Martadi Bazaar having its own land, infrastructure and manpower. The campus provides higher education opportunity in the district decreasing students' flow out of the district, especially, towards city areas for their higher education.

Initially, the Campus had launched Bachelor level education in education faculty under the affiliation of Tribhuvan University. Later, Bachelor of Business Studies (BBS) and Bachelor of Humanities and Social Sciences (B. A.) programs were affiliated in 2066 and 2067 B. S. respectively. Similarly, the campus became a constituent campus of Far Western University as the memorandum of understanding (MOU) between the university and our campus held on 31st Jestha, 2075 B. S. following the contemporary cabinet's decision of

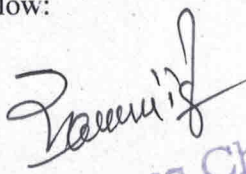


making 15 campuses constituent ones of Far Western region. Since the year, we have been launching the courses of BBS, B. Ed. in Nepali, English and Health and Physical subjects and B. A. in Social and Development Studies subjects at undergraduate level following semester system of the university. In addition, the campus has also been delivering graduate programs in development studies (M. A.) and Nepali Education and Curriculum Planning and Leadership (M. Ed.) since the year. Moreover, the campus has been running as a non-profitable constituent campus of Far Western University which has also been acquiring UGC grants regularly since 2064 B.S and it was also selected for SHEP-D program that supported infrastructural development and academic performance of the institution.

The campus has made a significant contribution in order to deliver quality education to the students of lower- and middle-class communities during the period of 18 years. The graduate students are involved in governmental, non-governmental, social, political and commercial sectors. It is important to study their employment/involvement status in order to evaluate the standard of the graduate manpower for further plan of institutional development.

Academic Progress

Bajura Campus has been running three academic programs namely B. Ed. in Nepali, English and Health education, B. A. in sociology and development studies, and BBS at undergraduate level. In addition, two programs namely M. A. in Development Studies and Nepali Education and CPL in M. Ed. at graduate level are also running here. Due to the lack of sufficient human resources, technological equipment, teaching materials, teacher training, and students' irregularity, the campus is facing challenges to deliver quality education. Regardless those challenges, the campus administration has been struggling for the management favourable academic environment to promote academic performance of the institution. For this purpose, the campus administration has been conducting terminal examinations, provide scholarship to the needy, marginalized, dalit and janjati students, train teachers, employ technologies in teaching and manage other necessary resources for the further enhancement of academic career. Furthermore, the data based academic progress of the institution can be analyzed below:


Campus Chief

Enrolment Trend Analysis of the Last Three Years

The enrollment trend of last three years is presented below:

Student Enrollment – 2078

Level	Program	1st Sem.			3rd Sem.			BBS 3rd Year/ 5th Sem.			BBS 4th Year / 7th Sem.		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bachelor	B. Ed.	60	18	78	36	10	46	14	12	26	14	12	26
	B. A.	8	13	21	11	11	22	6	11	17	12	9	21
	BBS	26	19	45	19	4	23	10	4	14	10	2	12
Master	M. Ed.	5	9	14	4	9	13						
	M. A.	6	14	20	5	13	18						
	G. T.	105	73	178	65	47	112	30	27	57	36	23	59

Level	Program	2nd Sem.			4th Sem.			6th Sem.			8th Sem.		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bachelor	B. Ed.	37	11	48	27	7	34	25	6	31			
	B. A.	17	16	33									
	BBS	44	12	56	18	1	19	17	2	19			
Master	M. Ed.	4	3	7	3	14	17						

Greenfield
Campus Chief



M. A.	3	9	12	3	5	5	8	50
	105	51	156	51	27	78	42	

Student Enrollment – 2079

Level	Program	1 st Sem.			3 rd Sem.			5 th Sem.			4 Year BBS / 7 th Sem.		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bachelor	B. Ed.	49	24	73	11	46	57	7	27	34	12	14	26
	B. A.	17	7	24	9	7	16				11	6	17
	BBS	24	6	30	14	23	37	1	17	18	2	10	12
Master	M. Ed.	7	12	19	14	3	17						
	M. A.	-	10	10	7	2	9						
	G. T.	97	59	156	55	81	136	8	44	52	25	30	55

Level	Program	2 nd Sem.			4 th Sem.			3 rd Year BBS / 6 th Sem.			8 th Sem.		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bachelor	B. Ed.	47	12	59	26	9	35	6	25	31			
	B. A.	7	9	16	11	11	22	8	12	20			
	BBS	23	14	37	35	9	44	2	17	19			

James J. Carroll



Master	M. Ed.	10	3	13	14	3	17						
	M. A.	14	6	20	7	2	9						
	G. T.	101	44	145	93	34	127	16	54	70			

Student Enrollment – 2080

Level	Program	1st Sem.			3rd Sem.			5th Sem.			7th Sem.		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bachelor	B. Ed.	20	49	69	16	38	54	9	22	31	5	23	28
	B. A.	11	3	14	7	20	27	5	26	31	3	17	20
	BBS	14	19	33	7	14	21	9	11	20			
Master	M. Ed.	11	8	19	8	3	11						
	M. A.	6	2	8	12	5	17						
	G. T.	62	81	143	50	80	130	23	59	82	8	40	48

The above-mentioned charts aggregately show satisfactory student enrolment trend in last three academic years. The charts show the enrolment of both undergraduate and graduate levels where the annual programs represent the courses of Tribhuvan University, and BBS program of Far Western University. Similarly, the courses of education and humanities faculties are running in semester system. As shown in the charts, the number of students' enrolment at undergraduate and graduate levels in B. Ed., B. A., BBS, M. Ed. and M. A. programs in the academic year 2078 is 176, 81, 94, 27 and 38 respectively. Likewise, in the academic year 2079, the number is 190, 73, 100, 30 and 29 respectively in the above mentioned programs, and the data of enrolment of 2080 is 182, 92, 88, 30 and 25 respectively. The number 0 shows that the semester is not running in the current session of the year. Comparatively, the enrolment number of the

David S.
Campus Chief




academic year 2079 is greater than that of the other two years. By gender, the number of girls is excessively greater than that of boys in each academic programs at bachelor level, but it is reverse in master's degree programs. In addition, the enrolment rate in education faculty is higher than that of other two faculties.

However, the enrolment is not balanced if we analyze it from different disintegrated categories like enrolment of male and female and educationally disadvantaged students in three existing faculties. The largest number of students' enrolment occupies in education faculty and the number of students in other two faculties is comparatively smaller. But these days the enrolment rate in BBS program in management faculty is increasing even though the number of students is smaller in average.

Bajura Campus promotes girls' education since the initial days to facilitate their formal higher education in order to develop underdeveloped socio-cultural state of the Bajurali society. Similarly, there is small number of Dalit and other educationally disadvantaged and Janajati students. The enrolment data demonstrates that there is poor participation of Dalit students in higher education in comparison to their demographic representation in the district. And the admission rate of Madhesi students is very rare because there is no Madhesi community in the coverage area of campus. To sum up, there is not greater enrolment fluctuation in the last three years regardless of small number of increasing and decreasing rate of enrolment number in different years as shown in the above-mentioned enrolment chart.

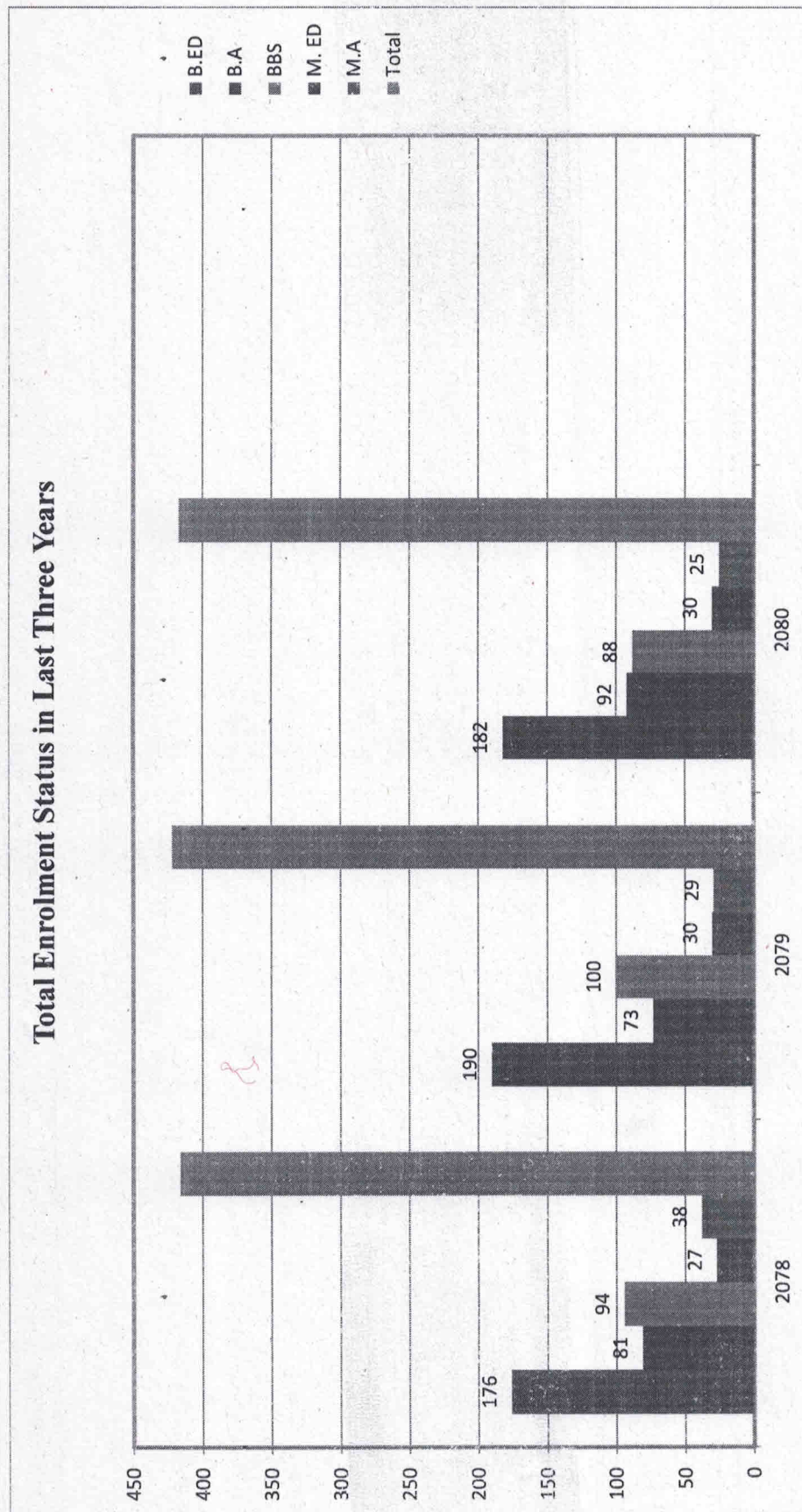
Total Enrolment Status in Last Three Years

Program	Year		
	2078	2079	2080
B. Ed.	176	190	
B. A.	81	73	182
BBS	94	100	92
M. Ed.	27	30	88
M. A.	38	29	30
Grand Total	416	422	25
			417


Campus Chief



The data regarding the program wise total enrolment of students in last three years can be presented in the following column chart:



The above presented table and column charts show that the enrolment ratio number of the students in last three academic years is 416, 422 and 417 respectively in the years 2078, 2079 and 2080. The number of enrolment is little bit greater in 2079 B. S. in comparison to the other two years. On the other hand, there is greater difference in enrolment in different academic programs running in the campus. The enrolment rate is higher in education faculty in

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Campus Chief

comparison to humanities and management ones. To sum up, As shown in the table and chart, the enrolment trend is fluctuating in all the running programs of the campus.

Examination Status and Pass Rate Analysis of Last Three Years

Examination Status 2078 (Regular students only)																			
Level	Program	1 st Semester						2 nd Semester						3 rd Semester					
		Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %
Undergraduate	B. Ed.	61	47	-	13	1	1.64%	50	34	1	1	14	28%	36	28	1	2	6	16.67%
	BA	91	64	-	12	4	4.39%	24	21	-	2	7	27.17%	23	3	2	2	9	39.13%
	BBS	47	25	-	2	0	0%	17	6	1	1	16	94.12%	7	2	-	1	5	71.43%
	M. ED.	18	3	3	3	10	55.56%	53	15	1	4	20	37.74%						
Graduate	M. A.	15	3	2	2	11	73.33%	28	7	2	1	15	53.57%						

Signature

Campus Chief



d	%										%									
	BA	45	26	1	5	10	22.22	56	44	-	8	6	10.71	23	19	-	2	2	8.69	18
							%						%						%	21.05%
	BBS	21	8		2	7	33.33	33	17	-	1	8	47.06	22	11	-	8	36.36		0
							%						%						%	
	M. ED.	14	5	-	1	3	21.43	18	3		3	9	50%	13	4		7	53.85	17	13
							%						%						%	76.47%
	M. A.	20	6	-	-	5	25%	12.	3		2	5	41.67	18	5		9.	50%	8	7
													%							87.5%

Examination Status 2079(Regular students only)																				
Program	3 yr.						6 th sem/.						7 th sem./ 4 th yr							
	Total	Ap	Girls	EDJ	Dalits	Pass	Total	Ap	Girls	EDJ	Dalits	Pass	Total	Ap	Girls	EDJ	Dalits	Pass	Pass	%
B. Ed	26	14	10	1	8	30.77	31	25	17	1	1	14	26	14	14		1	9	64.29	
						%						%							%	
BA	14	10	1	1	9	64.29	19	17				11	12	10	10		3	25%		
						%						%								
BBS	17	6	1	2	10	58.82							21	12	12		2	13	61.90	
						%													%	
M. ED.																				
M. A.																				

Pravir

Campus Chief



Examination Status 2080 (Regular students only)																									
Level	Program	1st Semester						2nd Semester						3rd Semester						4th Semester					
		Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %
Undergraduate	B. Ed	70	46	38	1	9	18	32.73 %	46	34		9	9	19.5 7%	31	2		4	10	32.26 %					
	BA	31	2	4	1	3	4	14.81 %	26	18	1	2	8 7%	33	2		3	14	42.42 %						
	BB S	23	1		1	0	3	14.29 %	13	5		1	1	7.69 %	20	1			5	25%					
Graduate	M. ED.	19	7	1		11	12	70.59 %	11	3		1	8	72.7 3%	11	3		1	9	81.82 %					
	M. A.	9	2		3	4	0	0%	17	5			1	5.88 %	17	5			15	88.24 %					

Examination Status 2080 (Regular students only)																											
5th Semester							6th Semester							7th Semester							8th Semester						
Program	Total Ap.		Girls	EDJ	Dalits	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %	Total Ap.	Girls	EDJ	Dalits	Pass	Pass %			
B.E	28		1		3	13	46.43	28	23		1	3	10.71	26	21		2	2	88.4	26	14		1	9	34.62		

Dr. S. Campus Chief

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As shown in the above-mentioned examination detail charts the pass percentage of the campus is not satisfactory which is very poor in some sessions. On the other hand, the pass rate trend is fluctuated in each year. Neither there is an ascending order nor the descending one based on the pass percentage of different academic programs of the last three years. The campus seems unable to improve the pass percentage aggregately. The pass rate is a bit higher in subsequent semesters in comparison to the beginning ones at bachelor level. Moreover, master's degree programs have better examination result than that of bachelor level result. According to enrolment ratio, the pass rate is poor in BBS program. Similarly, the pass percentage of female and other educationally disadvantaged students is satisfactory as per the ratio of their enrolment. In addition, the examination status of the year 2080 is incomplete in some programs due to the delay of result publication. To sum up, the campus needs to review its examination details as presented above charts and work on it seriously to improve the pass rate in the days ahead. For this purpose, the campus administration needs to make further plans for academic enhancement.

Spencer

Campus Chief



Graduate Trend Analysis of Last Three Years

Level	Academic Programs	No. of Graduate Output Per Year (in the last three years)											
		2021			2022			2023			Total		
		M	F	T	M	F	T	M	F	T	M	F	T
Bachelor	Education	21	8	29	11	6	17	4	4	8	36	18	54
	Humanities	4	2	6	6	2	8		5	5	10	9	19
	Management	4	2	6	3	2	5	1	1	2	8	5	13
Master	M. Ed.							8	8	16	8	8	16
	M. A. (MARDS)							7	2	9	7	2	9
	GT	29	12	41	20	10	30	20	20	40	69	42	111

Note: M: Male, F: Female, T: Total, GT: Grand Total

As shown in the table above, the graduate trend of students is fluctuated in last three academic years. In total, 41 students are graduated in 2021 A.D. out of which 29 are boys, 12 are girls at bachelor level. In the next year 2022, the campus becomes success to graduate only 30 students at bachelor level out of which 20 are boys and 10 are girls. Likewise, the graduate rate is a bit decreased in the following year 2023 in comparison to the previous academic year, i.e., 69 students are graduated in the year. The graduate rate seems higher in this year as it includes the graduates of master's degree as well. On the other hand, the graduation number of boys is better than that of girls in all the academic programs. The girls' pass rate is a bit lower even though their number is greater than that of boys in each of the academic program. In conclusion, the graduation rate is not satisfactory as per the enrolment status. Therefore, it would be better to prepare strategic plan for the improvement of graduation rate as well as the overall enhancement of the institution.

Educationally Disadvantaged Students

The campus administration has been regularly providing partial scholarship in admission and tuition fee to the educationally disadvantaged and needy students such as Dalit, Janajati, poor, geographically and socially disadvantaged students. To enhance this effort the campus is planning to generate permanent fund. In addition, there is hostel residence facility for such type of needy students to support their study.

Affiliated Programs

The campus started undergraduate program in three years B.ED. under the affiliation of Tribhuvan University. Later, BBS and B. A. programs were launched in 2066 and 2067 B. S. respectively to address the demanding need of both students and community under the affiliation of same university. The campus became

[Signature]



constituent one of Far Western University in 2075 B. S., however, the earlier academic programs are continued in semester system of new university. The more detail regarding the above-mentioned programs can be presented in the following table:

Programs	Subjects	Remarks
B. ED.	English, Nepali and Health and Physical education	
B. A.	Sociology and Development Studies	
BBS	Finance, Account, Economics, Business Statistics, Marketing, and Co-operative management, etc.	
M. Ed.	Nepali Education, and Curriculum Planning and Leadership	
M. A.	Master in Development Studies	

Thus, it is a progressive performance of the institution and its stakeholders as the campus has started its academic journey in single academic program, i.e. B. Ed., but it is delivering higher education in B. Ed., B. A. and BBS at undergraduate level and M. Ed. in Nepali education, and Curriculum Planning and Leadership subjects as well as M. A. in Development Studies at graduate level.

Educational Pedagogy

The campus has been employing different pedagogical strategies to promote teaching learning activities. Teachers have been adapting various teaching learning strategies as per the need of the students and nature of the courses. Library study, occasional field trip and educational tour, use of multimedia projector in teaching, guest lecturing are some additional efforts employed in the campus apart from the usual classroom activities to promote pedagogical performance. Among these pedagogical activities, library study is one of the most important ones. The campus has not managed library building and sufficient library sources due to the financial problem. So, we have limited reference materials and course books, newspapers, journals, periodicals, etc. Despite this fact, we are planning to manage e-library in future by managing techno friendly librarian and reasonable economic source. Similarly, we have insufficient computers, multimedia projectors and digital board to assist techno friendly academic activities. In spite of these lacks and limitations, the teachers are devoted to enhance pedagogical efforts smoothly in order to deliver quality education.

Physical Progress

Infrastructural Development

Bajura campus has started its academic journey in 2063 as a community campus under the affiliation of Tribhuvan University aiming to deliver higher education. The campus was initially established in the leadership of Malika Higher Secondary School getting its infrastructural and manpower support. With joint effort and collaboration of representatives of political parties, social activists, intellectual fellows, educators

Francis



and all Bajureli ladies and gentlemen, the campus becomes able to build its own infrastructures. We have managed necessary physical infrastructures during 18 years of academic journey. Nowadays, we have 13 ropani land area, concrete classroom building having 12 rooms, administrative building having 4 rooms; constructed with the financial support of Ministry of Social Development, Sudurpashchim Province, library and seminar hall, and boys' hostel with 16 rooms; constructed with the support of SHEP-D program, UGC. In addition, a large playground is also available to organize and manage extra-curricular activities. Likewise, library books, furniture, white boards, computers, separate toilet for girls, boys and teaching and non-teaching staffs are other infrastructure facilities available there.

However, the campus is facing so many problems regarding infrastructural facilities because existing infrastructures are not enough for the institution. We do not have sufficient classroom building, separate library building, enough library resource, e-library facility, girls' hostel, teacher and staff residence facility, girl friendly toilets, furniture for students and official purpose, drinking water, sport and game equipment, musical instruments, teaching materials and equipment for technology-based teaching-learning, etc.

Educational Aids

Educational Equipment (ICT, Lab Equipment, etc.)

The campus does not have sufficient technological equipment to deliver techno friendly education. We do not have ICT centre, lab and e-library facility regardless a couple of multimedia projectors, computers and two digital boards to facilitate teaching learning activities. In addition, there are some desktop and laptop computers which are used for official purpose. Therefore, we are still struggling for the management of technological equipment, sustainable internet and other resources to impart technology-based quality education.

Books/Journals/Reference Materials

The campus does not have separate library building which has been running in seminar and meeting hall building. It has limited number of text books and reference books. There is not access of any national daily newspapers and journals like 'Kantipur' and 'The Kathmandu Post' newspapers and Nepali journals due to the lack of reliable transportation facility. The campus cannot buy sufficient text books and reference books for students and teachers due to the economic problem. Despite this fact, we are planning to establish e-library to support teaching and learning activities.

Furniture

The campus has manageable furniture facility both for classrooms and administrative purpose. White boards are available to regulate classroom teaching learning activities. The benches and desks are managed for the students which are old designed wooden ones. In addition, sofa, table, chair and other furniture are also available in administrative office. Therefore, the furniture facility is satisfactory to manage teaching learning



and administrative activities. However, the campus needs to manage more comfortable and sustainable furniture facility to create more effective and student friendly teaching learning environment.

Computer Lab

The knowledge of computer is most important in this age of information and technology because the use of computer technology has been rapidly accelerating in each and every sector of human affairs. The person who lacks the knowledge of computer is regarded as an illiterate one these days. The teachers, students, traders, officers, journalists, scientists, researchers, educators and others must have knowledge of computer to adopt in the present-day world. It makes their lives easier. Considering this fact, the campus has equipped a computer lab to deliver free computer education to the students. The students who are illiterate in computer education will be beneficial to learn basic computer courses. The lab was equipped five year earlier under the investment of HERP Resource Mobilization Fund, UGC, including partial investment of the campus.

Financial Progress

Analysis of Financial Resources/Income of Last Three Years

The campus has bit more favorable economic condition these days in comparison to the earlier days as the university takes partial management of financial sources after being a constituent campus. However, we are facing financial problem to manage monthly salary of contract and part time teachers because the university has only been providing salary of some permanent and temporary teachers and employees. The major economic sources of the campus are regular grants available from university, and the students' fee. Occasionally, Badimalika Municipality and other local bodies of the district, UGC and donor agencies are supporting financially for infrastructural development and academic management. Beyond these sources, there are no any other sustainable financial sources of the campus. Therefore, it would be better if FWU and UGC increases the amount of grants for further institutional development so that the campus could enhance quality education.

Self- Generated Resources of Income

We do not have any specific self-generated income resources except student fee. The campus has not launched any academic programs and additional courses to generate self-income. Student fee and university regular grants are major sources of income except occasional donation from UGC, local municipality, rural municipality and other donor agencies. The annual income of the campus is spent for operational expenditure. So, we have been facing multiple challenges related to infrastructural development, library management, teacher trainings, classroom management, manpower recruitment, etc. in order to enhance complete institutional development.

Campus Clerk



Expenditure Analysis of the Last Three Years

After being the constituent campus, it easier to manage operational cost annually. However, as mentioned above, the campus has great challenge to manage additional full-time faculties and employees to run academic and administrative affairs smoothly. Similarly, we are facing financial problems to build necessary infrastructures, furniture, technological equipment and sport materials. To be specific, the income and expenditure trend of the last three fiscal years is presented below:

The brief summary of income and expenditure of fiscal year 2078/079

S.N.	Income Sources	Amount (Rs.)	S.N.	Expenditure	Amount (Rs.)
1.	Students' fee	5,995,670		Capital Expenditure	
2.	Salary Released from the university	4,238,936	1.	Building Construction	2,355,654.06
3.	Ministry of Social development (Far Western Province)	1,500,000	2.	Furniture	322,636.80
4.	Miscellaneous	47,985	3.	Books	105,376
			4.	Miscellaneous	13,450
				Total Capital Expenditure	2,797,116.86
				Operational Cost	
			1.	Salary	9,310,293
			2.	Examination	913,170
			3.	Practical Examination	143,800
			4.	Teaching practice	19,400
			5.	Communication	29,495
			6.	Electricity	31,015
			7.	Sport and games	94,200
			8.	Office Management	38,715
			9.	T.A, D.A	66,300
			10.	Student Union	66,650
			11.	Guest Expenditure	93,045
			12.	Technical support expenditure	78,810
			13.	Meeting, maintenance, Service, transportation and admission	448,285
				Total Operational Cost	11,333,178
Grand Total		11,782,591	Grand Total		14,130,294.86
Surplus					-2,347,703.86



The brief summary of income and expenditure of fiscal year 2079/2080

S.N.	Income Sources	Amount (Rs.)	S.N.	Expenditure	Amount (Rs.)
				Capital Expenditure	
1.	Students' Fee	4,516,345	1.	Furniture	17,000
2.	Certificate Fee	89,000	2.	Building Construction	1,076,219.27
3.	Registration Fee	173,000	3.	Office equipment	1,530,746.89
4.	Practical Examination Fee	55,000	4.	Books	421,988.99
	Examination Fee	1,165,200		Software Installation	153,680
	Admission Fee	162,500		Total Capital Expenditure	2,199,635.15
	Transfer Fee	500		Operational Cost	
	Salary Released from University	6547055	1.	Part-time Teacher's Salary	2,358,500
	Ministry of Social Development (far western province)	2,469,714.83	2.	Full-time Teachers' Salary	9,166,755
	Hall Rent	9,825	3.	Teachers' Over-time Salary	126,400
	Miscellaneous	10,331.23	4.	Administrative Staffs' Salary	808,720
			5.	Non-teaching Staffs' Over-time Salary	268,338
			6.	Students' Registration Fee	165,000
			7.	Staffs' Uniform Expense	50,000
			8.	Examination	80,3000
			9.	Exam Form	1,209,115
				Communication	16,110
				Tea and Snacks	38,210
				Training and Seminar	21,700
				Guest Expense	50,975
				Stationery	75,270
				Maintenance	115,320
				Travel and Daily Allowance	234,200
				Fair and Program Expense	67,770
				Internet Installation	6,500
				Practical Examination	113,125
				Electricity and Water Bill	47,200
				Counselling	154,810
				Administrative Expense	3,000
				Meeting Allowance	26,000
				Office Management	19,680

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			Sports and Games	76,150
			Free Student Election	1,290
			Miscellaneous	5,610
			Total Operational Cost	16,028,748
Grand Total		15,198,471.06	Grand Total	18,228,383.15
Surplus				-3,029,912.09

The brief summary of income and expenditure of last fiscal year 2080/081

S.N.	Income Sources	Amount (Rs.)	S.N.	Expenditure	Amount (Rs.)
1.	Students' fee	6,149,010.00		Capital Expenditure	
2.	Salary Released from the university	8,718,286.00	1.	Office tools	238,656
3.	Ministry of Social development	492,500.00	2.	Furniture	299,958
4.	Miscellaneous	830,615.00	3.	Books	986,188
			4.	Miscellaneous	00
				Total Capital Expenditure	1,524,802
				Operational Cost	
			1.	Salary	12,913,728
			2.	Examination	1,541,838
			3.	Practical Examination	53,765
			4.	Teaching practice	97,950
			5.	Communication	4,000
			6.	Electricity	118,336
			7.	Sport and games	253,564
			8.	Office Management	-
			9.	T.A, D.A	164,000
			10.	Student Union	-
			11.	Guest Expenditure	22,960
			12.	Consultancy	60,680
			13.	Utsab, Meeting, maintenance, Service, transportation and admission, advertisement,	316,890



As shown in the above three tables, the income and expenditure summary of last three fiscal years is not constant. The income is increasing annually as shown in the above-mentioned summary chart of last three fiscal years. The income of last fiscal year (2079/080) has largest amount in comparison to the previous two fiscal years. Although the campus has been managing its operational cost annually, the income and expenditure status is not balanced every fiscal year.


The charts show that the financial status is in loss every year as the annual expenditure is higher than income. For example, there is the loss of 2,347,703.86, 3,029,912.09 and 642,700 rupees respectively in the last three fiscal years.

Moreover, financial transparency is one of the most important strategies practiced in Bajura Campus to make the financial system up to date and transparent. The campus administration has appointed an accountant who keeps all of the financial records up to date. There is two-way accounting system in the campus. The annual progress report and budget are prepared and submitted to the management committee meeting for approval. The campus administration yearly conducts audit to authorize income and expenditure through internal and external audit with the auditor sent by the university central office.

Audit Observations / Issues and Steps Taken to Mitigate the Issues Raised by Audit Observations in the Last Fiscal Year 2080/2081

The campus administration has finalized the internal audit of last fiscal year 2080/081 working with the internal audit team sent by the central office of Far Western University. The internal audit team completed internal audit working with campus administration, and provided some suggestions and feedbacks to finalize the audit. According to the internal auditor, there are some strengths and weaknesses in accounting system of the campus. Therefore, the audit observation with provided feedback, comments, suggestions, and issues raised by the internal auditor's team is mentioned below:

- The university needs to appoint internal auditor at the beginning of fiscal year, rather than doing it at the end, to manage accounting system efficiently.
- The teachers and staffs are suggested to return the advance budget in time with travel report.
- It is recommended that the campus administration needs to analyze last year budget to prepare the budget of current fiscal year.
- The campus has been following Nepalese Government's public purchasing act and policy regardless some weaknesses like lack of master plan and cost estimation of larger projects.
- The economic and administrative policy has mentioned that campuses have to deposit their 10% income in university fund, but it has not been implemented till now.
- It is suggested that campus can manage concrete bank account.

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- It is suggested that the campus has to record fixed assets record properly in detail with fixed assets accounts, current price, depreciation, and standing list.
 - It is suggested that the account section has to calculate due fee of the students annually, and collect it in time.
 - There should be separate bank accounts for income and expenditure because the campus has been using same account for both purposes.
 - There is lack of sufficient resources in campus library, and the library management is also poor.


Therefore, the campus administration has to review the above-mentioned comments and suggestions by sharing to the concerning bodies to improve the accounting system. It would be better to follow those suggestions as feedback for the overall institutional improvement except the accounting system. Particularly, the campus administration has to bear leading responsibility for the improvements of financial, accounting, academic and infrastructural sectors considering the comments and suggestions provided by the auditors' team for overall institutional development.

Social Progress

If we look back the history, the campus has accomplished present status with the contributive joint effort and collaboration of representatives of political parties, social activists, intellectual fellows, educators, teachers, students and all of the Bajureli ladies and gentlemen. District Coordination Committee, local bodies like Badimalika Municipality, Gaumul Rural Municipality, community people are regularly supporting economically for institutional development. Due to support of local communities and stakeholders, the campus has managed its own infrastructural facilities and manpower to run the campus. In the beginning days, the campus has launched bachelor level education in education faculty under the affiliation of Tribhuvan University. But, nowadays, we are running B. A, B. Ed., BBS, M. A. and M. Ed. programmes due to the contributive support of community people and other stakeholders. Even though the campus is running as a constituent campus of FWU, it has been regularly taking support of its community-based stakeholders for the institutional development. In addition, we are planning to go QAA process for further overall development of the campus which is also impossible without the support of community partnership and collaboration.

Campus's Involvements in Social Activities

The campus is also involving different types of social activities time and again. For example, sanitation programs, awareness programs, literacy campaigns, disaster rescue and management, etc. We know that the campus will not run smoothly in future as its past history without collaborative and constructive support of the community. Considering this fact, the campus is planning to strengthen the relation with its community and other stakeholders for further institutional development.





Issues and Challenges

The issues and challenges of the campus are mentioned below:

Short Term issues and Challenges

- The campus is unable to launch additional academic programs as per the demand of students and parents.
- Insufficient subject teachers, experts and employees.
- Insufficient infrastructure facilities such as classroom buildings, hostel, furniture, ICT for teaching, etc.
- Lack of sufficient books in library.
- Weakness in the implementation of university calendar.
- Low attendance rate of students in class.
- Absence of students in terminal examination.
- Low pass percentage.
- High dropout rate in preceding semesters.
- Weak part of publication and research study.
- Increasing flow of students in urban areas.

Long Term Issues and Challenges

- To maintain quality education.
- To maintain economic sustainability.
- To promote academic environment in order to promote pass percentage.

Mitigation Measures Taken to Address the Issues and Meet the Challenges

The campus administration is planning to mitigate the existing short-term and long-term issues and challenges. For this purpose, the five-year strategic plan 2024 – 2029 has been prepared to overcome the issues and challenges. Moreover, the master plan is also going to be prepared. We hope that the short-term and long-term plans and their effective implementation will help us to mitigate the existing issues and challenges for further institutional development.

Campus Chief

Annual Work Plan and Budget of the Current Fiscal Year 2081/2082

1. Estimated Annual Income and Expenditure of the Current Fiscal Year 2081/082

S.N.	Income Particular	Amount in Rs.	S.N.	Expenditure Particular	Amount in Rs.
1	FWU Salary Fund	25,000,000		Educational Expenditure	
			1	Full time Teachers' Salary	12,915,000
2	FWU Building Construction Donation	15,000,000	2	Part-time and overtime Salary	9,026,453
3	Donation from local bodies	2,000,000	3	Non-teaching Staffs' Salary	3,600,000
	Entrance fee	250,000	4	Teachers and Staffs' Remote Allowance	1,190,000
	Students' Fee	5,500,000	5	Provident Fund	410,288
4	Certificate, Registration and other Fee	500,000	6	Exam Form Fee	800,000
5	Exam Form and Management	1,800,000	7	Exam operational expenditure	1,000,000
6	Teaching Practice	90,000	8	Registration Fee	150,000
7	Sudurpashchim Province Government Donation	10,000,000	9	Scholarship	500,000
8	Ministry of social Development	2,000,000	10	Teaching Practice	90,000.
9	MP's Development Fund	10,00,000	11	Internal Exam	20,000.
10	Fixed Account Interest	50,000	12	Book Purchase	700,000
11	Hall Rent	20,000		Capital Expenditure	
12	Donation from Donor Agencies	1,00,000	13	Administrative Building Construction	5,800,000.
13	Miscellaneous	2,00,000	14	Classroom Building Construction	15,000,000
Total		62,210,000	15	Furniture	100,000
			16	Computer Purchase and Repair	4,80,000.
			17	Maintenance	100,000
			18	Equipment	1,100,000.
				Office Expenditure	
			19	Electricity and water Bill	100,000.
			20	Telephone and internet	70,000.
			21	office management	455,000.
			22	Audit	50,000.
			23	Travel	550,000
			24	Guest welcome expenditure	400,000.
			25	Publication	300,000.
			26	Sport, visit, extracurricular	600,000.



	activities Expenditure	
27	Stationery Expenditure	150,000.
28	Software Renew	35,000
29	Advertisement	200,000.
Quality Enhancement		
30	Research Training and work shop	450,000.
31	Journal Publication	100,000.
32	QAA Preparation	200,000.
33	Student Union Expenditure	250,000.
34	First Aid Treatment	25,000.
35	Community Service Programme	100,000.
36	Interaction Programme	50,000.
37	Educational Tour	400,000.
38	M Phil., Ph. D programme	500,000.
39	Capacity building training	200,000
40	Library management	200,000
Total		58,886,741

Projected Annual Work Plan and Budget of the Three Fiscal Years following the Current Fiscal Year

Logical Framework of 3 Years Action Plan

Objectives	Activities	Target years works and estimating expenditure cost (Rs. in 1000)			Overall expenditure for three year (Rs. In 1000)	Possible Partners	Lead responsibility	Remarks
		2024	2025	2026				
To develop the Physical infrastructure	Academic Building	5,800	40,000	7000	52,800	Far Western University\ Provence Government, Local government	Far Western University and Bajura Campus	
	Boundary Wall Construction		800	1000	1800			
	Canteen			10,000	10,000			
	Toilet (Ladies and Gents)	2,000			2,000			
		0						
	Grill Installation		1,200		1,200			

	Ladies Hostel			8,000	8,000		
	Computer and ICT Equipment	500	500	500	1500		
	Sports and Games Equipment	100	100	100	300		
	Play Ground	100		1,000	1100		
	Maintenance		300	300	600		
	Building Coloring	100	100	100	300		
	Bookshelves and Furniture for Library	500			500		
	Furniture for Administration (Sofa, Table, Bench-Desk, Rack, etc.			500	500		
	Drinking Water Tap		200		200		
To enhance quality education						FWU/UGC\Municipality & other donor agencies	Bajura Campus
	• Reengineering Organizational Structure	0	0	0	0		
	• Competency built up/Further Study (M. Phil/PhD)	100	100	100	300		
	• Student Career Counseling Orientation	100	100	100	300		
	• P S C & TSC preparation classes	100	100	100	300		
	• Library Training for library Staffs		100		100		
	• Scholarship Package to Merited and Marginalized Group	250	250	250	750		
	• Reform Examination System	100	100	100	300		
	• Purchase of Books and References Materials and Vehicles	500	800	800	2100		
	• Extra Class for Poor students	50	100	100	250		
	• Prize and Award.	100	100	100	300		
	• Laptop, LCD Camera, Smart Board and other equipment	1000	1000	1000	3000		
	• Conducts Research Activities	500	300	500	1300		

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	<ul style="list-style-type: none"> Conference, Training, Seminars Participation 	500	600	200	700			
	<ul style="list-style-type: none"> Purchase of Musical instrument and dress 	100			100			
To manage Financial system	<ul style="list-style-type: none"> Effective Financial System Management 	550	600	650	1800	FWU\UGC\Local Bodies	Bajura Campus	
	<ul style="list-style-type: none"> Public and Annual Auditing 	50	50	100	200			
	<ul style="list-style-type: none"> Preparation of Resources Mobilization Plan/Master Plan 		1000		1000			
To promote research studies and publications	<ul style="list-style-type: none"> Manage Research Cell 	1200	1400	1400	4000	FWU\UGC\Local Bodies/Bajura \FWU	Bajura Campus	
	<ul style="list-style-type: none"> Manage cupboards for each faculty 	500			500			
	<ul style="list-style-type: none"> organize workshop for research and publication and relevant educational issues 	200	200	200	600			
	<ul style="list-style-type: none"> Organize research methodology training 		300		300			
	<ul style="list-style-type: none"> publication of college bulletin 	300	300	300	1500			
To conduct Student welfare and extra-curricular program	<ul style="list-style-type: none"> Management of Student Career Counseling Unit 	600	700	750	2050	UGC\Local Bodies\Bajura Campus	Bajura Campus	
	<ul style="list-style-type: none"> Conduct Enrollment Increasing Campaign 	100	100	100	300			
	<ul style="list-style-type: none"> Re-formation of Campus Alumni Association 	100		100	200			
	<ul style="list-style-type: none"> Management of Daily /Weekly/monthly Newspapers/Journal 	30	30	30	90			
	<ul style="list-style-type: none"> Enrollment advertising through website, radio and newspapers. 	100	100	100	300			
	<ul style="list-style-type: none"> Literary and Intellectual Program 	50	50	50	150			
	<ul style="list-style-type: none"> Providing incentives to Dalits /EDJ and Marginalized students 	200	200	200	600			

[Signature]
Campus Chief