

**MINUTES OF THE 21ST MEETING
OF THE
BOARD OF MANAGEMENT**

HELD AT 11:00 AM ON 13 FEBRUARY 2017
PRIVATE DINING HALL, INDIA INTERNATIONAL CENTRE
LODHI ROAD, NEW DELHI – 110 003



Ambedkar University Delhi
Lothian Road, Kashmere Gate
Delhi - 110 006



AMBEDKAR UNIVERSITY DELHI

**MINUTES OF THE 21ST MEETING OF THE BOARD OF MANAGEMENT
HELD ON 13 FEBRUARY 2017 IN THE PRIVATE DINING HALL AT THE
INDIA INTERNATIONAL CENTRE, LODHI ROAD, NEW DELHI**

PRESENT

1.	Professor Shyam B Menon Vice Chancellor	Chairperson
2.	Professor N.R. Madhava Menon (Nominee of the Government of NCT of Delhi)	Member
3.	Dr. Kiran Datar (Nominee of the Government of NCT of Delhi)	Member
4.	Shri Sanjiv Nandan Sahai Principal Secretary (Finance), Govt. of NCT of Delhi	Member
5.	Smt. Punya Salila Srivastava Secretary (Higher Education), Govt. of NCT of Delhi	Member
6.	Professor Ashok Nagpal, Dean, School of Human Studies (Nominee of the Chancellor)	Member
7.	Professor Jatin Bhatt, Dean, School of Design (Nominee of the Chancellor)	Member
8.	Professor Salil Misra, School of Liberal Studies (Nominee of the Chancellor)	Member
9.	Dr. M.A. Sikandar Registrar	Secretary

Special Invitees

10.	Shri J. Ernest Samuel Ratnakumar Controller of Finance
11.	Dr. Praveen Singh Associate Professor and Dean (Offg.), Planning
12.	Dr. Diamond Oberoi Vahali Associate Professor, School of Liberal Studies
13.	Shri N.K. Verma Co-Director (Technical), Campus Development

14. Shri M.S. Farooqi
Executive Director, AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE)
15. Ms. Garima Gupta
Director (Higher Education), Govt. of NCT of Delhi

Professor S. Parasuraman, Nominee of the Govt. of NCT of Delhi regretted his inability to attend the meeting.

Shri B. Mallesha, Assistant Registrar, VCO & Governance assisted the meeting of the Board.

At the outset, the Vice Chancellor extended a warm welcome to all the Members of the Board and the Special Invitees.

The Board's deliberations were as follows:

1. **Confirmation of the Minutes of the 20th Meeting of the Board of Management held on 03 November 2016**

Resolved to confirm the Minutes of the 20th Meeting of the Board of Management held on 03 November 2016, as circulated on 28.01.2017.

2. **Action Taken Report (ATR) on the Minutes of the 20th Meeting of the Board of Management held on 03 November 2016**

Noted the Action Taken Report (ATR) on the Minutes of the 20th Meeting of the Board of Management held on 03 November 2016, vide **Appendix-1**.

3. **Matter arising out of the Eighth Meeting of the Academic Council held on 01 April 2016**

- 3.1 **Addition of the School of Vocational Studies (SVS) under Statute 12A (1) of the Statutes of the University**

The Board of Management took note of its approval to the recommendations of the Academic Council (in its Eighth Meeting held on 01.04.2016) for the creation of a new School of Vocational Studies (SVS) under Statute 12A of the Statutes of the University (in its 19th meeting held on 19.04.2016, vide Resolution No. 3.4).

The Board **resolved** to approve the addition of the School of Vocational Studies (SVS) under Statute 12A (1) of the Statutes of the University.

The Board also took note that the 'School of Educational Studies' listed at Sl. No. 8 under Statute 12A(1) is to be read as 'School of Education Studies'.

The amended Statute 12A(1) shall read as under:

Existing Schools under Statute 12A(1)	
1.	School of Undergraduate Studies;
2.	School of Development Studies;
3.	School of Human Ecology;
4.	School of Human Studies;
5.	School of Culture and Creative Expressions;
6.	School of Design;
7.	School of Business, Public Policy and Social Entrepreneurship;
8.	School of Education Studies;
9.	School of Law, Governance and Citizenship;
10.	School of Liberal Studies;
11.	Such other Schools of Studies as may be set up by the Statutes from time to time;
11.A	School of Vocational Studies.

4. Matters arising out of the Ninth Meeting of the Academic Council held on 31 January 2017

4.1 Proposal for the creation of School of Letters (SoL)

The Board considered the recommendations of the Academic Council made in its Ninth Meeting held on 31.01.2017 (Resolution No. 3) for the creation of School of Letters (SoL) under Statute 12A of the Statutes of the University and the concept note of the School as approved by the Academic Council (**Appendix-2**).

After deliberations, the Board **resolved** to approve the recommendations of the Academic Council for the creation of School of Letters (SoL) under Statute 12A(1) and to add the name of the School after the School of Vocational Studies under Sl. No. 11.B of Statute 12A(1).

The Board also **resolved** to approve the recommendations of the Academic Council to move the following programmes currently located in the School of Liberal Studies to the School of Letters from the academic year 2017-18:

- (i) MA in English;
- (ii) PhD in English;
- (iii) MPhil/PhD in Hindi;
- (iv) MPhil/ PhD in Comparative Literature and Translation Studies.

The Board **resolved** further that all faculty positions in English, Hindi and Comparative Literature and Translation Studies currently assigned to the School of Liberal Studies shall stand assigned to the School of Letters.



4.2 Proposal for the creation of Centre for Publishing (CfP)

The Board considered the recommendations of the Academic Council made in its Ninth Meeting held on 31.01.2017 (Resolution No. 4) for the creation of Centre for Publishing (CfP) under Statute 12B of the Statutes of the University and the concept note of the Centre as approved by the Academic Council (**Appendix-3**).

After deliberations, the Board **resolved** to approve the recommendations of the Academic Council for the creation of the Centre for Publishing (CfP) under the provision of Clause (2) of Statute 12B of the University.

4.3 Conferment of the titles of 'Professor Emeritus' / 'Professor Emerita' and 'Distinguished Professor'

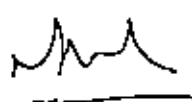
The Board considered the recommendations of the Academic Council and the endorsement by the Vice Chancellor on the conferment of the titles of 'Professor Emeritus' / 'Professor Emerita' and 'Distinguished Professor'.

After deliberations, the Board **resolved** to approve the conferment of these titles in pursuance of the guidelines approved by the BoM in its 19th meeting held on 19.04.2016, on the subject:

- (i) Professor Venita Kaul be conferred the title of 'Professor Emerita of Education Studies'.
- (ii) Professor Kuriakose Mamkoottam be conferred the title of 'Professor Emeritus of Business, Public Policy and Social Entrepreneurship'.
- (iii) Professor Vijaya Shankar Varma be conferred the title of 'Distinguished Professor of Philosophy of Science'.

4.4 Ratification of the decisions by the Vice Chancellor in approving the MoUs signed between AUD and others, as accepted by the Academic Council in its Ninth Meeting held on 31.01.2017

Resolved to ratify the decisions taken by the Vice Chancellor in approving the MoUs signed between AUD and (i) Plan International (India Chapter) (ii) State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha (iii) National Institute of Public Cooperation and Child Development (NIPCCD), Regional Centre Guwahati, Assam (iv) School of Planning and Architecture, New Delhi (v) Results for Development Institute (vi) CARE India Solutions for Sustainable Development and (vii) The Trustees of Indiana University, as accepted by the Academic Council in its Ninth Meeting held on 31.01.2017, vide **Appendix-4**.



5.1 Recommendations of the Statutory Selection Committees constituted by the Vice Chancellor under Statute 14A for various non-teaching positions

- (i) **Resolved** to approve the recommendations of the Statutory Selection Committees (held on 09 & 10 February 2017) for seven vacant posts of **Assistant Registrar** against the open advertisement dated 9.6.2016 as under:

On Direct Recruitment - Unreserved Category

- (1) **Shri Deepak Kapoor**
(2) **Ms Anshu Singh**

Waiting List:

- (1) **Shri Suresh Chandra Thakur**
(2) **Shri Vishal Sharma**

On Direct Recruitment - OBC-Delhi Category

- (1) **Shri Manjeet Singh**
(2) **Shri Amogh Talan**

On Direct Recruitment - SC Category

- (1) **Shri Upendra Nath Singh**

Waiting List:

- (1) **Shri Kripashanker Arya**

On Direct Recruitment - ST Category

- (1) **Dr N.T. Diheung**

Waiting List:

- (1) **Shri Th. Lianchindou**

On deputation

- (1) **Shri Mukesh Sharma**

- (ii) **Resolved** to approve the recommendations of the Statutory Selection Committee (held on 12.12.2016) for the post of **System Administrator** against the open advertisement dated 9.6.2016 as under:

On Direct Recruitment - For Unreserved Category

- (1) **Shri Deepak Bishla**

Waiting List:

- (1) **Shri Ashutosh Kumar**
(2) **Shri Naveen Bashista**

- (iii) **Resolved** to approve the recommendations of the Statutory Selection Committees (15 & 30 November 2016) for the three posts of **Deputy Registrar** against the open advertisement dated 9.6.2016 as under:

On Direct Recruitment - Unreserved Category

(1) Shri Manish Kumar Sharma

On deputation (Initially for a period of one year)

(1) Shri Anil Kumar

For direct recruitment – OBC Delhi Category

One post may be re-advertised as none of the three candidates, appeared for the interview was found suitable.

- (iv) **Resolved** to approve the recommendations of the Statutory Selection Committee (held on 08.11.2016) for the post of **Deputy Registrar** on deputation by way of nomination, initially for a period of one year.

(1) Dr Lokesh Garg

- 6.1 **Draft Memorandum of Understanding (MoU) to be signed by the University with the Public Works Department, Govt. of NCT of Delhi for the development of new campuses of the University at Rohini and Dheerpur (Phase-1), draft Request For Proposal (RFP) document for Comprehensive Consultancy Services for Planning, Designing and Development of the New Campuses of Ambedkar University Delhi at Dheerpur (Phase-1) and constitution of the Jury for the Design competition**

(i) Memorandum of Understanding (MoU) between AUD and PWD

Director, Campus Development presented the above item and briefed the members that a Memorandum of Understanding (MoU) was required to be signed between Ambedkar University Delhi (AUD) and Public Works Department (PWD), Govt. of NCT of Delhi for the development of new AUD campuses at Dheerpur and Rohini on deposit work basis. The said MoU would define the roles and responsibilities of PWD and AUD for the smooth execution of the Dheerpur and Rohini projects within the sanctioned cost and time by the Govt. of NCT of Delhi for these projects.

Accordingly, a draft MoU has been prepared jointly by the AUD and the PWD on the basis of CPWD guidelines after having several rounds of discussions. He further informed the members that as per the proposed MoU, the RFP document for the appointment of Consultant would be approved by the University and a Jury would be constituted by AUD for the selection of Consultants for Dheerpur and Rohini which would



include a representative of PWD. Based on the recommendations of the Jury, AUD would approve the selection of the Consultant and thereafter PWD would appoint the Consultant. This procedure has been duly approved by the Hon'ble Deputy Chief Minister of Delhi on 10.08.2016.

The Principal Secretary (Finance), GNCTD observed that the proposed MoU should have sufficient safeguards for ensuring that there were no delays in the execution of works and cost overruns with well-defined roles and responsibilities of AUD, PWD and the Consultant. In response to these observations, Director, CD informed the members that the roles and responsibilities of PWD as well as AUD have been clearly defined in the proposed MoU. As far as the roles, responsibilities and liabilities of the Consultants are concerned, the same have been taken care of in the terms and conditions of their appointments in the Request For Proposal (RFP) document. Director, Campus Development also informed the members that AUD being a statutory body established through an Act of the Legislative Assembly of NCT of Delhi, the PWD is not charging any departmental fees for implementing the projects and hence there is no provision of any penalty against PWD in the proposed MoU.

The Principal Secretary (Finance) observed that since the total expenditure on the development of these campuses of AUD was to be funded by Govt. of NCT of Delhi, the responsibilities of PWD and AUD of the project would be suitably incorporated at the time of concurring with the EFC proposals by the Finance Department for these projects.

(ii) Request For Proposal (RFP) document

Director, CD stated that a draft Request For Proposal (RFP) document for appointment of Consultant for providing Comprehensive Consultancy Services towards planning, designing and development of new AUD campus at Dheerpur, has been prepared jointly by PWD and AUD. This draft RFP document is based on the approval accorded by the BoM in its 20th Meeting held on 03 November 2016. He further informed the members that one change has been proposed in the said RFP document in the weightage criteria i.e. Technical Bid - 80% weightage; Financial Bid - 20% weightage instead of 70% and 30% weightages for Technical and Financial Bids respectively. This change in the weightages will be incorporated in the final RFP only in the case this is approved by the GNCTD; otherwise the original weightage of 70% and 30% for Technical and Financial Bids respectively will be retained in terms of the original approval of the BoM in its 20th Meeting held on 03.11.2016. He informed the members that presently both the draft MoU and RFP documents were being processed by the PWD and it was likely to be finalized soon.



(iii) Composition of Jury for selection of Consultants

Director, Campus Development (CD) informed that the BoM in its 18th Meeting held on 08 October 2015 and 02 November 2015 (adjourned) approved the constitution of a Jury for conducting and judging the Design Competition for both Dheerpur and Rohini campuses of AUD. This Jury had five members as given below:

1. Professor Deepak Nayyar	Chairman
2. Director, Campus Development, AUD	Member Convener
3. Dean, School of Design AUD	Member
4. Shri Balakrishna Doshi	Member
5. An Architect with expertise in landscape and Environmental and Urban Design	Member

L Complexity of the project and
Director, Campus Development informed the members that considering the ~~emphasis~~ ^{on} energy efficiency of the new campuses, it has been proposed to have ^{an} Urban ^{Designer} ~~and~~ Landscape Designers and Energy & Environment Expert also on the Jury in addition to the composition already approved by the BoM. Keeping the nature and present requirement of the projects, a revised composition of Jury with eminent experts has been proposed as under:

1. Professor Deepak Nayyar (Eminent Educationist)	– Chairman
2. Ar. Balakrishna Doshi (Eminent Architect)	
3. Director, Campus Development, AUD	– Member & Convener
4. One Urban Designer	
5. One Landscape Designer	
6. One Energy & Environment Expert	
7. A Representative of PWD, GNCTD	

After due deliberations, the Board approved the draft MoU and RFP documents (**Appendix-5**) and also the revised composition of Jury with 7 members as mentioned above. The Board also authorized the Vice Chancellor to approve the MoU and RFP documents with minor corrections / modifications, if required by PWD.

6.2 Status of Campus Development at Dheerpur and Rohini

Resolved to note and record the status of various activities so far under taken for this development of new campuses at Dheerpur and Rohini, vide (**Appendix-6**). Director, Campus Development brought to the notice of the members that a specific development that had happened for Dheerpur site with regard to shifting of 33/11 KV overhead HT/LT lines. He informed that an allotment letter from DDA was received on 10 February 2017 for 15 × 15 meter of land (225 sq. meters) outside AUD's

plot for installing a second HT tower. He said this would enable TPDDL to complete the balance 10 % of shifting work of the 33 KV HT line within 45 days of handing over the piece of land to M/s TPDDL. It was noted that this land would cost about Rs 42 lakh and the expenditure would be met out from the sanctioned cost of Rs.5.44 crore for shifting of 33/11 KV HT/LT Overhead lines.

7.1 Proposal for the constitution of a Proto- Planning Board

The Board noted that the functions of the Planning Board had hitherto been performed by the Board of Management. Keeping in mind the possibilities of growth and diversification of the University and the new demands and expectations vested in it, the Board took note of the urgent need to set-up the Planning Board as this would through consultations generate ideas and plans which would help the University's growth in the next 5-20 years and suggest broad directions in its academic and research thrusts. It shall also provide a blue-print for a sustainable financial model for the University. Apart from medium to long-term planning exercise, the Planning Board shall also oversee evaluation of programmes and decide on their continuance and mid-course corrections.

After deliberations, the Board **resolved** to approve the proposal for setting-up a Proto- Planning Board with the broad mandate to prepare and bring back for the consideration of the Board of Management the necessary prescriptions as laid down under Section 25(2) of the University Act. The Proto- Planning Board shall formulate the terms of reference for the Planning Board, initiate consultations, identify potential members and propose new statutes and ordinances where needed and amendments in the existing ones for the setting-up of the Planning Board. The Proto- Planning Board shall function as a Planning Board till such time a statutory Planning Board is duly constituted.

The Board further **resolved** to approve the constitution of the Proto-Planning Board comprising members drawn from the Court, the Board of Management and the Academic Council, from among the members of the faculty and the statutory officers, and shall be chaired by the Vice Chancellor with the Dean Planning as an ex-officio member and the Registrar as its Secretary.

The Board also authorized the Vice Chancellor to nominate the members from the Court, the Board of Management, the Academic Council and those from other constituencies mentioned above for the proposed Proto- Planning Board.



8.1 Ratification of the decisions of the Vice Chancellor in approving the appointment of Full-time Visiting Faculty at the level of Professor and Assistant Professor

Resolved to ratify the decisions of the Vice Chancellor in approving the appointment of Full-time Visiting Faculty at the level of Professor and Assistant Professor as detailed below:

Sl. No.	School	Name of Faculty	Position	Term upto
1.	SLS	Professor Harish Narang	Professor	31.05.2017
2.	SUS	Dr. Shailesh Kr. Tiwari	Assistant Professor	31.05.2017
3.	SVS	Dr. Cheryl R. Jacob	Assistant Professor	30.06.2017

8.2 Ratification of the decisions of the Vice Chancellor in approving the joining of faculty members on regular/ lien basis

Resolved to ratify the decisions of the Vice Chancellor in approving the joining of faculty members on regular/ lien basis in AUD, as detailed below:

Sl. No.	Name	Designation	Date of Joining
1.	Mr. Anoop Kr. Koileri	Assistant Professor (Psychology), SUS	01.11.2016 (FN)
2.	Ms. Saranika Sarkar	Assistant Professor (Economics), SLS	01.12.2016 (FN)
3.	Dr. Deepita Chakravarty	Associate Professor, SDS	01.12.2016 (FN)
4.	Dr. Partha Saha	Assistant Professor, SDS	29.12.2016 (FN)

8.3 Ratification of the decisions of the Vice Chancellor in approving the appointment of Deans of two Schools (SUS and SES) and Director of a Centre (CECED)

Resolved to ratify the decisions of the Vice Chancellor in approving the appointment of following Deans of two Schools (SUS and SES) and Director of a Centre (CECED), as detailed below:

- (i) Professor Rachana Johri, SHS, appointed as Dean, School of Undergraduate Studies w.e.f. 06.12.2016 for a period of three years.
- (ii) Professor Shyam B. Menon, Vice Chancellor, appointed as Dean (I/c), School of Education Studies w.e.f. 10.12.2016 till further orders.
- (iii) Dr. Sunita Singh, Associate Professor, CECED, appointed as Officiating Director, Centre for Early Childhood Education and Development w.e.f. 10.12.2016 till further orders.

9.1 Resolved to note and record the extension of lien period of Professor Anita Ghai, School of Human Studies till 23.11.2017 as per Office order issued by her parent institution, i.e., Jesus and Mary College, University of Delhi.

9.2 Resolved to note and record the re-joining of following faculty members to their duties after availing long leave as detailed below:

- (i) Dr. Dhiraj K. Nite, Assistant Professor, SLS joined on 29.12.2016 after availing Extra Ordinary Leave for one year.
- (ii) Dr. Tanuja Kothiyal, Associate Professor, SLS joined on 02.01.2017 after availing Extra Ordinary Leave for two years.
- (iii) Mr. Benil Biswas, Assistant Professor, SCCE joined on 06.01.2017 after availing Study Leave for one year.
- (iv) Ms. Lovitoli Jimo, Assistant Professor, SHS joined on 06.01.2017 after availing Study Leave for one & half years.
- (v) Ms. Neetu Sarin, Assistant Professor, SHS joined on 09.01.2017 after availing Study Leave for five months.

9.3 Resolved to note and record the retirement / resignation of the following faculty members:

- (i) Professor Venita Kaul, Professor, School of Education Studies retired w.e.f. 09.12.2016 on attaining the age of 70 years
- (ii) Dr. Tara Atluri, Associate Professor, School of Human Studies, submitted resignation with effect from 09.12.2016 which has been accepted by the University.
- (iii) Dr. Minaketan Behera, Assistant Professor, School of Liberal Studies, has submitted technical resignation with effect from 01.12.2015. Dr. Behera was on Extra Ordinary Leave without pay for one year w.e.f. 01.12.2015 to 30.11.2016.

9.4 Resolved to note and record the confirmation of the following faculty members who have been confirmed in their respective posts w.e.f. the date mentioned against each:

S. No.	Name	Designation	School	Date of Confirmation
1.	Dr. Kritika Mathur	Assistant Professor	School of Business, Public Policy And Social Entrepreneurship	28.09.2015
2.	Dr. Shifa Haq	Assistant Professor	School of Human Studies	01.10.2015
3.	Dr. Kalindi Maheshwari	Assistant Professor	School of Business, Public Policy And Social Entrepreneurship	14.10.2015
4.	Dr. Praveen Singh	Associate Professor	School of Human Ecology	16.11.2015
5.	Dr. Arindam Banerjee	Associate Professor	School of Liberal Studies	20.11.2015
6.	Dr. Pallavi Banerjee	Assistant Professor	School of Human Studies	27.11.2015
7.	Dr. Dipa Sinha	Assistant Professor	School of Liberal Studies	07.12.2015
8.	Dr. Anirban Biswas	Assistant Professor	School of Liberal Studies	18.12.2015
9.	Dr. Kanika Mahajan	Assistant Professor	School of Liberal Studies	23.12.2015
10.	Ms. Divya Chopra	Assistant Professor	School of Design	30.12.2015

- 9.5 **Resolved** to note and record the promotion of the following faculty members who have been promoted in their respective posts w.e.f the date mentioned against each:

S. No.	Name	Designation/ School	Grade Pay	Date of Promotion
1	Dr. Rohit Negi	Assistant Professor, SHE	from Stage- I (AGP Rs. 6000) to Stage-II (AGP Rs. 7000)	22.09.2013
2	Dr. Ramneek Khassa	Assistant Professor, SLS	-do-	19.06.2016
3	Dr. Usha Mudiganti	Assistant Professor, SLS	-do-	09.05.2013
4	Dr. Yogesh Snehi	-do-	from Stage- II(AGP Rs. 7000) to Stage-III (AGP Rs. 8000)	18.07.2015
5	Dr. Anup Kr. Dhar	Associate Professor, SHS	from Stage- IV (AGP Rs. 9000) to Stage-V (AGP Rs. 10000)	31.01.2014
6	Dr. Rachana Johni	-do-	-do-	15.03.2014

- 9.6 **Resolved** to note and record the appointment of Programme Coordinators by the Vice Chancellor in different Schools for a 2 year term based on the principle of rotation by seniority beginning Winter Semester 2017:

Name of the School	Name of the Programme	Name of the Programme Coordinator	2 years Period from
SBPPSE	MBA	Dr. Kancharia Valentina, Assistant Professor	09.01.2017
SCCE	Film Studies	Dr. Rajan Krishnan, Associate Professor	
	Performance Studies	Mr. Deepan Sivaraman, Associate Professor	
	Literary Art	Dr. Anita E. Cherian, Associate Professor	
	Visual Art	Mr. Santhosh S, Assistant Professor	
SDS	Development Studies	Dr. Anirban Sengupta, Assistant Professor	
SDes	MDes. programme	Dr. Suchitra Balasubrahmanyam, Associate Professor	
SES	MA Education	Ms. Manasi Thapiyal Navani, Asstt. Professor	
	MA (ECCE)	Dr. Sunita Singh, Associate Professor	
SHE	Environment & Development Programme	Dr. Oinam Hemlata Devi, Assistant Professor	
SLS	MPhil/Ph.D. Hindi	Professor Gopalji Pradhan	09.01.2017
	MPhil/Ph.D. History	Dr. Tanuja Kothiyal, Associate Professor	
	MA English	Dr. Bodh Prakash, Associate Professor	
	MA Sociology	Professor Smita Tewari Jassal	
	MA History	Professor Salil Misra	
	MA Economics	Dr. Rajendra P. Kundu, Associate Professor	
SUS	History	Dr. Professor Dhirendra Datt Dangwal	
	Economics	Dr. Arindam Banerjee, Associate Professor	
	English	Dr. Sanju Thomas, Assistant Professor	
	Mathematics	Dr. Pranay Goswami, Assistant Professor	
	Sociology	Dr. Niharika Banerjee, Associate Professor	
	Psychology	Mr. Gangmumei Kamei, Assistant Professor	
	SSH	Professor Gopalji Pradhan	

Name of the School	Name of the Programme	Name of the Programme Coordinator	2 years Period from
SHS	MA Psychology (Psychosocial Clinical Studies)	Dr. Shifa Haq	25.01.2017
	MA Gender Studies	Ms. Lovitoli Jimo	
	M.Phil Psychoanalytic Psychotherapy	Prof. Honey Oberoi Vahali	
	Ph.D. Psychology	Dr. Pallavi Banerjee	
	M.Phil Women's and Gender Studies	Dr. Rachna Chaudhary	
	M.Phil Development Practice	Dr. Imran Amin	Dr. Amin initially appointed on contract basis for one year. His initial term is upto 28.07.2017.

10.1 Change in the nomenclature of the University as 'Dr. B.R. Ambedkar University Delhi' as amended by the Delhi Legislative Assembly

The Board took note of change in the nomenclature of the University as 'Dr. B.R. Ambedkar University Delhi' instead of 'The Bharat Ratna Dr. B.R. Ambedkar Vishwavidyalaya, Delhi', as amended by the Delhi Legislative Assembly and notified vide Delhi Gazette Notification dated 24.11.2016 (Appendix-7).

After deliberations, the Board resolved that henceforth the University would use its official name 'Dr. B.R. Ambedkar University Delhi' on the Degrees, Diplomas, transcripts/ mark statements etc. issued to the students and also in the legal documents to be used in MoUs/Agreements etc.

However, the University would continue to use the name 'Ambedkar University Delhi' or shortly as 'AUD' in its day-to-day transactions and communications in terms of the decision taken in the 3rd Meeting of BoM held on 03.11.2008 as the name of Ambedkar University Delhi or AUD has become popular among the public.

10.2 Status report of AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE)

A brief presentation was made by the Executive Director, AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE) to provide an update on the progress of setting-up of the Incubation Centre, current activities and utilization of funds received from the Govt. of NCT of Delhi.

During the presentation, the Executive Director briefed the members that it was recommended that the Incubation Centre must explore suitable alternatives of funding and revenue generation to ensure its long-term financial sustainability, besides funds from the Government.

Members suggested that the Incubation Centre might consider raising funds from such foundations and financial institutions that were independent and thus would ensure a greater degree of monitoring and accountability towards managing and utilizing of financial resources of the Centre. This would further help the Centre in evolving a more entrepreneurial outlook and approach for itself and towards achieving its objectives. Members also suggested that the Incubation Centre must set-up such criteria and framework that encourages professionalism and practical know-how rather than academic orientation, especially in terms of the executional leadership and core HR of the Centre.

Further, discussions were held regarding the current and future challenges with reference to achieving the given objectives of the Incubation Centre. The Executive Director, ACIE informed the members that the foremost and urgent need of ACIE is to mobilize and attract motivated individuals especially students of the University, to take up entrepreneurial initiatives and explore innovative ideas of enterprise creation in the context of various disciplines of humanities and social sciences. It was suggested by members that the Incubation Centre should match its initiatives to orient and work along with the AUD students, to provide necessary support in crystalizing and developing their concepts.

The Board **resolved** to note and record the above status of ACIE besides the summary of activities and expenditures as on 31.01.2017 and the activities projected, vide **Appendix-8**.

10.3 Broad framework for utilization of the University Development Fund (UDF)

Resolved to note and record the broad framework for utilization of the University Development Fund (UDF), vide **Appendix-9**.

Any other items with the permission of the Chair

11. Report of the Task Group (constituted by the Vice Chancellor to deliberate on the concept of Multi-Campus University with reference to AUD) and for directions as to the next steps

The Board took note of the Report of the Task Group (constituted by the Vice Chancellor to deliberate on the concept of Multi-Campus University with reference to AUD) and **resolved** that the University may come up with concrete action points as recommended by the Task Group with time line for implementation of the same for its consideration in the next meeting. A copy of the Report of the Task Group is at **Appendix-10**.

12. Annual Quality Assurance Report (AQAR) 2015-16

The Dean (Offg.), Planning briefed the members about various initiatives covered under the Annual Quality Assurance Report (AQAR) 2015-16, for the period from July 2015 to June 2016. The Board took note of the Annual Quality Assurance Report (AQAR) 2015-16, vide **Appendix-11**.

During the discussions, the members emphasized on the student feedback mechanism, how it was used, whether the students had access to the past feedbacks etc. The Board highlighted the need to streamline the process of collecting student feedback of different courses and programmes. It was suggested that a general template for student feedback should be created which would standardize and centralize the feedback received from the students. The results of feedback may be compiled together and should be available to students at the time of choosing courses.

After deliberations, the Board suggested that a consistent and common policy may be adopted for taking student feedback, recording and documenting it, which could later be made available under public domain.

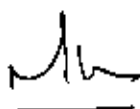
The Board authorized the Vice Chancellor to put in place a suitable mechanism of eliciting, processing and using student feedback.

13. Allocation of faculty positions for various Schools / Programmes in Karampura Campus

The Board took note of the fact that as a part of its expansion, the University had launched four undergraduate programmes in Karampura, the second campus of the University, in 2016-17. These include, BA (Hons) in Economics, English, Psychology and Social Sciences & Humanities with a combined student intake of 200. The Govt. of NCT of Delhi sanctioned 70 teaching and 33 non-teaching staff positions for the first phase (2016-18) of expansion at Karampura

Keeping in perspective (a) the in-house deliberations in the University about programmes on the anvil and (b) the need to deepen and diversify the undergraduate programmes already launched at Karampura, the following scheme of faculty deployment to programmes was proposed. What was proposed was based largely on the following principles (these and some related ideas were taken note of by the Academic Council in its Ninth Meeting on 31 January 2017):

- (i) Each programme would be offered by and large by two or more schools.
- (ii) The programmes would be built on a common pool of courses.
- (iii) All faculty members would be appointed with a clear mandate to teach in the undergraduate programme and across the MA programmes.



The following new programmes are planned to be launched in the Academic Year 2017-18:

Sl. No.	Programmes	Student Intake	Remarks
1	Bachelor of Vocation (Early Childhood Care & Development)	35	Intake capacity may be increased w.e.f. 2018-19 depending on demand and feedback as well as on sanctioning of more faculty and non-teaching positions.
2	Bachelor of Vocation (Retail Management)	35	
3	Bachelor of Vocation (Hospitality and Tourism)	35	
4	Bachelor of Vocation (Banking and Finance)	35	
5	MA in Law, Politics and Society	40	Faculty appointed for these programmes are expected to develop and teach in Undergraduate programmes with innovative combinations of courses for launch in 2018-19
6	MA in Global Studies	40	
7	MA in Urban Studies	40	
8	MA in Public Policy and Governance	40	

Apart from the above, AUD aims to strengthen some programmatic ideas in the areas of Law and Legal Studies, Social Entrepreneurship, Public Health, and Education. Based on the above plan, the following allocation of faculty positions was proposed. This would take care of the immediate needs of the first cohort of students admitted in these programmes:

Sl.#	Programme / School	Professor	Associate Professor	Assistant Professor	Remarks
1.	Fellowship (or PG Diploma) in Social Entrepreneurship	--	1	--	In addition, 1 Professor's position already approved by BoM
2.	MA in Public Policy and Governance	1	2	2	
3.	MA in Global Studies	1	3	--	In addition, 1 Associate Professor's position already approved by BoM and filled
4.	MA in Urban Studies	1	2	2	
5.	MA in Law, Politics & Society (School of Law, Governance & Citizenship)	1	1	2	In addition, 1 Professor, 2 Associate Professor and 4 Assistant Professor already approved by BoM; 1 Professor's position filled
6.	School of Education Studies	--	--	4	
7.	School of Vocational Studies	2 [1 VE + 1 ICT/ Instructional Design]	1	6	The 6 positions of Assistant Professors will be designated as Programme Managers
8.	School of Undergraduate Studies	--	--	18	12 positions already filled up




Sl.#	Programme / School	Professor	Associate Professor	Assistant Professor	Remarks
9	Public Health (A cluster of courses to begin with, leading eventually to a full-fledged programme)	1	1	--	Additional faculty positions will be considered based on a review of the progress made.
10.	Philosophy (A cluster of courses to begin with)	1	--	--	The incumbent will be expected to lead the deliberations on interface of philosophy with various programmes
11.	School of Liberal Studies (Sociology)	--	--	1	Already filled up
12.	Library	--	--	1 Deputy Librarian	1 post of Deputy Librarian has been carved out of the positions of Assistant Professor
13	Sports	--	--	1 Assistant Director of Sports	1 post of Assistant Director of Sports has been carved out of the positions of Assistant Professor
	Total	8 (10)	11 (20)	37 (40)	Figure in parenthesis is total positions sanctioned by GNCTD

Out of the 70 faculty positions sanctioned, 2 positions of Professor, 9 of Associate Professor and 3 of Assistant Professor were not yet been assigned to any specific programme. Further allocation would be done based on deliberations on whatever mid-course changes are required in the programmes that were launched already or were being launched, as well as the proposals for new ones. With the sanction of the next tranche of faculty positions by GNCTD, there would be better clarity about feasibility of strengthening existing programmes and launching new ones.

After deliberations, the Board resolved to approve the above proposal as recommended by the Academic Council.

14. Decennial Review of AUD

The Vice Chancellor informed the members that the University would be entering its 10th year in August 2017. The University in the past on its own had initiated a 'Mid Term Review' under the Chairpersonship of Professor Deepak Nayyar soon after entering its 5th year. The recommendations of the Mid Term Review Committee had helped the University broadly in strengthening its mission. Considering this, it was proposed to set in motion a Comprehensive Decennial Review of the University. A suitable Committee would be constituted for the purpose.

During the discussions, members suggested to have an eminent educationist from abroad to be part of the Decennial Review Committee in order to have a global perspective. Members also suggested to the Vice Chancellor that suitable 'Terms of Reference' (ToR) may be formulated and the same may be brought back to the Board for its consideration in the next meeting.

15. **Report of the Committee constituted by the Vice Chancellor to look into the grievances related to fixation of remuneration as well as the requests for advance/additional increments**

The item was deferred.

(When the item was taken up for discussion, the Registrar was not present).

The meeting ended with a vote of thanks.



(Dr M A Sikandar)
Registrar



(Professor Shyam B Menon)
Vice Chancellor

Resolution No. 2/BoM(21)/13.02.2017**Action Taken Report (ATR) on the Minutes of the 20th Meeting of the Board of Management held on 03 November 2016**

Resol. No.	Decision	Action Taken															
1	Resolved to confirm the Minutes of the 19 th Meeting of the Board of Management held on 19 April 2016, as circulated on 08.06.2016.	Recorded															
2	Resolved to accept the Action Taken Note (ATN) on the Minutes of the 19 th Meeting of the Board of Management held on 19 April 2016	Recorded															
3.1	Resolved to ratify the Minutes of the 15 th Meeting of the Finance Committee held on 27 September 2016	Recorded															
3.2	Resolved to approve the audited Annual Accounts for the Financial Year 2015-16	Recorded															
3.3	Resolved to adopt the Department of Pension and Pensioners Welfare, Govt. of India Office Memorandum No.7/5/2012-P& PW (F)B dated 26.8.2016 regarding extension of benefits of 'Retirement Gratuity and Death Gratuity' to the Central Government employees covered by National Pension Scheme (National Pension Scheme) to AUD employees, as recommended by the Finance Committee.	Recorded for implementation															
3.4	The Board considered and approved the recommendations of the Finance Committee regarding the payment of interest payable to AUD employees @8% on NPS contribution amounting to Rs.89,98,103/- (Rupees eighty nine Lakh ninety eight thousand one hundred three only) under the following three categories from the financial year 2010-11 onwards, as detailed below: <table border="1"> <thead> <tr> <th>S.No.</th><th>Category</th><th>Amount</th></tr> </thead> <tbody> <tr> <td>1.</td><td>Serving Faculty/Employees</td><td>Rs.77,14,625/-</td></tr> <tr> <td>2.</td><td>Faculty/Employees who have left AUD</td><td>Rs.12,05,757/-</td></tr> <tr> <td>3.</td><td>Faculty/Employees who died in harness</td><td>Rs. 77,721/-</td></tr> <tr> <td colspan="2">Total</td><td>Rs.89,98,103/-</td></tr> </tbody> </table> The Board also considered and approved the recommendations of the Finance committee the exceptional case of Late Dr Subrata Kumar Mandal to transfer the entire contribution towards NPS for the period from March 2013 to October 2014 along with the interest thereon, after adjusting due if any to AUD to the legal heir of Late Subrata Kumar Mandal.	S.No.	Category	Amount	1.	Serving Faculty/Employees	Rs.77,14,625/-	2.	Faculty/Employees who have left AUD	Rs.12,05,757/-	3.	Faculty/Employees who died in harness	Rs. 77,721/-	Total		Rs.89,98,103/-	Recorded for implementation
S.No.	Category	Amount															
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3.	Faculty/Employees who died in harness	Rs. 77,721/-															
Total		Rs.89,98,103/-															
4.1	Resolved to ratify the Minutes of the 16 th Meeting of the Finance Committee held on 19 October 2016	Recorded for implementation															

4.2	Resolved to approve the Revised Estimates (RE) for the current Financial Year 2016-17 and Budget Estimates (BE) for the next Financial Year 2017-18, as recommended by the Finance Committee	Recorded
4.3	Resolved to approve the renewal of the appointment of M/s Singla & Associates, Chartered Accountant Firm for the Financial Year 2016-17, as recommended by the Finance Committee.	Recorded for implementation
5.	Resolved to approve the draft Annual Report of the University for the year 2015-16	Recorded for implementation
6.1	Resolved to ratify the Minutes of the 16 th Meeting of the Establishment Committee held on 19.10.2016	Recorded for implementation
6.2	Resolved to approve the draft Recruitment Rules for one post of Security Officer in PB-2 + GP Rs.4600/- sanctioned by the Govt. of NCT of Delhi for AUD, as recommended by the Establishment Committee	Recorded and Implemented
6.3	Resolved to approve the draft Recruitment Rules (Revised) for the post of Library Assistant and the newly created post of Junior Library Assistant in AUD as recommended by the Establishment Committee	Recorded for implementation
6.4	Extension of Medical Attendance and Treatment (MAT) Regulations, 2016 to temporary/ contractual (teaching and non-academic) employees who have completed one year continuous services in AUD: While approving the MAT Regulations, 2016 for the regular employees of the University, the BoM in its 19th Meeting held on 19.04.2016 had also approved the recommendations of the Finance Committee to extend the scheme to the contractual employees once their service conditions are suitably modified on the recommendations of the Establishment Committee. The BoM noted that at present the short-term contractual employees directly engaged by the University were being governed by the initial terms and conditions of their engagement which are broadly as under:- (i) That the tenure of the contractual employee shall be for a period of six months which can be extended further for similar tenures. (ii) That the contractual employee shall receive a fixed consolidated remuneration/ salary without any additional allowances. (iii) That the contractual employee during the tenure of contract shall be eligible for one day casual leave for each completed month. (iv) That the contractual employee is entitled for non-contributory Group Insurance Scheme as applicable to similarly situated regular employees of the University.	Recorded for implementation

	(v) That in case the University requires the services of the contractual employee on closed days, he/she would be entitled for conveyance charges as per approved norms of the University. (vi) That the contractual employee shall not be entitled to any claim for regular appointment in the University. (vii) That the contractual term can be terminated at any time without assigning any reason and notice After deliberations, the Board resolved to approve the extension of Medical Attendance and Treatment (MAT) Regulations, 2016 to temporary/ contractual (teaching and non-academic) employees who have completed one year continuous services in AUD, as recommended by the Establishment Committee.	
6.5	The Board considered and approved the recommendations of the Establishment Committee to prescribe the higher Grade Pay of the existing two posts of Lab Technician meant for Mechanical & Material Workshop and Leather & Soft Materials Workshop, School of Design from PB-1 + GP Rs.1800 to GP Rs.2800 at par with Technical Assistant (IT) in AUD. The BoM also approved the recommendation of the Establishment Committee to fill these two posts on regular basis instead of contract mode.	Recorded for implementation The posts will be advertised shortly.
6.6	Conversion of one post of Assistant Registrar into Executive Engineer (Civil) to look after the civil maintenance work of the University and approval of draft recruitment rules.	Recorded and Implemented
7.1	The Board took note of the progress as regards to the appointment of PMC and Architects for the new campuses at Dheerpur – Phase 1 and Rohini. In pursuance of the earlier resolution of the Board dated 19.04.16 (Resolution No 11.1), it was further resolved as under: (i) In-principle approval to the tentative cost of Rs.1350 crore (Rs.750 crore for Dheerpur, Phase-I and Rs.600 crore for Rohini) as certified by Public Works Department (PWD), Govt of NCT of Delhi for preparing the Request for Proposal (RFP)/ Notice Inviting Tender (NIT) for selection of the Architect(s). (ii) AUD will approve the RFP/Tender Document for selection of Architect. (iii) AUD will constitute the Jury and approve its evaluation of the design concepts. The Jury would also have a representative of the PWD. (iv) AUD will approve the selection of the Architect(s). The Board took note that an MoU was being drafted to be signed by the University and the PWD. It was also noted that the MoU, the RFP document / tender document, inviting bids from architects would be presented to the Board for its consideration, if required in a special meeting.	Recorded for implementation. A separate item is placed for the approval of the MoU and RFP.

7.2	Resolved to note the status of various campus development work at Dheerpur and Rohini undertaken by the University through Campus Development Division since the last meeting of BoM	Noted
8.1	Resolved to ratify the decisions of the Vice Chancellor in approving the recommendations of the Selection Committees for various faculty positions/ Promotion under CAS from 28.03.2016 to 29.08.2016.	Recorded
8.2	Resolved to ratify the decision of the Vice Chancellor in extending the existing tenure of appointment of Dr. Debal C. Kar, Librarian for a further period of six months beyond 11.10.2016, on the existing terms and conditions (upto 10.04.2017).	Recorded
8.3	Resolved to ratify the decision of the Vice Chancellor in approving the advertisement of the two posts of Associate Professor in the School of Education which have been lying vacant due to court case for the last two years be included in the forthcoming advertisement. The Hon'ble High Court of Delhi in its order dated 29.04.2016 (in the matter of Ambedkar University Delhi vs. Govt. of NCT of Delhi and ors. In CWP No.6597/2014) allowed the University to go ahead with the appointment process subject to the final order to be passed by the Hon'ble Court in the pending writ petition.	Recorded for implementation
8.4	Resolved to ratify the decisions of the Vice Chancellor in appointing the - Full-time Visiting - Faculty/ temporary/ Contractual Faculty at the level of Associate Professor/ Assistant Professor, since the last meeting of the Board of Management held on 19.04.2016.	Recorded
8.5	Resolved to ratify the decisions of the Vice Chancellor in approving the joining of 14 faculty members on regular/ten basis in AUD from 01.07.2016 to 16.08.2016.	Recorded
8.6	Resolved to ratify the decisions of the Vice Chancellor in granting the extension of joining time to three faculty members namely: (i) Mr. Anoop Kr. Koiler, (ii) Dr. Partha Saha, and (iii) Dr. Deepita Chakravarty.	Recorded
8.7	Resolved to ratify the decisions of the Vice Chancellor in appointing the Deans of Schools and Directors of Centres from 23.05.2016 to 25.09.2016.	Recorded
8.8	Resolved to ratify the decisions of the Vice Chancellor in approving the appointment/relieving of Deputy Deans/OSD of the Schools etc., as detailed below: i) In appointing Shri Akha Kahlrii Mao, Assistant Professor, SES as Officer on Special Duty w.e.f. 23.06.2016, till further orders. ii) In appointing Dr Nidhi Kaicker, Assistant Professor, SBPPSE as Deputy Dean, Planning w.e.f. 29.07.2016, for a period of three years in addition to her normal duties.	Recorded

	iii) In relieving Professor Satyaketu Sankrit, SLS from the charge of Deputy Dean, School of Undergraduate Studies w.e.f. 30.09.2016. iv) In appointing Dr Bhoomika Meiling, Assistant Professor, SLS as Deputy Dean, School of Undergraduate Studies w.e.f. 01.10.2016, for a period of three years. v) In appointing Dr Dharitri Chakravarty, Assistant Professor, SLS as Deputy Dean, School of Undergraduate Studies for Karampura Campus w.e.f. 01.10.2016, till further orders.	
9.1	Resolved to note and record the sanction of Extra Ordinary Leave (EOL) by the Vice Chancellor to the following faculty members:- i) Professor Lawrence Liang, School of Law, Governance and Citizenship, has been granted Extra Ordinary Leave (without pay) w.e.f 16.08.2016 to 30.06.2017 for accepting the Fellowship at Yale University, USA. ii) Dr.Venugopal Maddipati, Assistant Professor, School of Design, has been granted Extra Ordinary Leave (without pay) w.e.f 01.10.2016 to 31.07.2017 for accepting the Post Doctoral Fellowship at Berlin, Germany. iii) Mr. MS Farooqi, Associate Professor, School of Design, has been relieved to join as Executive Director, ACIIE on deputation w.e.f 01.06.2016 for three years.	Noted
9.2	Resolved to note and record the extension of Deputation/Lien by the Vice Chancellor to the following faculty members: i) The deputation period of Dr. Santosh Kumar Singh, Assistant Professor, School of Liberal Studies, has been extended till 30.06.2018 by his parent institution, i.e, Chandigarh Administration. ii) The Lien period of Professor Radharani Chakravarti, School of Liberal Studies, has been extended till 11.08.2017 by her parent institution, i.e, Gargi College, University of Delhi	Noted
9.3	Resolved to note and record the grant of Study Leave by the Vice Chancellor to five faculty members namely (i) Ms. Lovitoli Jimo, Assistant Professor, SHS; (ii) Dr. Gunjan Sharma, Assistant Professor, SES; (iii) Ms. Shefalee Jain, Assistant Professor, SCCE; (iv) Ms. Neetu Sarin, Assistant Professor, SHS and (v) Ms. Anshumita Pande, Assistant Professor, SHS	Noted
9.4	Resolved to note and record the joining of four faculty members/ Academic Staff after availing long leave.	Noted
9.5	Resolved to note and record the action taken by the Vice Chancellor in accepting the resignation/relieving from the services of the University in respect of the following faculty members: i) In accepting the technical resignation submitted by Dr. Chirashree Dasgupta from the post of Associate Professor, School of Liberal Studies with effect from 01.05.2015 to join JNU. [Dr. Dasgupta was on Extra	Noted

	Ordinary Leave without pay w.e.f 01.05.2015 to 30.04.2016 (12 months)]. ii) Professor Kuriakose Mamkoottam, School of Business, Public Policy and Social Entrepreneurship has been relieved from the services of the University w.e.f 23.05 2016 after attaining the age of 70 years. iii) In accepting the resignation submitted by Dr. Khalid Wasim Hassan from the post of Assistant Professor, School of Undergraduate Studies, with effect from 31.08.2016.																															
9.6	Resolved to note and record the decision of the Vice Chancellor in approving the confirmation of the following faculty members after satisfactory completion of their probation period.- <table><tr><th>S. No.</th><th>Name</th><th>Designation</th><th>School</th><th>Date of Confirmation</th></tr><tr><td>1.</td><td>Dr Pallavi Chakravarty</td><td>Assistant Professor</td><td>School of Human Studies</td><td>16.06.2015</td></tr><tr><td>2</td><td>Mr. Shelmi Sankhil</td><td>Assistant Professor</td><td>School of Liberal Studies</td><td>27.07.2015</td></tr><tr><td>3</td><td>Dr Niharika Banerjea</td><td>Associate Professor</td><td>School of Liberal Studies</td><td>01.09.2015</td></tr><tr><td>4</td><td>Mr. Sandeep R. Singh</td><td>Assistant Professor</td><td>School of Liberal Studies</td><td>11.09.2015</td></tr><tr><td>5.</td><td>Dr. Shad Naved</td><td>Assistant Professor</td><td>School of Liberal Studies</td><td>18.09.2015</td></tr></table>	S. No.	Name	Designation	School	Date of Confirmation	1.	Dr Pallavi Chakravarty	Assistant Professor	School of Human Studies	16.06.2015	2	Mr. Shelmi Sankhil	Assistant Professor	School of Liberal Studies	27.07.2015	3	Dr Niharika Banerjea	Associate Professor	School of Liberal Studies	01.09.2015	4	Mr. Sandeep R. Singh	Assistant Professor	School of Liberal Studies	11.09.2015	5.	Dr. Shad Naved	Assistant Professor	School of Liberal Studies	18.09.2015	Noted
S. No.	Name	Designation	School	Date of Confirmation																												
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5.	Dr. Shad Naved	Assistant Professor	School of Liberal Studies	18.09.2015																												
9.7	Resolved to note and ratify the decision of the Vice Chancellor in approving the recommendations of the Committee constituted for pay protection of the following three faculty members: i) Dr Niharika Banerjea, Associate Professor, SLS ii) Dr Nakkeeran Nanjappan, Associate Professor, CSSRM iii) Ms Divya Chopra, Assistant Professor, SDes	Noted																														
9.8	Resolved to note and record the contents of the notification no. AUD/1-10(10)/HR/2016/1248 dated 5.7.2016 conveying the sanction of the Finance (Expenditure) Department, Govt. of NCT of Delhi dated 24.6.2016 regarding the creation of 70 teaching/academic and 33 non-teaching posts in temporary capacity for the new AUD Karampura Campus for the Financial Year 2016-17.	Noted																														
9.9	Resolved to note and record the contents of the notification no. AUD/4-5(2)/SS/2016/896 dated 5.5.2016 regarding tuition fee waiver to SC, ST, differently abled and economically backward students, issued by the University, pursuant decision taken in the 19th meeting of BoM held on 19.4.2016.	Noted																														
9.10	Resolved to note and record the brief activities undertaken by the Centre for Urban Ecology and Sustainability (CUES) of AUD including the joint restoration project of Dheerpur wetland project of DDA and AUD.	Noted																														

9.11	Resolved to note and record the status report of the AUD Centre for Incubation, Innovation & Entrepreneurship (ACIIE) for the period from January to October 2016.	Noted
9.12	Resolved to note and record the contents of the Notification F. No. AUD/1-12(2)/ 2015/Admn./2049 dated 17.10.2016 introducing the AUD Medical Attendance and Treatment Regulations, 2016 as approved by the Board of Management in its 19 th Meeting held on 19.4.2016 with slight modification, with the approval of the Vice Chancellor.	Noted
10.1	The Board took note of the proposal submitted by the University to the GNCTD for the use of vacant school building near Lodhi Road for the purpose of housing the School of Education Studies (SES) of the University and to run new programmes, viz., a four-year integrated BA-BEd, a three-year integrated BEd-MEd, a PhD programme and In-Service and Credit-based (including part-time and modular) courses for teachers of the Delhi School systems and other professionals in education, in addition to the existing MA and PG Diploma programmes of SES. The concept note prepared in this connection by SES. The Board authorized the Vice Chancellor to take all further steps in this regard.	Noted. A proposal has already been sent to the Directorate of Higher Education (DHE) on 10.01.2017. However, the DHE vide note dated 20.01.2017 informed that the matter for allotment of the vacant school building has already been taken up with the NDMC.
10.2	The Board considered the proposal for revision of pay structure of Research Assistants in AUD.	Recorded for implementation
10.3	The BoM took note of the contents of the Note dated 31.10.2016, received from the Executive Chairperson, AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE) regarding opening the facilities of ACIIE to the graduating batch of School for Social Entrepreneurs (a not-for-profit organization funded by Price waterhouse Cooper (PwC) Charitable Foundation and the British Council). According to the proposal, three out of the five seats envisaged by ACIIE at this stage will be open to applicants outside AUD.	Noted
10.4	The Board approved the nomination of the following to the Finance Committee and Establishment Committee: (i) Two nominees of the Board of Management to the Finance Committee under section 27(1) of AUD Act, 2007 for a period of two years or till the end of their term on the BoM whichever is earlier:- (a) Dr Kiran Datar (b) Professor Jatin Bhatt	Noted for implementation

	(ii) One nominee of the Board of Management to the Establishment Committee as per the composition approved by the Board of Management in its sixth meeting held on 12.12.2009, for a period of two years or till the end of her term on the BoM whichever is earlier:- - Dr Kiran Datar	
11.1	The Board took note that a few very senior professionals and scholars were on short-term engagements as visiting or temporary faculty in the various Schools and/or Centres of AUD, and that they were being appointed for periods of six months as the Vice Chancellor had been authorized by the Board to make only six months' appointments. It was noted that this situation caused inconvenience to such senior appointees. After due deliberations, the Board resolved that in the case of visiting or temporary appointments, particularly to senior faculty positions, in the interest of facilitating the participation of competent and/or senior scholars and professionals in the University's academic programmes, the Vice Chancellor be authorized to make longer term appointments, i.e., ordinarily of one year and for a maximum of three years, on the recommendation of a committee of senior faculty and experts constituted by him, subject to ratification by the Board of Management.	Noted for implementation
11.2	The Vice Chancellor informed the Board of Management that the University is holding its Fifth Annual Convocation on Friday, the 9th of December 2016 and His Holiness the Dalai Lama has kindly consented to be the Chief Guest at the Convocation and also agreed to deliver the Convocation address. The Vice Chancellor also informed the members that the Hon'ble Lt Governor of Delhi in his capacity as the Chancellor of the University has consented to preside over the Convocation. Members appreciated the efforts of the University in inviting His Holiness the Dalai Lama.	Recorded
11.3	The Vice Chancellor briefed the members that the University was required to constitute a Planning Board (as provided under Section 25 of the University Act). The Planning Board of the University was envisaged as one of the Authority bodies of the University and it would be the principal authority body of the University as regards planning. It shall also be responsible for monitoring and evaluating the development of the University in the perspective of its vision and mission. The constitution of the Planning Board, the terms of office of its Members and its powers and functions, etc., shall be such as prescribed by a statute. The Board of Management has hitherto been discharging these functions. Now the Vice Chancellor is in the process of constituting a Committee to frame a suitable draft Statute for creating the Planning Board.	Recorded. A separate proposal is being placed.

Proposal for the Establishment of the School of Letters at Ambedkar University Delhi

I. Context

"Ambedkar University, Delhi (AUD) is a unitary university that has been set up to focus on teaching and research in Social Sciences and the Humanities. Its establishment has been based on a view of public institutions as instruments for social transformation, with a focus on social action and the interface of civil society and the State. The idea is to focus on areas of knowledge and professional specializations which are relevant to our context, and at the same time, not being given enough emphasis by other universities in India." (Concept note for establishment of AUD)

The School of Letters is imagined within this broad vision. The idea of a School of Letters (or a School for languages and literatures) had come up some time in 2009–10. It was felt that since AUD was itself established to teach and research in the social sciences, humanities and liberal studies, there was a need to establish schools with much sharper foci that would become academic homes for programmes representing *contiguous* areas of knowledge and disciplines. More recently, there has been a series of internal discussions among interested faculty of the School of Liberal Studies. This proposal arises from meetings among faculty members affiliated with the three streams of literary study in the current School of Liberal Studies: English, Hindi, and Comparative Literature and Translation Studies.

II. Vision

The lexicons available to us rarely yield words that encompass the breadth of the *literary humanities*. 'Letters' signifies literature, but in this instance, is also intended to invoke the fields of orality, writing, reading, listening and communicating, i.e. living activities and not only a collection of texts and their interpretations. The term 'Letters' invokes multiple relationships between orality and writing, the individual and the collective. It demands a radical return to the idea of the humanities, in a way that is philosophically and historically aware, in order to address the question of subjectivity that is at the heart of the humanities. In this sense, the idea of Letters goes beyond the quantifiable skill of mastering a technique or method. It is about examining literature in order to create for posterity, something yet to come. In this sense, literature is always created in the present, but always presumes a future audience. Writing and orality may be original, synthetic, analytic, argumentative, polemical, or inhabit in more plastic forms, but their study requires a comprehensive understanding which goes to the heart of what it means to be human. Therefore, Letters give us a view on the state of being human, which is the subject of the humanities.

At its visceral level of reception literature has the ability to transform those who come in contact .

with it. The School would represent an open space where a continuous dialogue with society and its discontents become possible. It hopes to ground the reading of literature within its social contexts and encourage skepticism and a free environment in which discussion and debate can be kept alive. The School will also promote values of tolerance and building an inquisitive mind. Its faculty and students would find the inspiration to build holes in the social and mental walls that keep people apart. The approach would be inclusive and innovative with an emphasis on new perspectives even in the study of mainstream literature. Through the courses offered, the School also seeks to engage deeply with the human psyche and to direct the critical gaze inward. It is only through an understanding of the self that we can come to terms with the other that is within our self and in that gesture to embrace the other/otherness. To this end, students will be encouraged to interpret and relate with texts and textual practices in a deep, subjective manner. The overall aim is to promote a broad, inclusive vision premised on respect for all forms of life.

English, Hindi and Comparative Literature and Translation Studies as disciplinary streams may be broadly characterized as directing us towards understanding *our* time and *our* modernity as we inhabit it in our pedagogical and 'worldly' engagements within a specifically Indian public sphere. As the initial constituents of the School of Letters, these streams also partly reflect the future of the school. English and Hindi have been nodal points for the emergence of critical reflexivity on the structures of feeling, circulation of sensibilities and reconceptualizations of the social within the humanities in the post-1990 period. Comparative Literature and Translation Studies can be visualized as an interface between these nodal points through the vehicles of comparison and translation, emphasizing close-reading skills in various languages of our immediate and the larger world.

While remaining rooted in separate disciplines, the School would function as a space where collaborative and integrative approaches promote and enable interdisciplinarity. Academic activity in the "disciplinary" areas would be accompanied and enhanced by significant programmes focusing on interfaces between them, such as linguistics, culture studies, folklore studies, orality and digital humanities. Through the inclusion of orality, orature and folkloristics, for example, the School will attempt to break the commonly perceived dichotomy between written and oral traditions and cultures.

Courses to be offered at the initial stage would include the existing MPhil/PhD programme in Hindi and the MA programme in English, and new programmes such as MA in Hindi, PhD in English and MPhil and PhD in Comparative Literature and Translation Studies. In the first stage of expansion of the proposed School, courses in Urdu and Punjabi are envisaged.

The conception of the School of Letters is thus grounded in a strong sense of the physical and academic location of AUD. The history, culture, languages and literatures of the region of Delhi will provide a special area of interest in our projected pedagogical, creative and research practices. With an interdisciplinary approach, community outreach will be part of our attempt to integrate the University with the world beyond the campus.

III. Objectives

The objective of the School, in philosophical terms, is to address the issue of subjectivity and the subject position of the reader and the writer/artist; in other words, to be able to ask questions of who is reading and where and at what point in history is a text written, performed, seen, read and experienced.

The aim of the School, broadly speaking, is to integrate knowledge from constituent disciplines and to work in close proximity with other disciplines like Philosophy, Psychology, Religious Studies, History, Art History, Aesthetics, Philology, Asian Languages and Cultures, Film and Media Studies, West Asian Studies, Rhetoric, Dance, Music, Performing Arts, Creative Writing, Development Studies and Practices, Gender Studies, Culture Studies, Diversity Studies, Design and Community Knowledge.

The School will attempt to promote languages on the margins, especially the tribal languages of India and the subcontinent.

The School also aims to encourage research and documentation of the oral cultures of India. This means tracing the interconnections between the folk and the popular. For this purpose, field work will be an important component for some disciplines of the School. Students will be encouraged to relate with the communities of folk artists and performers.

In the same spirit, the School would aim to promote languages which are not taught in Delhi at present. The School hopes to promote classrooms with multilingual transactions. The objective is to promote heterogeneity and linguistic and cultural diversity at all levels of learning.

A further objective is to radicalize the concept of literary historiography, by bringing social epistemologies in perspective and to encourage the idea of porosity between historical and popular memory, history as historicity, literature as language. This would instil in students the idea that they too are part of the history of this porosity and to encourage them to see the heterogeneity and hybridity of experience beyond the written languages.

Transmedial studies through the study of translation and performance practices would also be a focus area. The School hopes to inculcate in its students the ability to appreciate the fact that translation is beyond languages and that a performance is also a kind of translation and there are languages which exist beyond scripts. Hence, text can also be read in relation to its visual and performative renderings. The objective is to foster progressive thinking and writing in as many Indian languages as possible and to dialogue with visual, acoustic and memory studies. The School also aims to foster interconnections between technologies and literature in its programmes.

While the School's programmes will address World Literature, this would involve critically engaging with that field. In other words, courses will not just study the relevance but also the discontents of World Literature. For instance, it will critique the overwhelming dominance of certain languages in literary discourses in our time.

The overall objective of the School is thus to engage with the larger political and cultural discourses existing in our society and to sensitize students to issues around social and political subjugation and marginalisation.

IV. Languages

While acquiring skills in a new language would be an important objective of the SOL, a distinction could be made between acquiring literacy in a language and achieving sufficient mastery over it in order to be able to critically explore its literary content. Clearly research students from Comparative Literature and Translation Studies (CLTS) would require advanced skills while students from other disciplines, say, like history, might also benefit from the former. Hence the proposed School of letters intends to introduce diploma or certificate courses in languages. The School of Letters would make efforts towards offering intensive one or two-semester courses in a few languages for both faculty and students from any other School or any Centre. This would be particularly useful for research students not only from CLTS but also from the School of Culture and Creative Expressions and the social sciences like history and sociology and other allied disciplines. Faculty too would benefit as it would enable them to introduce more bilingual and multilingual courses. Students would also widen the scope of their employment potential. Urdu, Punjabi, Sindhi, Persian and Sanskrit along with Spanish, Chinese and French/German/Russian would be taken up initially for this purpose.

With regard to degree programmes, available data shows that the undergraduate programmes in Sanskrit, Arabic, Bengali, Punjabi and Persian draw a declining number of takers at other universities across the country. This is partly linked to the lack of employment opportunities in these fields. Hence the School of Letters intends to start MA programmes in one or two languages (Urdu, Persian and/or Sanskrit) in the first stage. Post-graduate programmes and MPhil and PhD programmes would enrich and contribute greatly to the interdisciplinary focus of the School of Letters and would be introduced in the second and third stages. The intention is to bring together faculty from across disciplines in the designing and teaching of courses and guiding research jointly. Translation projects in CLTS or at a Centre for Translation would also become a nodal point for studies across language/literature clusters.

One of the long-term goals of the School of Letters is to focus on lesser taught languages such as Maithili, Bhojpuri, Mundari, Santhali, Oraon, Bodo, Manipuri, Mizo, Pashto, Dari, modern Arabic and modern Persian, Swahili, Mandarin Chinese, Korean, Tibetan, Nepali, Bhutanese, Sinhalese, etc. as well as other languages that have yet to be officially recognized.

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V. Overview of the programmes migrating to the School of Letters

(a) MA English

The objective of the Programme is to integrate interdisciplinary paradigms to facilitate a greater amalgamation between various literatures, theory and practice on the one hand and between music, dance, theatre, cinema and the visual arts on the other. Areas of study include literatures of the Indian subcontinent; literatures of North America and the British Isles; forms in literature; literature and the other arts; themes in literature: oral, indigenous and the folk imagination; colonial and postcolonial literatures; world literature in translation; literary and cultural theory; translation theory and practice; and English language education.

(b) MPhil and PhD Hindi

शोध स्तर पर एम फिल और पीएच डी शोधोपाधि के लिए शोध कराया जाता है। शोध के लिए पारंपरिक विषयों के साथ साथ हिंदी नवजागरणकालीन साहित्य, प्रवासी साहित्य और हिंदी सिनेमा के साथ साथ सामाजिक बहसों/विमर्शों, खासकर स्त्री विमर्श और दलित विमर्श तथा आदिवासी विमर्श के साथ हाशिए के साहित्य को केंद्र में रखकर विभिन्न साहित्यिक विधाओं में उनकी अभिव्यक्ति से संबंधित विषयों पर शोध कराया जाता है।

[At the research level, explorations and studies for the degrees of MPhil and PhD in Hindi are being facilitated at Ambedkar University Delhi. Along with the traditional/conventional topics, research in Hindi is encouraged on topics such as Hindi Renaissance literature, Diaspora Literature, Hindi Cinema as well as various literary genres revolving around social debates and issues, particularly Women's Studies and Dalit and Tribal Studies. Efforts are made to keep literatures of the margin at the centre in terms of research agendas.]

VI. Time Frame for the School of Letters

The inception and growth of the School of Letters is envisaged as a process in successive stages. In the initial phase, the School is expected to begin with programmes offered by the faculty in English and Hindi, along with related activities that will take literary practice beyond the classroom. Thereafter the School is expected to develop programmes in various languages and disciplines, with a strong emphasis on collaborations and joint pedagogical as well as interdisciplinary initiatives.

Current programmes:

MPhil and PhD Hindi

MA English

Proposed programmes (pending approval):

MPhil and PhD Comparative Literature and Translation Studies
PhD English

R. Chakravarty

CENTRE FOR PUBLISHING AT AMBEDKAR UNIVERSITY DELHI

Vision

"It is one of the noblest duties of a university to advance knowledge, and to diffuse it not merely among those who can attend the daily lectures—but far and wide."

Daniel Coit Gilman, 1878

Founder, Johns Hopkins University Press

This remains of the central responsibilities of a modern institution of higher learning, and publishing within a university framework can offer a crucial mode of knowledge dissemination.

The proposed Centre for Publishing is imagined within the the broad vision of Ambedkar University Delhi (AUD), an institution committed to engaged scholarship in a non-hierarchical academic environment. We believe that scholarly publishing plays a critical role in developing the human imagination and promoting the circulation of dynamic ideas about the issues that concern our world today.

Along with knowledge dissemination and creation of pedagogic resources, the proposed Centre would also offer a space for University students to develop skills and experience in a field that offers rich career opportunities. PG students who wish to enhance their future prospects in this area would have the opportunity to receive professional training as well as work experience via a Degree/Diploma course in Publishing, internships with reputed publishing houses, and direct involvement in the activities of AUD Press.

Rationale

Over the past few years, discussions among faculty members and visiting experts have revealed a general sense of dissatisfaction with the state of academic publishing in India today. According to current estimates, 16,000 Indian publishers publish 1 lakh books annually across 24 languages through 140,000 printing presses, and the growth rate is 18 to 20%. These statistics may be challenged, but even as a rough estimate they indicate the scale and growth rate of the publishing industry in India.

Unfortunately, publishing standards do not match the expectations raised by such impressive figures. Publishing is an unorganized industry in India and by and large, it reflects an unprofessional approach. The focus of many publishers is on the quantity of titles published per year, without sufficient concern for quality. They pay scant attention to proper editorial and peer review processes, issues such as plagiarism, and technical expertise.

All the same, it was felt that the booming publishing trade in India and the demand-supply gap in the job market makes Publishing a field with immense potential for university graduates in search of meaningful avenues in life. The arena of Publishing provides a wide range of career opportunities including managerial activities, acquisitions and content development, content management, content writing, rights trading/management, literary agencies, editing, proofreading, typesetting, production, promotion, marketing and sales, indexing, referencing, and the initiation of new publishing ventures. It also offers possibilities for careers related to the media and forms of creative expression.

The idea of a Centre for Publishing at Ambedkar University Delhi is therefore envisaged as an initiative that will address the lacunae in the publishing industry while providing a path-breaking source of professional expertise, creative endeavour and knowledge dissemination from within the framework of an institution of higher learning.

Objectives

- To initiate a planned programme of acquisition and dissemination of knowledge delivered by specialists for the benefit of the society, to promote practices and ethical values in consonance with the vision and goals of the University.
 - To offer the finest possible human resources, information, support and other elements needed to create a professional publishing atmosphere in India.
-
- To promote the best interests of the publishing industry in India and share knowledge about all aspects of scholarly publishing and provide proper guidance and training to the academics, industry and managers through workshops and seminars on publishing.
 - To generate an archive of publications that would be of value not only to scholars and researchers but to society at large.
 - To open up a range of important career avenues for our students.

Activities

To achieve its vision the Centre for Publishing proposes to engage in the following activities.

1. Publishing Activities, under the name of AUD Press
2. Publishing Programmes (Degree/Diploma).

I. AUD Press: Publishing Activities

Mission

With a view to disseminating knowledge and pushing the frontiers of new thought in a growing range of disciplines, AUD Press aims to make quality research and scholarship available to as many readers as possible. Our publishing plan spans a wide academic spectrum, including scholarly and general interest books, journals and online publications. We intend to produce a special range of resources for teaching, learning and research, as well as publications in the domain of the creative arts and translation.

The publishing activities would provide quality content, at an affordable price, to wide audience including students, researchers, academicians and professionals. Our editorial team, led by experts in diverse disciplines, would be open to submissions from within and outside AUD. We would invite manuscripts based on new and cutting-edge research and pedagogy, especially in emergent areas of interdisciplinary work in the Humanities, Social Sciences, Creative and Performing Arts, Languages and Literature. Submissions would be peer-reviewed according to stringent academic norms, in order to ensure the highest scholarly standards.

Focus Areas

The Centre's initial focus area is publishing educational/academic materials in the Humanities and Social Sciences. The AUD Press would welcome submissions of scholarly work, especially in the following areas:

• Manuscripts based on faculty research, especially in identified thrust areas, such as:

- Culture and Creative Expressions
- Development Studies
- Digital Humanities
- Economics
- Education
- Environment
- Gender Studies
- Human ecology
- Languages
- Linguistics
- Literature
- Mathematics
- Philology
- Psychology, Psychoanalysis, Psychotherapy

Social Design
 Social Entrepreneurship
 Social Sciences
 Translation

[Indicative list of subjects]

- Innovative curriculum practices in new areas of knowledge
- Edited volumes based on Seminars and Conferences
- Book manuscripts based on Ph.D dissertations
- Occasional papers/monographs
- Book manuscripts based on research projects
- Literary translations, including bilingual manuscripts.
- Teaching and learning resources for Higher Education

Initially, we will accept manuscripts in Hindi and English. More languages may be added later.

Manuscript accompanied by audio visual material may also be considered.

The list of subject areas will be periodically reviewed, expanded and updated.

Manuscripts submitted may be of the following types:

Books by single author

Co-authored books

Edited volumes

Conference volumes

Occasional Papers

It is envisaged that AUD faculty groups would also initiate the publication of scholarly journals to be brought out by AUD Press.

Structure

Editorial Committee

An Editorial Committee would be set up to steer the activities of the Centre and the AUD Press.

The Committee would be responsible for drafting the Editorial Policy, in consultation with experts in the field. It would also oversee the development of a Book Proposal Form, Manuscript Submission Guidelines, applications for ISBN and ISSN numbers, and the creation of an in-house style of global standards

Manuscripts submitted for publication would be peer-reviewed to ensure quality, and publication would be subject to the approval of the Editorial Committee of AUD Press.

The Committee would oversee the functioning of all aspects of AUD Press, including decisions pertaining to peer review, editorial processes, print run, production technology and circulation/archiving of the published material and maintenance of accounts, stock records etc.

Editorial Advisory Board

An Editorial Advisory Board comprising experts in the field would be constituted, to guide the activities of AUD Press.

In-house editorial team

To ensure the highest academic and professional standards and smooth flow of the publishing process, AUD Press would require a strong, dedicated and dynamic in-house editorial team. The team would expand over time, as AUD Press develops its activities through successive stages of its growth. [*Please see section on Requirements: Human Resources*].

The editorial team would be responsible for the evaluation and development of manuscripts, organizing reviews and processing manuscripts for publication. The team would also take care of archiving, cataloguing, promotion and publicity, stocks/inventory and maintenance of accounts

The team would also build a list of reviewers and create a database of Trade and Industry professionals to draw upon their expertise as required.

Acquisitions

AUD Press will invite manuscripts from academicians, scholars, writers, translators and journalists from both within and outside the University. The appointment of an Acquisitions Editor would bring professional expertise to this process. The Acquisitions Editor would evaluate and select proposals/manuscripts for the consideration and approval of the Editorial Committee and Advisory Board.

Production/Form of Publication

Manuscripts accepted after being subjected to the due process of review and approval, would be published by AUD Press in print and/or digital mode/s. It is envisaged that the published materials shall be uploaded on the AUD website with free download options for students and faculty at AUD.

Promotion, Distribution, Sales and Marketing

To effectively, efficiently and sustainably promote and circulate the publications of AUD Press to our target readership, we would seek collaboration/s with suitable co-publisher/s and distributor/s.

AUD Press would be actively involved in the promotion of all its titles through offline and online channels, as well as via collaboration with our selected partner/s.

For this the Centre would also create and disseminate promotional material such as catalogues, brochures, e-brochures, cut-jackets etc.

Copyright and Royalties

AUD Press would evolve appropriate guidelines and policies regarding copyright, publishing contracts, payment of royalties etc. The Editorial Committee would put in place a suitable monitoring mechanism to track sales records, timely payment of royalties etc.

Storage and Archiving

Building an archive of our published material in print and digital format would be the responsibility of the Centre. For this, appropriate storage and maintenance facilities would have to be put in place.

[Please see section on Requirements: Space.]

Finance

AUD Press would require financial support from the University to set up and run its publishing unit. For its publishing and co-publishing projects, the Press would need to evolve procedures for payment to cover various costs of pre-press and post-press activities. While it is envisaged that some of the publications would generate revenue that could go towards meeting partial expenses, the Press especially in the initial stages would seek avenues for funding from the University.

Revenue Model

The expenses involved in processing a manuscript depend on the nature of the project, such as the complexity of the project, the art work and diagrams involved, tables to be reworked, the quality of the paper and the sales expected and the print runs to be made, etc.

The following table offers an indicative estimate of expenses for processing a title (approximately 250 pages, 80 GSM paper):

Print run Size	250	500	1000	POD
demy 1/8				
Pre-press (200)	50,000	50,000	50,000	50,000
Post-press	24,500	32,000	47,000	
Total		82,000	97,000	
Unit cost	74,500 298	150	89	195
Royal 1/8				
Pre-press (225)	56,250	56,250	56,250	56,250
Post-press	27,800	37,200	54,000	
Total	84,050	93,450	110,250	
Unit cost	335	170	100	215
Crown ¼				
Pre-press(275)	68,750	68,750	68,750	68,750
Post-press	38,500	49,400	65,000	
Total				
Unit cost	107,250 429	118,150 215	133,750 122	245

Payment of Royalties

AUD Press would evolve a mechanism for timely payment of royalties and monitoring of accounts, in liaison with the Finance Division of the University.

Co-publishing and Buy-back options

AUD Press would also explore co-publishing and buy-back options for some of its publishing projects, via partnership/s with reputed publishing houses. The Editorial Committee would

oversee the negotiation of memorandums of agreement, copyright issues, royalty arrangements, sharing of expenses and revenue, and other related procedures.

Outside Support

Scholarly publishing needs continuous financial support to effectively achieve its mission and goals. For this the Centre hopes to seek support from foundations, government agencies and outside donors.

Time Frame

It is envisaged that AUD Press will initially co-publish books in partnership with reputed publishing houses by exercising the buy-back option. This will give the Centre a chance to initiate the publishing process soon, while giving the organizing team enough time to put the publishing unit and its infrastructure in place before venturing into independent publishing.

Phase 1: 2017-2019

It is envisaged that AUD Press will achieve the following objectives:

- hold consultative meetings with experts in the field
 - set up the Editorial Advisory Board,
 - frame its editorial policy
-
- create a Logo for the AUD Press imprint
 - create Manuscript Submission Guidelines
 - create templates for Book Proposal Form, publishing contracts etc
 - publish its initial line of books and other publications, mainly via collaboration with publishing partners,
 - set up infrastructure for storage, archiving and inventory,
 - place activities on AUD website
 - work out details of financing and accounting processes
 - oversee promotion, reviews, publicity of our books
 - make initial appointments for in-house editorial team
 - put required equipment in place

- motivate potential contributors to submit manuscripts and book proposals for editorial consideration

[This is an indicative list]

Phase 2: 2019 onwards

It is envisaged that AUD Press will accomplish the following objectives:

- move towards independent publishing.
- expand the list of publications
- bring out an academic journal
- make additional appointments to complete the in-house editorial team
- put additional equipment and infrastructure in place
- acquire a reputation for quality academic publishing

[This is an indicative list]

Requirements

Human Resources

A committed team is necessary for the Centre to achieve its objectives and goals. To take care of various functions such as Acquisitions, Copyediting and Proofreading, Designing/Typesetting, Production and Promotion etc., it is envisaged that the Centre will appoint members of the working team in a phased manner over the next 4 to 5 years.

The following Table offers an indicative list of the projected appointments:

<i>Phase</i>	<i>Designation</i>	<i>Numbers</i>
Phase 1	Senior copy editor	1
	Senior Typesetter/Designer	1
	Stocks/Inventory Manager	1
	Accountant	1



Phase 2	Senior Acquisitions Editor	1
	Assistant Editor	1
	Proofreader	1
	Typesetter	1
Phase 3	Acquisitions Editor	1
	Assistant Editor	1
	Proofreader	1
	Typesetter	1
	Promotion Editor	1
	Production Editor	1
	Total	14

Computers & Software

The Centre requires appropriate equipment for AUD Press, such as computers with high configuration and large-sized monitors for design purposes, high-end scanner, high speed Laser printer etc.

Each employee of the Centre would be supported with a computer and required software.

Appropriate software such as InDesign & CorelDraw and software for checking manuscripts for plagiarism would also be required.

Space

Classroom The Centre would require a class room to accommodate 40-50 students, as the publishing programme may in future be clubbed with separate diploma courses or combined classes with others programmes at the University.

Working Space The Centre would require the space to accommodate 12-15 team members of the various departments of publishing operations.

Committee Room The Centre would requires a committee room for meetings of the editorial and advisory boards.

Storage space The Centre would require space and facilities for storage of published material, including copies of books and journals published by AUD Press, in a dust-free protected environment. An inventory facility would also be essential.

I. Programme in Publishing

The Centre for Publishing would act as a dedicated training centre that would conduct different publishing/MA/PGDP/allied academic programmes (in association with other Schools such as SBPPSE, SCCE, SLS and the proposed School of Letters). The curriculum would be designed keeping in mind current and future needs of the industry, and to encourage innovations in the field.

The Centre aims to conduct a model publishing programme that covers all the phases of traditional and modern publishing activities and produce a talent pool of well-trained and employable professionals competent enough to perform a variety of different roles in the publishing industry. For this we plan to offer practical-oriented training with the help of faculty invited from different branches of the industry. Apart from the internship program the students shall be provided maximum exposure to current issues in publishing as well as emerging technologies, through field visits and other practical modes.

The Centre plans to create and conduct courses related to writing and publishing that would be relevant for students enrolled in existing courses in the different Schools of the University.

The Centre would also organise short-term/certificate courses, in association with institutes of national excellence, in areas such as copyediting and proofreading, IPR, Rights management, translation techniques, technical/creative writing, book design, marketing and distribution of print and ebooks/journals, digital/web publishing, digital libraries, data conversion, thesis writing and paper presentation, story writing, etc.

Structure of Publishing Programme/s

It is envisaged that in future, the Centre would upgrade the existing PG diploma into a full time Masters programme, imagined in an innovative way. The following is an indicative list of some special features that could be incorporated:

1. A student could be allowed to exit with a PG diploma after completing the general and necessary papers in the first year, or continue for the master's degree in the second year.

2. The second year could include 3 or 4 specialized subjects (eg. Copyediting and Proofreading, Digital Publishing, Book Design and Production, Translation Techniques).
3. These specialized subjects could be offered in a format that would permit each area of specialization to lead up to a separate diploma or certificate course.
4. Links could be developed between the courses in Publishing and the existing Literature programmes at AUD.

Other activities

The following is an indicative list of other activities that would add value to the practices of the Centre:

- Lectures on Publishing by invited experts
 - Celebrating World Book Day/World Book Day/National Book Week
 - Writer-in-Residence programmes.
 - Programs to enhance the reading habits of students.
 - Skill enhancement workshops
 - Placement support to students
-
- Holding annual meet of the alumni as a brand-building measure.
 - Instituting an award for the best academic writing/publishing in Humanities and social sciences.
 - Participation in book fairs to promote the activities of AUD Press.

Collaborations with other organizations

It is envisaged that the Centre would seek collaborations with other organizations of excellence in publishing and allied fields. The following is an indicative list of such organizations:

1. National Book Trust
2. Publications Division, Ministry of Information & Broadcasting
3. Sahitya Academy ~~Foundation~~
4. German Book Office

- 45
5. South Asian University
 6. British Council
 7. Independent Publishers Group
 8. Federation of Indian Publishers (Copyright council)
 9. Federation of Booksellers and Publishers Association
 10. Association of Publishers in India
 11. Federation of Educational publishers
 12. Indian Trade Promotion organization
 13. Individual publishers of repute

International collaborations could also be considered.

Advisory Board

To guide the conduct and growth of the Publishing programme, an Advisory Board could be constituted, including academicians, publishing professionals, and other specialists and practitioners in the field.

Ratification of the decisions by the Vice Chancellor in approving the MoUs signed between AUD and (i) Plan International (India Chapter) (ii) State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha (iii) National Institute of Public Cooperation and Child Development (NIPCCD), Regional Centre Guwahati, Assam (iv) School of Planning and Architecture, New Delhi (v) Results for Development Institute (vi) CARE India Solutions for Sustainable Development and (vii) The Trustees of Indiana University, as accepted by the Academic Council in its Ninth Meeting held on 31.01.2017

The Vice Chancellor has approved the signing of MoUs by the AUD with the following:

(i) Plan International (India Chapter)

An MoU was signed on 21st April 2016 by the Centre for Early Childhood Care and Education (CECED) at AUD with the Plan International (India Chapter), New Delhi (1) to develop framework based on core activities for Responsive Care and Early Stimulation (RCES) for children based on 3 age cohorts-under 3 years, 3-6 years old & 6-8 years for comprehensive child development. (2) To develop two training manuals for the programme team on core activities under Responsive Care and Early Stimulation.

(ii) State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha

An MoU was signed on 26th May 2016 by the Centre for Early Childhood Care and Education (CECED) at AUD with the State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha, Osmania University Road, Hyderabad, for conducting the research study "Study of impact of Early Learning, Socialization and school readiness experiences in preschool settings on education and behavioral outcomes along the primary stage" which is also called the IECEI (Indian Early Childhood Education Impact) in Telangana.

(iii) National Institute of Public Cooperation and Child Development (NIPCCD), Regional Centre Guwahati, Assam

An MoU was signed on 26th May 2016 by the Centre for Early Childhood Care and Education (CECED) at AUD with the National Institute of Public Cooperation and Child Development (NIPCCD), Regional Centre Guwahati, Assam, for conducting the research study "Study of impact of Early Learning, Socialization and school readiness experiences in preschool settings on education and behavioral outcomes along the primary stage" which is also called the IECEI (Indian Early Childhood Education Impact) in Assam.

(iv) School of Planning and Architecture, New Delhi

An MoU was signed on 18th May 2016 by the AUD (for School of Design) with the School of Planning and Architecture, New Delhi to set up a Design Innovation Centre under Hub and Spoke scheme funded by Ministry of Human Resource Development, Government of India.

(v) Results for Development Institute

An MoU was signed on 27th September 2016 by the University for the Centre for Early Childhood Care and Education (CECED), AUD with the Results for Development Institute, 1.1.11 19th Street NW, Suite 700 Washington, DC 20036 USA for an International Project of Mobile Reading to Children supported by Results for Development (R4D) Institute, Columbia.

(vi) CARE India Solutions for Sustainable Development, Noida

An MoU was signed by the University for the Centre for Early Childhood Care and Education (CECED) with the CARE India Solutions for Sustainable Development, Noida for a Project – "A baseline study of Early Childhood Education Component of Early Start : Read In Time Project in Odhisa"

(vii) The Trustees of Indiana University, Bloomington

An agreement of "Friendship and Cooperation" and an Sub-agreement for "Academic Cooperation and Exchange" between the Trustees of Indiana University and the Ambedkar University Delhi was signed on 17th October 2016 at AUD to implement a series of cooperative academic activities and for the creation of faculty, staff and student exchange programmes.

The copies of the above MoUs as approved by the Vice Chancellor and accepted by the Academic Council in its 9th Meeting held on 31.01.2017 are at Enclosure-4, which may be ratified by the Board of Management.

Enclosure-I

Agreement

This AGREEMENT made and entered into at New Delhi this 21st April 2016, by and between Plan International (India Chapter), a society under Society Registration Act XXI of 1860 with its office located in New Delhi, E-12, Kailash Colony, New Delhi-110048, hereinafter referred to as ("Plan") in this Agreement AND Ambedkar University Delhi, AUD Admin Block, Room No. 307, Luthian Road, Kashmere gate Campus, Delhi - 10006 PAN # AAAGB0017R, hereafter referred to as the ("CONSULTANT").

1. Term and Scope of Services

The Consultant is engaged to project as per the terms and reference annexure -I. The terms and conditions of this Agreement shall apply to each of such Project Confirmation. This Agreement shall commence on the date entered 1st May 2016 and continue till 31st January 2017 or can be terminated by either party in accordance with the Termination provisions of this Agreement.

2. Warranty for Services

The Consultant warrants and guarantees, the quality and adequacy of services that are covered by the proposal submitted annexure - II, and the consultant shall faithfully and punctually perform duties and functions as are assigned to it and required by Plan.

3. Compensation

3.1 As compensation for services, Plan shall pay Rs. 6, 47,197 (Rupees Six Lakhs Forty Seven Thousand One Hundred Ninety Seven only).

3.2 The payment will be on made by cheque as per details below on submission of an invoice by the consultant and duly recommended & approved by the authorized staff of Plan.

3.3 i) First instalment of 20% of the total amount will be paid to the consultant on submission of RCES Framework.

ii) Second Instalment of 30% of the total amount will be paid to the consultant on submission of first final manual.

iii) Third Instalment of 25% of the total amount will be paid to the consultant on submission of second draft manual.

iv) Fourth Instalment of 25% of the total amount will be paid to the consultant on submission of Final Second Manual.

3.4 All statutory levies and taxes, if any, will be deducted by Plan from the payments to be made under this Agreement for which necessary forms/certificates will be furnished.



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Ambedkar University Delhi
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Luthian Road Kashmere Gate Delhi-110006
वेबसाइट/Website : www.aud.ac.in



advances if any paid to the consultant in this regard shall be returned to Plan or adjusted against final payment. Notwithstanding anything to the contrary herein contained, if Plan is of the opinion that the Consultant has neglected or failed to provide services as per provisions of Clause 2 above and failed to correct such neglect or failure within 30 days of receiving Plan's written demand to remedy, Plan may terminate the affected Project Confirmation by giving a notice in writing to the Consultant. Such termination shall be without prejudice to any other rights or remedies of Plan under this Agreement.

4. **Child protection Policy:** Plan is committed to the actualizing of child rights and is obligated to provide children with whom it works a safe and conducive environment. Plan's Child Protection Policy (as attached as Annexure - III) applies to its partners/staff/consultants as much as it applies to its own staff. Any violation of the code of conduct as described in the policy is considered by Plan a serious contempt to children and Plan reserves its right to intervene in such circumstances.

5. **Termination of services**

Plan shall have the right to terminate the contract or any one or each Project Confirmation without notice, and without providing reasons, provided that any Project Confirmation(s) pending at the time of termination in accordance with this paragraph shall remain in effect and the terms of this Agreement will continue to apply to such Project Confirmation(s) until it is completed.

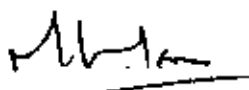
Should the Consultant leave the assignment before its completion or not deliver as per the Terms Of Reference, then Plan would have the right to deduct any pro rata fees and/or charges incurred on any travel/overhead expenses on the Consultant before settling all accounts of the Consultant.

6. **Non disclosure of Information**

Consultant acknowledges that in the course of its operations, Plan has developed and gathered extensive data- information, procedures, processes, methods and systems of a confidential and proprietary nature including, without limitation, information or evaluations pertaining to grant applications and distributions, contact persons, programs of Plan, research data, planning data, development data, experience data, business processes, methods, know-how and other confidential information, knowledge or data used or useful in conducting the operations of Plan (collectively, the "Confidential Information"); that the disclosure thereof is being made by Plan to Consultant only because of the position of trust and confidence which Consultant will occupy and because of the agreement of Consultant to the restrictions contained herein; that all such Confidential Information is the sole property of Plan; that strict protection of the Confidential Information is necessary to the successful continuation of the operations of the Plan; and that unauthorized use or disclosure of the Confidential Information would irreparably harm Plan. Consultant agrees that Consultant will not directly or indirectly divulge, disclose or use at any time, either during the term of this Agreement or at any time thereafter, any Confidential Information, unless Consultant shall first have secured the written consent of Plan or unless such disclosure or use is both necessary in the performance of the Services.

- 6.2 The consultant is expressly forbidden and has no authority during its engagement or after their cessation thereof, to issue any statement, orally or in writing either privately or in public through any media such as newspapers, magazines, television, internet, radio or otherwise about or in relation to Plan without any prior written approval of the Executive Director.

- 6.3 No duty of confidentiality shall apply to information that is or becomes publicly available, is already known to the Consultant, is independently acquired or developed by the Consultant or is legally required to be disclosed.





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Lodhian Road, Kashmir Gate Delhi-110006
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Upon termination of this Agreement, Consultant shall promptly turn over to Plan or its authorized agent all documents of any nature made, compiled by, or delivered to Consultant by Plan or by other persons related to the performance of the Services, and, upon payment of all fees for work performed to generate such, all documents of any nature made or compiled by Consultant in the course of performing the services, including, without limitation, any notes, memoranda, note-books, drawings, plans, financial information, research data, evaluations, methods or any other written information pertaining to Plan's operations, and other similar information whether or not marked "Confidential" or similarly labelled, and Consultant agrees that the same and all information and materials contained therein or relating thereto or developed by Consultant in the course of rendering the Services to Plan hereunder is and will at all times remain the exclusive property of Plan.

8. Rights to Copyright

8.1 All intellectual property, including research papers, books, photographs, computer software or other literary or pictorial works shall be considered works made for hire and all rights to copyright shall be held by Plan.

8.2 To the extent necessary to validate Plan's project results against Consultant's benchmarking database, Plan grants to Consultant a license to retain all project results in those databases used by Consultant for benchmarking and validation of Consultant analyses provided that such norms and benchmarks are used by Consultant solely on a non-identifiable basis.

8.3 The project deliverables may not be used in legal proceedings. If Plan publicizes or otherwise discloses the project deliverables outside of Plan's organization, such publication or disclosure shall not be presented in a misleading manner. Plan is encouraged to consult with Consultant regarding the form and content of publication of the findings. Prior written agreement must be secured from Consultant regarding any publication from the project deliverables or any application/registration with government authorities that identifies Consultant as the source of information; such agreement shall not be unreasonably withheld or delayed.

8.4 All of Consultant's research methodologies, templates, approach to questionnaire design, general market research know-how, pre-existing Consultant intellectual property and Consultant syndicated or syndicable data used or developed in conducting the survey or project remains the sole and exclusive property of Consultant.

9. Arbitration

The parties hereto agree and declare that if any disputes or differences shall arise touching or concerning these presents or the interpretation thereof the parties hereto agree to resolve such disputes and differences by mutual negotiation and failing settlement by mutual negotiation the disputes and differences shall be referred to arbitration by a sole arbitrator to be appointed by mutual agreement of the parties. The arbitration shall take place in New Delhi and all arbitration shall be held in accordance with the Indian Arbitration and Conciliation Act, 1996. The courts located in Delhi shall have exclusive jurisdiction for all matters relating to any dispute or difference between the parties. Any award made by the Arbitrator shall be final and binding upon the parties hereto and it may be enforced by the parties hereto in the High Court of New Delhi by making the same the rule of the said Honourable Court.

10. Enforcement

Consultant agrees and acknowledges that Plan will suffer irreparable injury and damage and cannot be reasonably or adequately compensated in monetary damages for the loss it may



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Sections 4, 5, or 6 hereof. Accordingly, in addition to any other remedies to which Plan shall be entitled to apply to a court of competent jurisdiction for both a preliminary and permanent injunction or similar court order enjoining Consultant from violating any of the provisions of Sections 4, 5, or 6 hereof, and consultant consents to submit for this purpose to the jurisdiction of the High court of New Delhi.

11. Independent Contractor

The consultant shall perform the Consultancy services hereunder as an Independent Contractor, it being agreed that nothing contained herein shall be construed as establishing or creating a relationship of master and servant or principal and agent and it being further agreed that the position of the Consultant and that of the Consultant's services rendering the Consultancy Services is that of an Independent contractor. It is also further agreed that all persons who are employed or engaged by the Consultant or perform work for the Consultant (including the Consultant's Personnel) in connection with the Consultancy Services whether they be the Consultant's employees, servants and agents or Independent specialists or otherwise, shall be deemed to be its employees and the Consultant shall accept full and exclusive liability for the payment of all salaries, wages, commissions and other remuneration to such persons including payment of all and any taxes, duties, fees and other impositions, both within and outside India. The Consultant shall indemnify Plan against the foregoing liabilities and any other liability that Plan may in law incur in respect of persons who are employed or engaged by the Consultant by reason of such employment or engagement and the aforesaid obligation to indemnify Plan shall survive the final payment and settlement hereunder. In the event such liability exceeds the final payment, the consultant would reimburse Plan and in default of payment Plan would be entitled to take recourse to Proceedings as specified in this agreement or as provided by law.

12. Claims

12.1 With respect to its rendering of the Consultancy Services, the Consultant shall indemnify and hold Plan harmless from any and all claims, liabilities and causes of action for injury to or death of any person including the Consultant's Personnel or for damage to or destruction of property of Plan or third parties resulting from any and all acts or omissions of the Consultant and/or the Consultant's Personnel in rendering the Consultancy Services.

12.2 Plan agrees to indemnify and hold harmless Consultant against all claims, damages, loss or expenses arising from Plan's disclosure of the project deliverables outside of Plan's internal organization or from any use of the project deliverables other than as expressly permitted in this Agreement.

12.3 Consultant shall use reasonable efforts to correct errors in the project deliverables and shall refund fees paid for any undelivered project deliverables or that part of any erroneous project deliverables that cannot be corrected. Consultant's total liability relating to work for any project commissioned under this Agreement shall not exceed amounts paid for such project. These remedies are exclusive.

13. Taxes

Plan shall not be liable for any payments of taxes, duties, fees and other impositions levied by any governmental authority or otherwise in India in respect of any payment to be made in connection with the rendering of the Consultancy Services (save and except such withholding tax applicable to such fees and deducted therefore by Plan). Such payments shall be borne and paid for by the Consultant and the Consultant shall indemnify Plan and keep Plan indemnified and harmless in respect thereof.



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The Consultant's obligations hereunder and rights to receive payment therefore are hereby expressly declared to be non-assignable, non-delegatable, and non-transferable.

15. Entire Agreement

This Agreement constitutes the entire agreement between the parties and may not be amended or modified except by a written instrument signed by both parties hereto

16. Governing Law

This Agreement shall be governed by the laws of India

17. Notice

Any notices required hereunder shall be in writing, sent by registered post to Plan or Consultant at their respective addresses set forth above, as the case may be.

18. Severability

The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions hereof, and this Agreement shall be construed in all respects as if such valid or unenforceable provisions were omitted.

IN WITNESS WHEREOF, the parties have executed this consultancy Agreement in duplicate on the date first above written.

For Authorised Signatory
Plan International (India Chapter)
New Delhi

For Consultant
Ambedkar University Delhi
पुस्तकालय / Registrar
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University De
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Lothian Road, Kashmiri Gate
फैक्स/वेबसाइट/website www.aud

Witness:

1. Name of the Witness: JEST SARKH

Address: E-12, Kailash Colony, New Delhi-110048.

2. Name of the Witness: B. Dhanoo

Address: E-12, Kailash Colony, New Delhi-110048.

1. DR. SUNITA SINGH
Name of the Witness:

2. Dr. Payal Sahni
Name of the Witness:

TEMPLATE: TERMS OF REFERENCE (ToR)

Terms of Reference: Development of Responsive Care & Early Stimulation Framework & Manuals.

A. About Plan India

Plan India, a member of Plan International Federation, is a nationally registered independent child development organisation committed to creating a lasting impact in the lives of vulnerable and excluded children, their families and communities. For over 35 years, Plan India and its partners have improved the lives of millions of children by providing them access to protection, basic education, proper healthcare, a healthy environment, livelihood opportunities and participation in decisions which affect their lives.

Plan India is a child-centred development organization with no religious, political or governmental affiliations. Plan India's Country Strategic Plan IV (2016-2020) goal is to be "the leading child development organization in India, known for the lasting impact created in the lives of the vulnerable and excluded children and their communities." Aiming to impact the lives of two million children directly and five million children through advocacy and policy influence, Plan India programs cover ten states with six strategic objectives: child survival, growth and optimal development; water, sanitation and hygiene; education; economic development; disaster risk reduction and protection. Gender and social inclusion is a cross cutting theme and Plan India also implements programs specifically focusing on gender based issues.

Plan recognizes that critical building blocks in a child's overall development are made during the early years. Children learn from the moment they are born. In fact there is evidence to substantiate that a child's brain is developing even before birth and is affected by the mother's health as well as some external events. Early Childhood Care and Development (ECCD) is therefore one of the core program areas into which Plan makes major investments. Plan supports comprehensive interventions that holistically address the multifaceted needs of children aged 0-6 years and ensures that their basic rights are safeguarded.

Programme background

Plan India's ECCD strategy document in CSP IV define goal & objectives as summarised below

Goal: All girls & boys below 6 years in Plan's operational areas have access to developmentally appropriate responsive care and learning opportunities at home and childcare centres that serve to actualize their development potential.

Objective 1: All girls & boys below 6 years in Plan operational areas have access to developmentally appropriate responsive care at home and child care centres.

Objective 2: All girls & boys below 3-6 years in Plan operational areas have access to developmentally appropriate learning opportunities at home and child care centre.

ECCD programs will aim at improving access to developmentally appropriate responsive care and learning opportunities at home and childcare centres that serve to actualize their development potential. One of




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the age group of 3-18 years in 3,000 villages and urban slums; along with 4 million children supported through ECCE/Education system advocacy and policy influence actions.

Assignment will also support key outcome indicator of CSP IV.

a) % of increase in mothers, fathers & caregivers doing at least three play activities with their under 3 year girls & boys in the last three days.

b) Increase in % of ICDS/ECCE centres where ECE activities are conducted for 3-6 year olds for 4 hours a day for at least 21 days in a month

Methodology

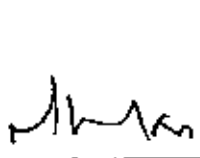
Steps	Activities	Deliverables
Desk review	Desk review of available documentation/guidance material/studies on RCES in India & globally to understand the key learnings from different models.	5 pagers (max) document highlighting the available responsive care models.
Development of detailed plan for the assignment	Agreement on the activities schedule, overarching framework, sequence of chapters.	1 report on detailed work plan and schedules.
Consultation with the Plan's Technical advisors & Plan's State point persons	Analyse and build on standards from the wider sector including agreement on sector linkages.	1 day consultation meeting with Plan's Technical Advisors. 4 skype calls with State point persons.
Sharing of a draft framework	Input/consultations through meetings & skype calls with Plan's working group and external technical experts.	Consultation with Plan's working group and internal and external key resource persons
Field consultation and testing	Field testing of framework and manuals will be done in 2 states.	Delhi & Rajasthan
Finalisation of the framework & manuals	Finalise the documents based on working group inputs.	1 framework & 2 manuals

E. Reference documents for the assignment

Key reference documents for this assignment will be nationally and globally accepted sector standards, restructured ICDS framework, National Early Childhood Care and Education (ECCE) Policy, Plan International's ECCD program framework and Plan India's thematic strategies.

F. Deliverables & Time Period

The entire process will be done in 2 phases.




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Central Board of Secondary Education
Lotus Road, Bahadur Gate, Delhi-110006
Website : www.cbse.in



Age group: Three to Six years.

Deliverable: One manual.

For ensuring regular guidance and input Individual/Organization will work closely with Plan's reference group headed by Technical Advisor, ECCD.

G. Terms of Payments

- a) On submission of RCES framework-20%
- b) On submission of first draft of the manual-30%
- c) On submission of final manual One -25%
- d) On submission of final manual Two -25%

H. List of Deliverables

- a) RCES framework
- b) Two RCES manuals for 0-3 years & 3-6 years age cohorts.

I. Clauses if any

a) Copyright Information

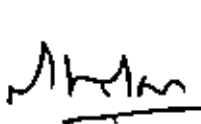
Documents developed with the support of consultant shall be owned by Plan India with due acknowledgement of the technical team.

b) Contact with children -Level 3

Plan is committed to protect children and to prevent them from any harm they may be exposed to through our work. Therefore, the successful Individual/organisation will be requested to sign and comply with Plan's Child Protection Policy.

c) Brief for the Technical Resource Agency

- Minimum 8 years' experience in ECCD field with sound understanding of the major issues of Early Childhood Care and Development (ECCD), Integrated Child Development Services (ICDS) and child rights
- Experience of minimum five activity based manuals development on ECCD/Health Issue.
- Experience of working in minimum three assignments with govt/UN/International organisations.
- Experience on disability, gender and emergency will be an added advantage
- Openness to work in consultation with Plan's team.





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 Ministry of Health & Family Welfare
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CHILD PROTECTION POLICY

Say "YES" To Keeping Children Safe

SUMMARY / PURPOSE

As an Indian child-centred community development organisation whose work is underpinned by the United Nations Convention on the Rights of the Child (UNCRC), Plan is committed to promoting the rights of children including their right to be protected from harmful influences, abuse and exploitation. Plan takes active measure to ensure children's right to protection are fully realized.

Plan acknowledges its expectation that its employees and other who work with Plan have children's best interest at the heart of their involvement with Plan.

The Child Protection Policy is Plan's statement of Intent that demonstrates our commitment to safeguarding children from harm and makes clear to all in the organisation and who come into contact with us what is required in relation to the protection of children, and that child abuse in any form is unacceptable to Plan.

A design of various fire alarm protection

Vision

We aim to create "child safe" environments, both internally and externally, where children are respected, protected, empowered and active in their own protection, and where Staff are skilled, competent and well supported in meeting their protection responsibilities.

Statement

Plan is committed to actively safeguard from harm and ensuring children's right to protection are fully realized. We take seriously our responsibilities to promote child safe practices and protect children from harm, abuse, neglect and exploitation in any form. In addition, we will take positive action to prevent child abusers from becoming involved with Plan in any way and take stringent measures against any Plan Staff and / or Associate who abuses a child. Our decisions and actions in response to child protection concerns will be guided by the principle of "the best interests of the child"

[illegible]

1. A Child abuse is defined as all forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child and included any action that result in actual or potential harm to a child.

Child abuse may be a deliberate act or it may be failing to act to prevent harm. Child abuse consists of anything which individuals, institutions or processes do or fail to do, intentionally or unintentionally, which harms a child or damages their prospect of safe and healthy development into adulthood.

3. Child Protection, within the scope of this policy, is defined as the responsibilities, measures and activities that Plan undertakes to safeguard children from both intentional and unintentional harm

C. SCOPE OF THE CHILD PROTECTION POLICY

The Child Protection Policy applies to everyone working for or associated with Plan. It encompasses the whole of Plan and includes without limitation:

1. Staff at all levels - in offices, in field or elsewhere
2. Plan Associates - these include board members (International and National Boards) volunteers, community volunteers, sponsors, consultants and contractors. Also the staff and / or representatives of partner organizations and local governments who have been brought into contact with children or are party to Plan's child sensitive data while working for or with Plan
3. Plan Visitors - (e.g. donors, journalists, media, researchers, celebrities, staff family members, etc.) who may come into contact with children through Plan are also bound by this policy.

D. Responsibilities under the Child Protection Policy

Plan staff, associates and Visitors must:

1. Never abuse and / or exploit a child or act/ behave in any way that places a child at risk of harm.
2. Report any child abuse and protection concerns they have in accordance with applicable local office procedures. That is a mandatory requirement for staff. Failure to do so may result in disciplinary action.
3. Respond to a child who may have been abused or exploited in accordance with applicable local office procedures
4. Cooperate fully and confidentially in any investigation of concerns and allegations.
5. Contribute to an environment where children are respected and encouraged to discuss their concerns and rights.
6. Always ask permission from children (or, in the case of young children, their parent or guardian) before taking images (e.g. photographs, videos) of them. Respect their decision to say no to an image being taken. Ensure that any images taken of children are respectful (for example: children should have adequate clothing that covers up the sexual organs. Images of children in sexually suggestive poses or what in any way impact negatively on their dignity or privacy are not acceptable. Stories and images of children should be based on the child's best interest.

E. PLAN STAFF, ASSOCIATES AND VISITORS SHOULD:

7. Disclose information that identifies sponsored or grant beneficiary families or children or make it available to the general public without explicit consent from Plan

F. PLAN OFFICES SHOULD PROBABLY HAVE IN PLACE THE FOLLOWING PROCEDURES:

8. Ensure that each Plan Office has in place local procedures that are consistent with the global Child Protection Policy and with the document: reporting and Responding to Child

Protection issues in Plan to respond to incidents of child abuse. Local procedures should be developed with assistance of local advisors in accordance with the local law. Any deviation therefore must have prior formal approval from the National Director

Ensure that local procedures are made available in local languages.

PROFESSIONAL CONDUCT OUTSIDE WORK

We are committed to ensuring that our Staff and representatives apply high standards of behavior towards children within both their professional and their private lives.

Plan does not intend to dictate the belief and value systems by which Plan employees conduct their personal lives. Plan's position throughout the world is dependent, however, on maintaining good relations and upholding its reputation as a child-focused community development organisation with numerous organizations. Unlawful or other conduct by Plan employees which jeopardizes Plan's reputation or position whether during or after business hours will not be permitted. Such conduct includes, but is not limited to; any unlawful activities related to sexual abuse; sexual harassment; physically / verbally abusive behavior and public disorderly conduct.

Staff and Associates are required to bear in mind the principles of the Child Protection Policy and heighten their awareness of how their behavior may be perceived both at work and outside work.

For Plan International
 [Signature]
 National Director

Say 'Yes'! to Keeping Children Safe

Plan India's Policy On Child Protection

2016

Acknowledgement Receipt

This is to acknowledge that I have received Plan India's policy on Child Protection

Name: VENITA KAUL

Signature Venita Kaul

Designation Director CECED

Organizations CECED, Ambedkar University Delhi

Date 28/5/2016



Venita Kaul
 Director
 Centre of Early Childhood Education and Development
 Ambedkar University, Delhi
 Lothian Road, Kashmere Gate, Delhi-110006
 Website: www.aud.ac.in, www.ceced.net



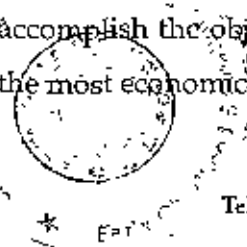
Memorandum of Understanding (MoU)

This MoU is executed between Ambedkar University Delhi, (hereinafter called the 1st Party in this MoU) and State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha, Osmania University Road, Hyderabad - (hereinafter called the "2nd Party") for conducting the research study titled, "Study of Impact of Early Learning, Socialization and school readiness experiences in preschool settings on educational and behavioral outcomes along the primary stage" which is also called the "IECEI (Indian Early Childhood Education Impact) in Telangana.

The main conditions of this MoU are as under, to which 2nd Party will abide on signing this MoU.

1. The study shall be conducted by the 2nd Party as agreed and within the specified period, i.e. between 1st January and 31st December, 2016.
2. The 1st Party shall bear the expenses on this research study as per Terms of Reference (Annexure A).
3. The specified budget as per the Terms of Reference is Rs. 12,27,600.00 (Rs. Twelve Lakhs Twenty Seven Thousand Six Hundred only) which is to be spent on the Heads as per details provided in Annexure 'B' and as per payment schedule provided at item 5 of ToR (Annexure A), and the amount shall be paid after signing of this MoU by the authorized signatories of both the 1st Party and 2nd Party.
4. Income tax will be deducted at source from the total payment of professional fees and certificate issued as per Income Tax Act, 1961. It is agreed by the 2nd Party that a consolidated TDS certificate will be issued by the 1st Party at the end of the financial year. The 2nd Party is expected to submit a self-attested copy of their TAN and PAN Number, while signing this MoU.
5. 2nd Party is expected to arrange their work plans in such a way as to enable them to accomplish the objectives of the contract within the mutually agreed time frame and in the most economical manner possible.

Secretary
SRC-ECE-AMS



Lothian Road, Kashmiri

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Website: www.aud.ac.in

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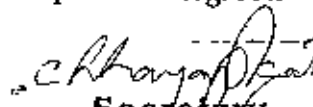
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6. All conditions and tasks as stated in the attached Terms of Reference (ToR) for the contract remain valid till the end of the contract period up to 31st December, 2016.
 7. It is understood between 2nd Party and 1st Party that all information acquired by the 2nd Party in the course of executing the assignment is confidential and may not be divulged to others without the prior permission in writing, of the 1st Party. In particular, any report prepared by the 2nd Party or photographs displayed as a result of this contractual obligation must be cleared by the 1st Party before releasing to anyone outside the Jurisdiction of 1st Party.
 8. It may be noted that 1st Party does not provide any insurance coverage for its consultants and its staff and thus cannot be held responsible for any accident or other incident arising in relation to or during this contract. Insurance for accidents, medical expenses, theft or other purpose is the responsibility of the 2nd Party.
 9. 2nd Party shall have to submit a Utilization Certificate from a Chartered Accountant (for the amount received for each Phase), after each Phase is over and shall have to submit original vouchers, Bills and Acquaintance Rolls with details to the 1st Party. However 2nd Party may retain the photocopies of all the relevant documents.
 10. It is also mandatory that monthly progress report of work and expenditure is submitted by 2nd Party to the 1st Party through email at ceced.aud@gmail.com by 25th of every month.
 11. Any power to relax the above MoU and ToR, lies with the 1st Party.

On this 26 day of May, 2016 this MoU has been signed by both the authorized signatories of 1st Party and 2nd Party for having bound themselves and their successors with the terms as mentioned above of this MoU and the ToR Annexure to this MoU.

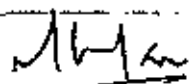
Accepted and Agreed


Secretary
Authorized Signatory

State Resource Centre for Early Childhood Education
Durgabai Deshmukh Mahila Sabha



Accepted and Agreed


Registrar 26/5/16

Ambedkar University, Delhi

 अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
लोथियान रोड, कश्मीरी गेट, दिल्ली-110028
Lohian Road, Kashmiri Gate, Delhi-110028
वेबसाइट/website: www.aud.ac.in



CENTRE FOR EARLY CHILDHOOD EDUCATION AND DEVELOPMENT (CECED)

Annexure 'A'

Terms of Reference (TOR)

1. Centre for Early Childhood Education and Development, Ambedkar University Delhi is carrying out a longitudinal research study to assess immediate and medium term impact of variations in quality across different kinds of ECE programmes along the primary stage. The study is titled, "Indian Early Childhood Education Impact (IECEI) Study".
2. This research project is a longitudinal study being carried out in three different states; Telangana is one of the states included in the study. The study was launched in 2011 in all three states. ASER Centre is coordinating Strand A of the study and CECED is coordinating Strand B and Strand C. CECED is working with state partners in Assam and Telangana. In Telangana, State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha, Hyderabad is the State Partner Organization.

As part of the study 902 children (3 ½ - 4 ½ year olds) were pre-tested on school readiness skills in 2011, they were then quarterly followed to estimate their participation, retention and attendance in ECE centres. The post test was conducted in 2012 where the cohort was assessed on the same indicators of school readiness as in the pre-test. In 2013-2014 and 2015, the same cohort was assessed on age appropriate achievement tests and was also tracked quarterly to estimate the participation, retention and attendance. As part of strand C, a qualitative study is being carried out in the state since 2015 which is exploring the phenomena of privatization of education. One village in Medak has been selected for this qualitative micro study.

Between 1st January and 31st December, 2016, the work would involve wrapping up of the qualitative micro study, working on the state report for strand B, helping CECED with the state level data, organizing dissemination workshops in the state etc.

3. The Telangana state partner for Strand B of the study since the launch of the study is State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha,

Secretary
SAC-ECE-AMS



1



कुलसचिव / Registrar
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
लोथियान रोड, काश्मीर गेट, दिल्ली-110006
Lothian Road, Kashmir Gate, Delhi-110006
वेबसाइट : www.aud.ac.in

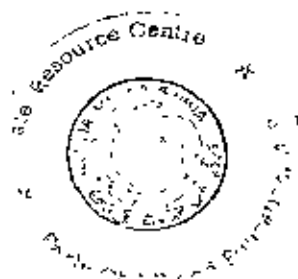
Lothian Road, Kashmir Gate, Delhi-110006
Tel: +91.11.2386 2320, 2386 3740, Fax: +91.11.2386 4055
Website: www.aud.ac.in

26/5/16

erstwhile State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha. State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha, will continue to be the partner for the next phase of the study covered by this MoU. State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha, Hyderabad will be required to carry out the following tasks as per the detailed proposal in consultation with AUD:

- I. Data Analysis for the state of Telangana from pre-test to the Achievement Test by the age 8 and preparing a report on the same.
 - II. First draft of transcription of the data collected and field notes for the micro-study in the prescribed format by 30th May, 2016.
 - III. Final version of transcription of the data collected and field notes for the micro-study in the prescribed format by 30th June, 2016
 - IV. Translation and printing of dissemination material.
 - V. State level and district level dissemination workshops between June and December, 2016.
4. The estimated cost of Rs. 12,27,600/- (Rs. Twelve Lakh Twenty Seven Thousand Six Hundred only) for the year 2016 for Telangana. State Resource Centre for Early Childhood Education, Durgabai Deshmukh Mahila Sabha, Hyderabad 2nd party of MOU will complete all assigned tasks by 31st December, 2016.
5. Payment schedule (As discussed in clause 3 of MoU)

S. No	Description of Activities	Percentage of total amount to be released
1	Signing of the MoU	30%
2	On completion of the data collection of the micro-study	50%
3	On completing state and district level dissemination workshop	20%



Chandrasekhar
Secretary
SRC-ECCE-ARAD

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कुलसचिव / Registrar
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
लोथियान रोड, काश्मीरी गेट दिल्ली-110008
क्याइट/website: www.aud.ac.in

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13/10/16

Tamil Nadu Sahitya Akademi					
Tamil Nadu Sahitya Akademi					
No.	Post	Unit	Rate (Rs/Month)	Qty.	Total
i)	Project Coordinator	1	30,000	12	3,60,000
ii)	Project Associate	1	30,000	6	1,80,000
iii)	Project Assistant	1	17,000	6	1,02,000
iv)	Account Support	1	17,000	12	2,04,000
Subtotal (Personnel)					8,46,000
Project Activities					
i	State/district level dissemination workshops and seminars				1,50,000
ii	Preparation and printing of reports, Translation and Dissemination of material				1,20,000
Subtotal (Activities)					2,70,000
Total (Personnel & Activities)					11,16,000
Overhead Charges @ 10%					1,11,600
Grand Total					12,27,600

Secretary
 Secretary
 SRC- ECE-AMS
 Tamil Nadu Sahitya Akademi





CENTRE FOR EARLY CHILDHOOD EDUCATION AND DEVELOPMENT (CECED)

Memorandum of Understanding (MoU)

This MoU is executed between Ambedkar University Delhi, (hereinafter called the 1st Party in this MoU) and National Institute of Public Cooperation and Child Development (NIPCCD), Regional Centre Guwahati, Assam - (hereinafter called the "2nd Party") for conducting the research study titled, "Study of Impact of Early Learning, Socialization and school readiness experiences in preschool settings on educational and behavioral outcomes along the primary stage" which is also called the "IECEI (Indian Early Childhood Education Impact) in Assam.

The main conditions of this MoU are as under, to which 2nd Party will abide on signing this MoU.

1. The study shall be conducted by the 2nd Party as agreed and within the specified period, i.e. between 1st January and 31st December, 2016.
2. The 1st Party shall bear the expenses on this research study as per Terms of Reference (Annexure A).
3. The specified budget as per the Terms of Reference is Rs. 11,49,225/- (Rs. Eleven Lakh Forty Nine Thousand Two Hundred and Twenty Five only) which is to be spent on the Heads as per details provided in Annexure 'B' and as per payment schedule provided at item 6 of ToR (Annexure A), and the amount shall be paid after signing of this MoU by the authorized signatories of both the 1st Party and 2nd Party.
4. 2nd Party is expected to arrange their work plans in such a way as to enable them to accomplish the objectives of the contract within the mutually agreed time frame and in the most economical manner possible.
5. All conditions and tasks as stated in the attached Terms of Reference (ToR) for the contract remain valid till the end of the contract period up to 31st December, 2016.

Handwritten signature and date 21/5/16.

Handwritten signature.

7. It may be noted that 1st Party does not provide any insurance coverage for its consultants and its staff and thus cannot be held responsible for any accident or other incident arising in relation to or during this contract. Insurance for accidents, medical expenses, theft or other purpose is the responsibility of the 2nd Party.

8. 2nd Party shall have to submit a Utilization Certificate from a Chartered Accountant (for the amount received for each Phase), after each phase is over and shall have to submit photo copied vouchers, bills and acquaintance rolls with details to the 1st Party. However, 2nd Party may retain the original copies of all the relevant documents.

9. It is also mandatory that monthly progress report of work and expenditure is submitted by 2nd Party to the 1st Party through email at ceced.aud@gmail.com by 25th of every month.

10. Any power to relax the above MoU and ToR, lies with the 1st Party.

On this ----- day of May, 2016 this MoU has been signed by both the authorized signatories of 1st Party and 2nd Party for having bound themselves and their successors with the terms as mentioned above of this MoU and the ToR Annexure to this MoU.

Accepted and Agreed

Accepted and Agreed

Regional Director,

NIPCCD Regional Centre Guwahati, Assam

Regional Director
National Institute of Public Cooperation and
Child Development, Regional Centre Guwahati,
Khanapara, Guwahati-22

Regress

Anubekkar University Delhi



Annexure 'A'

Terms of Reference (TOR)

1. Centre for Early Childhood Education and Development, Ambedkar University Delhi is carrying out a longitudinal research study to assess immediate and medium term impact of variations in quality across different kinds of ECE programmes along the primary stage. The study is titled, "Indian Early Childhood Education Impact (IECEL) Study".
2. This research project is a longitudinal study being carried out in three different states; Assam is one of the states included in the study. The study was launched in 2011 in all three states. ASER Centre is coordinating Strand A of the study and CECED is coordinating Strand B and Strand C. CECED is working with state partners in Assam and Andhra Pradesh. In Assam, NIPCCD Regional Centre Guwahati is the State Partner Organization.

As part of the study 1011 children (3 ½ - 4 ½ year olds) were pre-tested on school readiness skills in 2011, they were then quarterly followed to estimate their participation, retention and attendance in ECE centres. The post test was conducted in 2012 where the cohort was assessed on the same indicators of school readiness as in the pre-test. In 2013-2014 and 2015, the same cohort was assessed on age appropriate achievement tests and was also tracked quarterly to estimate the participation, retention and attendance. As part of strand C, a qualitative study is being carried out in the state since 2015 which is exploring the phenomena of privatization of education. One village in Dibrugarh have been selected for this qualitative micro study.

Between 1st January and 31st December, 2016, the work would involve wrapping up of the qualitative micro study, working on the state report for strand B, helping CECED with the state level data, organizing dissemination workshops in the state etc.

3. The Assam state partner for Strand B of the study since the launch of the study is National Institute of Public Corporation and Child Development, Regional Centre Guwahati, Assam.

Umesh Kaul

NIPCCD, Regional Centre Guwahati, Assam will continue to be the partner for the next phase of the study covered by this MoU. NIPCCD Regional Centre Guwahati, Assam will be required to carry out the following tasks as per the detailed proposal in consultation with AUD:

- I. Data Analysis for the state of Assam from pre-test to the Achievement Test by the age 8 and preparing a report on the same.
 - II. Data Collection for the micro-study with support from CECED, AUD by 31st May, 2016.
 - III. Transcription of the data collected for the micro-study in the prescribed format by 30th July, 2016.
 - IV. Translation and printing of dissemination material.
 - V. State level and district level dissemination workshops between June and December, 2016.
4. The estimated cost of Rs. 11,49,225/- (Rs. Eleven Lakh Forty Nine Thousand Two Hundred and Twenty Five only)) for the year 2016 for Assam. NIPCCD Regional Centre Guwahati, Assam, 2nd party of MOU will complete all assigned tasks by 31st December, 2016.
5. Payment schedule (As discussed in clause 3 of MoU)

S. No	Description of Activities	Percentage of total amount to be released
1	Signing of the MoU	30%
2	On completion of the data collection of the micro-study	50%
3	On completing state and district level dissemination workshop	20%

Annexure 'B'

Henita Kaul

[Signature]
26/5/16



कुलसचिव / Registrar
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
लोथियान रोड, कश्मीर गेट, दिल्ली-110005
Lohian Road, Kashmir Gate, Delhi 110005

Project Study Assam State Budget					
Sr. No.	Particulars	Staff	Months (in Months)	Rate	Amount
i	Senior Project Associate	1	12	10 Months @ Rs. 30,250 2 Months @ Rs. 33,275	3,69,050
ii	Project Associate	1	8	3 Months @ Rs. 24,200 5 Months @ Rs. 26,620	2,05,700
iii	Account Support	1	12	10,000	1,20,000
Subtotal (Part II)					6,94,750
Project Activities					
i	State/district level dissemination workshops and seminars				2,00,000
ii	Contingency				50,000
iii	Translation and Printing of Reports & Dissemination material				1,00,000
Subtotal (Part III)					3,50,000
Total (Part I)					10,44,750
	Overhead Charges @ 10%				1,04,475
Grand Total					11,49,225

Bandana Bhuyan
11/05/16

(Bandana Bhuyan)
Regional Director
National Institute of Public Cooperation and
Child Development, Regional Centre Guwahati,
Khanapara, Guwahati-22

Venita Paul
25/5/16

11/05/16

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Memorandum of Understanding
between
School of Planning and Architecture, New Delhi
&
Ambedkar University Delhi
for
DESIGN INNOVATION CENTER WITH A FOCUS ON
SOCIAL DESIGN AND SERVICES

Supported by
Ministry of Human Resource Development
(Department of Higher Education)
Government of India

New Delhi
April 2016

This MEMORANDUM OF UNDERSTANDING is made on this 18 day of May ~~March~~, 2016, between the School of Planning & Architecture, New Delhi, through its Registrar, SPA (hereinafter called the First Part)

AND

The Ambedkar University Delhi (Established by the Government of NCT of Delhi through the Delhi Act 9 of 2007) with its office located at Lothian Road, Kashmere Gate, Delhi 110 006 through its Registrar (hereinafter called the Second Part).

WHEREAS the First Part has already entered into an MOU dated 29.09.2015 with the Ministry of Human Resource Development, Govt. of India, for implementation of Scheme for National Initiative for Setting up Design Innovation Centres, Open Design School and National Design Innovation Network:

AND WHEREAS the First Part has been duly appointed and constituted as the Mentor for synergizing and leveraging the potential of such other institutes at the field level and for setting up of Design Centres throughout the country;

AND WHEREAS the First Part is desirous of engaging and involving the Second Part in the above referred national Scheme launched by the MHRD, Govt of India, and the Second Part through its School of Design has evinced keen interest in participating in the development and establishing Design centre at its Campus in Kashmere Gate, Delhi, and has also agreed and undertaken to comply with and abide by all the terms and conditions set out in the above referred MOU dated 29-09-2015 signed between FIRST PART and the MHRD, Govt of India, to achieve tasks under the project. Time duration for the project will be three years. Proposal of the School of Design of AUD (Second Part) is attached in Annexure-1.

NOW THE PARTIES HERETO DOTH UNDERSTAND AND AGREE TO TERMS AND CONDITIONS SET OUT AS FOLLOWS:-

1. Purpose & Background

1.1 Design-centered innovation is a force multiplier that can help the country move up in the value chain making Indian economy globally competitive. In this context, the Ministry of Human Resource Development (MHRD) launched a program to set up a number of Design Innovations Centers throughout the country. In this context the School of Planning and Architecture, New Delhi is submitting this proposal with a focus on architecture and planning (built-environment and human settlements). The proposal was approved by MHRD and MOU was signed between School of Planning and Architecture, New Delhi and MHRD. School of Planning and Architecture, New Delhi is Hub and School of Planning and Architecture, Bhopal, School of Planning and Architecture, Vijaywada and Ambedkar University Delhi (AUD) are spokes.

1.2 Organizations

The first part has its origins in the pre-Independence era of 1940s. Initially, it was established as a Department of Architecture under the

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Delhi Polytechnic in the year 1942. The first part was established in the year 1955. In the year 1979, the School was conferred upon the status of a deemed University under Section 3 of the UGC. Fully funded by the MHRD, the School has today emerged as an apex premier national level institution in the fields of architecture, planning and allied areas. It offers two undergraduate courses in architecture and planning and ten postgraduate courses including urban planning, regional planning, transport planning, environmental planning, housing, urban design, conservation, landscape architecture, industrial design and building engineering. All departments offer Ph.D. programs. The proposal is submitted with School of Planning and Architecture -Bhopal, School of Planning and Architecture-Vijaywada and School of Design, Ambedkar University Delhi (Second Part). SPA-B and SPA-V were set up seven years ago.

- 1.3 All the three SPAs were declared as institutions of national importance through an Act of Parliament under the SPA, Act 2014 supported by the MHRD. SPAs in Bhopal and Vijaywada also offer undergraduate, postgraduate and Ph.D. courses in architecture and planning. AUD is founded by Government of the National Capital Territory of Delhi with a School of Design, which offers a Fulltime MDes (Social Design) Programme. Faculty of all the three SPAs actively participated in the preparation of Design Manifesto prepared by the MHRD in 2013-2014.

2 Objectives & Principles

- 2.1 The MOU is signed to achieve objectives of the proposal given in annex, outputs achieved and budget mentioned above. Ambedkar University will open a separate account and submit Utilization Certificate (UC) as per Government regulations. The First Part will forward the amount on receipt of funds from MHRD.
- 2.2 The Parties shall assist each other in the pursuit of the objectives of this understanding, and shall make all necessary endeavors towards such objectives and shall keep each other informed of such efforts.
- 2.3 The Parties shall keep each other informed of the status of the Project.
- 2.4 Each party shall appoint one member of its staff/faculty to coordinate the collaboration on its behalf.
- 2.5 The parties hereto agree and accept that the First Part would take the lead role in the project.
- 2.6 Any other provision of this MoU notwithstanding, each Part shall indemnify and hold harmless the other Part for any loss, claim, expense or other damage (including reasonable Attorney fees) to the extent caused by the indemnifying party, its agents or employees by way of tortious or negligent act or omission, break of contract or fiduciary duty or otherwise.

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2.7 The Parties may use the service of their subsidiaries, affiliates, associates or other companies for the purpose of performing the service stipulated in the Contract upon prior consent of each other.

2.8 The Parties also agree that while rendering service such as preparation of mapping, planning, engineering and drawings, and any other activities related to specific Project, as may be mutually agreed, the special and unique soft wares developed by them shall also be harnessed, in addition to utilizing other resource and expertise.

2.9 Neither Party shall use any document prepared by either Party for a particular Project in some other project without the prior consent of the other Party.

3. Outputs & Responsibilities of Parties

3.1 A number of outcomes and processes will be developed under the DIC by AUD, details of which are provided below in Table-1. These will help to mainstream design-centered innovation in Design and Social Design education, research and practice in India. These will also provide valuable reference for important design and implementation inputs for various Central Government programs like 'Smart City', 'Swatchh Bharat', 'Housing for All', 'PM's Gram Vikas Yojana', etc.

Table1: Summary of outputs is given in Table below:

Sl. No.	Output	AUD
1.	Workshops	2
2.	Online Course	-
3.	Elective Courses	1
4.	Products and Processes	2
5.	Knowledge Sharing Platform	-
6.	Students' Competitions	-
7.	Internships for Design Innovation	-

Budget Estimates for the Design Innovation Centre (DIC)

Table-3: shows Budget Estimates (BE) for the Design Innovation Centre (DIC) for all the four institutions. Total estimate is Rs. 10.0 crore. The estimate expenditure is Rs.7.0 crore and Rs. 1.0 each for School of Planning and Architecture-Bhopal, School of Planning and Architecture-Vijaywada and the Second Part (AUD).

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Table 3: Budget Estimate for DIC with focus on Architecture and Planning (Revised)

SPA-D				
NON-RECURRING	1st Yr.	2nd Yr.	3rd Yr.	TOTAL (lakhs)
Fabrication Lab Equipments for the Innovation Studios, Computer hardware & Software, Repository, Tooling cost for user trials	200	NIL	NIL	200
Furnishing & renovation				0
Total (A)	200			200
RECURRING				
Innovation Programmes, Students Fellowships, Internships	25	20	15	45
Staff salary, honorarium for visiting faculty, IPR Consultancy	40	40	30	80
Concept Development, Mock up models, prototyping Expenses, Consumables	80	50	40	100
Travel & Field Trial related expenses	20	20	20	40
Workshops, Training & Outreach	20	20	20	40
Contingency and overheads	30	20	20	50
Total (B)	185	170	145	500
Total (A+B)	385	170	145	700

SPA B			
1st Yr.	2nd Yr.	3rd Yr.	TOTAL (lakhs)
30	NIL	NIL	30
			0
30			30
4	5	5	14
4	3	3	10
6	7	7	14
4	2	2	8
4	4	4	12
2	2	2	6
24	23	23	70
54	34	33	100

SPA V			
1st Yr.	2nd Yr.	3rd Yr.	TOTAL (lakhs)
30	NIL	NIL	30
			0
30			30
5	5	5	15
4	3	3	10
5	7	6	20
3	3	2	8
4	3	2	9
4	3	3	10
25	26	21	70
55	66	51	100

AUD			
1st Yr.	2nd Yr.	3rd Yr.	TOTAL (lakhs)
30	NIL	NIL	30
0			0
30			30
5	5	5	15
6	5	4	15
5	5	5	15
2	2	1	5
5	3	2	10
4	3	2	13
28	21	21	70
58	41	41	100

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- 3.2 The First Part will release the sanctioned funds to the Second Part as agreed between the parties.
- 3.3 The First Part will render or arrange to render such technical assistance and guidance as may be needed by the Second Part, from time to time for an effective and efficient implementation of the Scheme.
- 3.4 The First Part will supervise the Scheme in Second Part, review the findings of audits and maintain the policy reforms and conduct evaluation studies or take corrective actions with regard to the non-performance by the Second Part.
- 3.5 The Second Part will be entitled to work with full functional, financial and administrative autonomy within the framework of the existing norms and standards of such technical institutions.
- 3.6 The Second Part will do its best to achieve targets given in the Detailed Project Report (DPR)/supplementaries to DPR/Presentations made before Project Advisory Board (PAB).
- 3.7 The Second Part will implement all academic and non-academic reforms as committed under the Scheme.
- 3.8 The Second Part will comply with the terms and conditions for the release of first and subsequent Grants by the First Part, and further undertakes to submit UCs of the funds so allocated by the First Part as and when demanded.
- 3.9 The Second Part will submit to First Part all reports and documents relating to progress of the Scheme, Accounts, Audit, Procurement, Disbursement and Annual Work Plan, at the end of each year and / or at such frequency as may be required by the First Part.
- 3.10 The Second Part will maintain a separate Account and record of the Project Grant received from the First Part and render annual Accounts and Utilization Certificates.
- 3.11 The Second Part will furnish to the First Part quarterly the Financial Monitoring Reports (FMRs) in the prescribed format in accordance with the procedures
- 3.12 The Second Part will meet all necessary and incidental expenses for the performance of responsibilities like expenses for meetings, travel, professional fees, cost for pre-scheme activities etc. which will not be the liability of the First Part.

4 MODIFICATION OF THE AGREEMENT

The First Part reserves the right to modify and alter the terms and conditions of the present agreement (MoU) in consultation with second part by mutual consent, as and when the circumstances and the progress of the Project would require such changes/additions/alterations.

5 TERMINATION OF AGREEMENT

Either Party may terminate the Agreement (MoU) by providing 120 days written notice to the other Party.




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6 SETTLEMENT OF DISPUTES

All disputes of difference whatsoever between the parties hereto arising out of or relating to the construction, meaning or operation or effect of this Agreement or breach thereof shall unless amicably settled between the parties hereto, be settled by arbitration. The venue for the arbitration proceedings shall be New Delhi, India.

IN WITNESS WHEREOF THE PARTIES HERETO HAVE EXECUTED THESE PRESENTS WITH THE UNDERSTANDING THAT THIS AGREEMENT SHALL BE DEEMED TO BE EFFECTIVE FROM _____ 2016.

FOR & ON BEHALF OF SCHOOL OF PLANNING & ARCHITECTURE, NEW DELHI	FOR & ON BEHALF OF AMBEDKAR UNIVERSITY DELHI
SIGNATURE: <u>PSNRao</u>	SIGNATURE: <u>M.A. Sikandar</u>
NAME: Dr. PSN Rao	NAME: Dr M.A. Sikandar
DESIGNATION: Registrar	DESIGNATION: Registrar
ADDRESS: School of Planning and Architecture, Indraprastha Estate, New Delhi - 110002	ADDRESS: Ambedkar University Delhi, Lothian Road, Kashmere Gate, Delhi-110006
DATE: _____	DATE: <u>18 May 2016</u>

Witnesses:

- 1) Chetan V. Vardya
- 2) [Signature]

Annexure-1: AMBEDKAR UNIVERSITY DELHI (AUD) (Second Part)

1.1 Background

The School of Design (SDes) was established in the year 2012 by the Ambedkar University Delhi. The SDes focuses on design not only through formal and functional aspects which go into the design of objects, services, systems and environments, but also through critical reflection on how design shapes society and environment and vice versa. The SDes offers 2 an a ½ year full time Masters programme in Social Design with a predominant focus on public services, systems, governance interfaces, community networks and environments. Issues such as health, hygiene, education, resource access, mobility, sanitation, that continue to be some of the significant challenges in social domain, are major focus of the programme.

While design innovation space is predominantly seen through product manifestations with potential for patents and/or marketing of the same, we believe that design innovation is equally needed in systems and services. We articulate this space as Social Design in form of social innovation that contributes to larger social value. The nature and spirit of initiatives envisaged is therefore, in public systems and services which need to be addressed through design innovation.

1.2 Future Projects Lab

The proposed Design Innovation Centre is seen as a symbiotic development with the Future Projects Lab planned as a part of the activities of the SDes of Second Part (AUD). The Lab is visualized as a collaborative platform to engage with project initiatives pertaining to issues in public domain, which can be addressed through design and innovation with multi-disciplinary research, systemic interventions and located in real world conditions.

~~It is planned as a convergence of various domain expertise from within and outside university and leverage tools and methods of design and systems thinking, co-creation, innovation and scenario development that can provide new imagination to address complex issues. The Lab is visualized as a real life learning opportunity for the students through their involvement in ongoing projects. It will act as an ongoing demonstration of the contribution that design and innovation can make in developing effective, sustainable and convivial services, systems and interfaces that communities seek to ensure access, equity, convenience, quality comfort, and affordability.~~

The Design Innovation Centre is visualized as a precursor to the Future Projects Lab, which will sustain and perpetuate the larger objectives of DIC in future. Activities envisaged under the proposed Design Innovation Centre are:

1.3 Workshops

Two workshops to inculcate the value of innovation among university students and for mentoring the projects taken up by design students, visiting faculty, practitioners and domain expertise will be organized. Such requirements will be augmented through the Design Innovation Centre support. The pool of internal

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and external resources will also conduct workshops and training with audience outside the university. These can include ITIs and schools etc as outreach initiatives.

1.4 Course on Design Innovations

An elective course on Design Innovations will be introduced in the School. The students will undertake projects in areas of public services such as healthcare, mobility and mass transport support through integrating Para-transit with public transport systems. This includes development of mobile-based applications. Similarly, interventions through projects being considered will also be in areas such as public sanitation and hygiene, resettlement, access to education for marginalized, way finding services for visitors and tourists, urban farming, waste management and more.

Specific roundtables will be held in exploring the role of innovation in these areas. The workshops will also include students from other disciplines of the University to look at the potential for visualizing entrepreneurship opportunities in their respective fields using the processes of innovation.

1.5 Products

Two Projects with potential for real life impact and larger social value will be prototyped for their systemic efficacy, sustainability and refinement. Such projects will be under the guidance of faculty, domain experts and may be partnered with external agencies to ensure workability, ownership and economic criteria. These projects will be put through multiple iterations in potential contexts, users and other stakeholders to address realistic constraints and needs. Any two of the following projects will be undertaken for realization:

(a) Urban Farming

Aiming at building a unique service that assists in cultivating organic vegetables and herbs at home. This service would aim at providing service mainly to those households, which do not have gardens or lawns and thus feel that it is impossible to grow vegetables inside houses. The service would involve setting up customized gardens in a household and training the customer and their gardener to further manage the garden. This is visualized as a service system cum product support to be developed as social enterprise.

(b) Mobile Phone Application for Better Accessibility to City's Transit System

Creating a mobile phone application that will plan trips for the users by giving them information of the recommended mode of transport for the route (both Para-transits and mass transit included), fares, timings etc. The application will also have information on DTC, DMRC, various locations and its specialties and also an option to chat to another user to solve confusions. The application will be crowd sourced and would allow the users to add information easily. The user

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would be able to bookmark localities of their choice and get continuous access to information or add some, about the happenings of the locality, much like a blog (written by the user). The project will be developed as pilot in selected location and is visualized as a social enterprise.

Schedules product development stages and timelines

i. Development of Mobile App for facilitating first and last mile connectivity and integration with public transport- Time line of activities and final outcome

Sr. No.	Activity	Year 1	Year 2	Year 3
1.	Field research and mapping of the Para Transit situation (feeder services provided by Para transit modes like 3 wheelers, e rickshaws, cycle rickshaws, mini buses etc) in select locations, geographies of public transport, operational structure, legal and compliance norms, operations and passenger needs			
2.	Articulation of design brief including contents, features, technologies, alignment with public transport systems, interface options, mobile platforms			
3.	Hierarchy of needs, features, wireframe concept options, field validation with user groups, technology options			
4.	Layout of flow, features, navigation experience, content network as a brief for app developer			
5.	Optimisation of core and add on features			
6.	Appearance and visual graphic elements development with design options			
7.	Tie ups with Para transit providers and agreements of terms of use and terms of operations			
8.	Selection of developer, contracts and agreements of non-disclosure, legal documentation of copy rights/patent registration			
9.	User trials, feedback and refinement of the App			
10.	Creating developer accounts registration with App selling platforms (Google, Apple etc) for sales/downloads			
11.	Business development and systems coordination			
12.	Analytics accounts for tracking downloads and sales			
13.	Product Launch and promotion			
14.	Mapping user experience and feedback and experience analysis			
15.	Improvisation and debugging of operative features and on field network optimisation and promotion			
16.	Development of added features and promotion			

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ii. Design and development of service network for Urban Farming

Sl. No.	Activity	Year 1	Year 2	Year 3
1.	Field research and mapping of available techniques for farming based on compact, resource efficient and organic methods to maximise available spaces like terraces, balconies, walls, land patches in urban environment and potential user groups as customers for a system combining products and services for urban farming.			
2.	Articulation of design brief including contents, features, technologies, human resource, seasonal patterns and species, infrastructure, alignment with domestic, institutional and organisational systems, needs, scalability options, on and offline user group platforms.			
3.	Development of service package options based on nature of space, scale, habit patterns, convenience, affordability, ownership and know how training.			
4.	Pilot projects at the University involving its students, faculty and staff for establishing various product mixes of vegetables, composting, water usage, soil development, products, accessories, user manuals, testing.			
5.	Optimisation of various service products from the perspective of affordability, ease of care, produce mix, sizes and space variety.			
6.	Training of field workers, business developers and service support.			
7.	Development of business models, technology and service support, production of accessories, products and support infrastructure.			
8.	Development of user guides, promotional material, techniques, trouble shooting, online support, pilot runs with communities, organisations, institutions.			
9.	Launch of the service in select geographical areas with actual customers			
10.	Feedback and refinement of the service and trouble shooting			
11.	Creating customer accounts registration with online platforms, user groups' interaction for mutual sharing of experiences.			
12.	Business development and systems coordination			
13.	Analytics accounts for tracking customer experience and feedback			
14.	Product Launch and promotion in other geographic locations			
15.	Improvisation and debugging of service and knowhow features and on field support optimisation.			
16.	Development of added features and promotion			

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INDEPENDENT CONTRACTOR AGREEMENT

This Agreement ("the Agreement") is made and effective this date, 20 July 2016:

BETWEEN: Results for Development Institute, Inc. ("R4D")
1111 19th Street NW, Suite 700, Washington, DC 20036

AND: Centre for Early Childhood Education and Development (CECED)
("Contractor")
Ambedkar University Delhi
AUD Admin Block, Room No. 307,
Lothian Road, Keshmere Gate Campus, Delhi-110006

WHEREAS, the Contractor offers unique services and desires to provide R4D with such services; and

WHEREAS, R4D desires to contract for a study of the impact of the Read To Kids project on the attitudes and behaviors of caregivers of young children in New Delhi, India.

NOW THEREFORE, in consideration of the mutual covenants and promises contained herein, the parties hereto agree as follows:

1. GENERAL TERMS AND CONDITIONS

1.1 The general terms and conditions of this Agreement are set forth in Appendix B, attached hereto and incorporated herein by reference.

1.2 Contractor(s) providing services to R4D are required to submit a Consultant Information Form (Appendix D) for the individuals listed as listed as the Contractor in this Agreement and any Key Personnel in paragraph 6. Contractor agrees to complete Appendix D and return it to the program staff listed as the primary point of contact in paragraph 8.1. By signing this Agreement, Contractor confirms receipt of Appendix D and agrees to provide the requested information at execution of this Agreement.

2. STATEMENT OF WORK AND DELIVERABLES ("THE WORK")

2.1 The Statement of Work set forth in Appendix A hereto is incorporated by reference herein ("the Work"). Contractor will furnish all reports and deliverables as set forth in accordance with the terms set forth in this Agreement.

3. PERIOD OF PERFORMANCE

3.1 The period of performance for this Agreement will be from 5 September 2016 ("Commencement Date") to 16 August 2017 ("Termination Date"). The Agreement will terminate on the Termination Date set forth, without further notice to either party, unless extended in writing or terminated early as provided in Appendix B, paragraph 27.

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Office of the CECD
Dr. No. 344
Date 12/10/16

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14/10/16

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कुलकर्णी विश्वविद्यालय दिल्ली
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
विश्वविद्यालय रोड, कश्मीर गेट, दिल्ली-110006
101st Road, Kashmir Gate, Delhi-110006
Website: www.aud.ac.in

[Signature]

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INDEPENDENT CONTRACTOR AGREEMENT

4. FEES, PAYMENT SCHEDULE AND INVOICING

4.1 Contractor Fee: Subject to the Fees and Reimbursement provisions outlined in Appendix B, paragraph 2 of this Agreement: R4D will pay Contractor \$54,267.28 (fifty-four thousand, two hundred sixty-seven dollars and twenty-eight cents, US currency) as a fee for the Work ("Maximum Fee Amount"). ~~(\$6,57,615 INR~~ (Exchange rate Rs 67 as on 19th August 2016))

4.2 Payment: Contractor is not authorized to perform Work, make expenditures or incur obligations that exceed \$60,000; and such amount, unless otherwise specified herein or through a formal contract modification, is the maximum amount for which R4D will be liable.

4.2.1 Payment Schedule

Invoice	Description of Deliverable	Date	Amount Payable
1	Signing of Contract	5/09/2016	\$15,000
2	Detailed study design	26/09/2016	-
3	Draft data collection tools and sample selection	30/09/2016	-
4	Final data collection tools and sample selection	10/10/2016	\$15,000
5	Draft Baseline Report	31/12/2016	-
6	Final Baseline Report	31/01/2017	\$15,000
7	Draft Case Study Report	14/07/2017	-
8	Final Case Study Report	14/08/2017	-
9	Draft Final Report	14/07/2017	-
10	Final Report	16/08/2017	9,267.28

4.3 Reimbursement of Expenses: All travel costs and other related expenses are included in the maximum fee amount stated in Paragraph 4.1. There will be no reimbursement of expenses paid under this agreement.

4.4 Invoicing: Contractor will submit invoices that detail the services provided by Contractor during the period of performance, per the Appendix A. Invoices will be submitted

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Project Code: PEARSCLL

Agreement Number: 2016-2179

Revised: 09/01/2015

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कुलसचिव / Registrar
अम्बेडकर विश्वविद्यालय-दिल्ली
Ambedkar University Delhi
सं. 2/2016 नं. 2, इन्दिरा रोड, दिल्ली-110006
Lodhiana Road, Indraprastha Gola, Delhi 110006
T-8022740000 www.aud.ac.in

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RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

to R4D prior to the issuance of all payments. Invoices submitted will include Contractor's signature preceded by the following caption:

"We hereby certify that, to the best of our knowledge and belief, all payments requested are proper and due; are correct, accurate, and complete; and that payment therefore has not been received and that all amounts requested are for the appropriate purposes and in accordance with the terms of our Agreement with R4D. We also agree that we will refund R4D promptly upon request in the event of disallowance of costs not reimbursable under the terms of this Agreement."

Invoices submitted electronically (via email) will be sent to billing@r4d.org and copied to Luke Heinkel (lheinkel@r4d.org) and Morgan Benson (mbenson@r4d.org). Invoices submitted by mail will be sent to the attention of the R4D Finance Department (attn. Accounts Payable) address listed in listed in paragraph 8.2.

4.4.1 Contractor will submit invoices by the tenth (10th) following the month in which the Work was performed. The invoices period will match the period for monthly progress reporting, if applicable. Payment will be made within 30 business days of approval of the invoice by Nathaniel Heller (or his designee). If Contractor anticipates additional expenses related to the Work, Contractor will seek written approval for the expenses prior to incurring the expenses.

4.4.2 Final Invoicing. Contractor's final invoice for payment under this Agreement will be notated "Final Invoice."

5. TRAVEL ARRANGEMENTS

All travel arrangements and related costs are included in the maximum fee amount stated in paragraph 4.1 and/or the maximum reimbursable amount(s) in paragraph 4.3. There will be no travel arrangement services provided by R4D or additional cost assumed by R4D.

6. KEY PERSONNEL

Contractor will provide the services of the key personnel listed below to perform the Services outlined in the Work. The personnel are considered to be essential to the work performed and Contractor will not replace any such key personnel without the prior written approval of R4D, which approval will not be unreasonably withheld. Where such authorization has been granted by R4D, Contractor will replace the key person(s) with a person(s) of comparable training and experience.

6.1 Sunita Singh

6.2 Shilpa Sharma

6.3 Venita Kaul

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V. Kaul



बुलंदशहर, रोहिता
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Ambedkar University Delhi
एम्बेडकर रोड, गान्धी रोड, दिल्ली-110006
Uttar Road, Gandhi Gate, Delhi-110006
www.apsa www.aud.ac.in

[Signature]



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INDEPENDENT CONTRACTOR AGREEMENT

6.4 Aneesh Kurian

7. AUTHORIZED CHANGES IN SERVICES OR PAYMENT

Nathaniel Heller, Managing Director and Gina Lagomarsino, Chief Operating Officer (COO), are the only representative(s) of R4D authorized to approve changes in the Work and Deliverables or approve any change to the payment terms or amounts. Such changes made by Contractor without written authorization by one of the aforementioned individuals will be performed at Contractor's sole risk and expense.

8. POINTS OF CONTACT

8.1 Contractor will coordinate work efforts with and report progress regularly to Luke Heinkel, Senior Program Officer. Mr. Heinkel can be reached on lheinkel@r4d.org (email); and +1-202-794-9702 (phone). Mail may be directed to Mr. Heinkel at R4D's address listed in paragraph 8.2 (Notices and Communications).

8.2 **Notices and Communications.** Communications other than those related to the Work and Deliverables will be directed to the parties outlined at the addresses noted hereunder or such other address as may hereafter be designated by notice in writing. Legal notices hereunder may be given by facsimile, registered or certified mail, postage prepaid, hand delivery (including by recognized overnight courier). Any such notice will be deemed delivered when received. Notices hereunder will be deemed made if given by registered or certified mail, postage prepaid, electronic mail at the address for each party set forth below, or hand delivery (including by recognized overnight courier) and addressed to the other party to receive such notice, invoice, or communication at the address given below, or such other address as may hereafter be designated by notice in writing.

If to Results for Development Institute:
Results for Development Institute

1111 18th Street NW, Suite 700
Washington, DC 20036 USA

Attn: Brandon Pinzini
bpinzini@r4d.org
Telephone: +1-202-640-6051

If to Contractor:

Centre for Early Childhood Education and
Development (CECED)
Ambedkar University Delhi
AUD Admin Block, Room No. 307,
Lothian Road, Kashmere Gate
Campus, Delhi-110006

Attn: Payal Sahu: payal@aud.ac.in
Telephone: +91-11-23863740, 2386374

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अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
लॉथियन रोड, कश्मीरी गेट, दिल्ली-110006
Lothian Road, Kashmere Gate, Delhi-110006
Website: www.aud.ac.in

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9. ENTIRE AGREEMENT

This Agreement, including the Work, Deliverables, General Terms and Conditions and any additional Appendices, exhibits or annexes attached thereto represents the complete understanding of the Parties hereto. Any amendment to the Agreement will be in writing and signed by both parties. This Agreement cancels, supersedes, and revokes all prior negotiations, representations and agreements between the parties, whether oral or written relating to the subject matter of this Agreement, in the event of a conflict between any of the terms of this Agreement and any attachments hereto, this Agreement will control.

Signature page to follow.

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अमृतसर / Registrar
अमृतसर विश्वविद्यालय, दिल्ली
Ambedkar University Delhi
ललितपुर रोड, काशीपुरा, दिल्ली-110006
Phone: 011-26100000
Fax: 011-26100001

[Signature]

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IN WITNESS WHEREOF, Contractor and R4D have caused this Agreement to be executed by their duly authorized representatives as set forth below. It is understood that the signatures bind the parties to this Agreement and that without both signatures this Agreement will be void.

FOR R4D:

Aliz
Agoston

Digitally signed by Aliz
Agoston
Date: 2016.08.25
18:38:07 -04'00'

By:

Aliz Agoston

Director of Business Operations and
Procurement

Results for Development Institute, Inc.

Date: _____

FOR CONTRACTOR:

By:

Dr. M.A. Sikandar, Registrar
Ambedkar University

सुपरीफ / Registrar
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
संविधान रोड, कश्मीर गेट, दिल्ली-110006
Location Road, Kashmir Gate, Delhi-110006
Registrar/website: www.aud.ac.in

Date: 27 Sept 2016

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Agreement Number: 2016-2179

Revised: 09/01/2015



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APPENDIX A STATEMENT OF WORK

I. Project Background

Read To Kids (R2K) is a two-year pilot in Delhi State in India that seeks to promote pre-literacy skills by encouraging parents and caregivers to read to and with their young children (age 0-6). It aims to empower parents by giving them access to a free digital library of high quality, locally relevant books and educational materials via their mobile phones.

R2K is a partnership of Worldreader, Pearson, and implementing partners in New Delhi. Results for Development Institute (R4D) and the Center for Knowledge Societies (CKS) are evaluation and learning partners.

The target audience for the pilot will be parents/siblings/caregivers of children aged 0-6 who:

- are at a minimum functionally literate
- have access to and know how to use a connected mobile phone (feature or smart phone)
- can afford minimal data cost to use the application

This pilot will allow us to test the use of mobile phones to deliver the tools (reading materials and how-to guidance) parents need to read to and with their young children, with the ultimate goal of testing our hypothesis: Parents will read regularly to and with their pre-school age children if they understand the expected outcomes and if they are given access to high quality tools.

A dedicated portal has been created on the Worldreader mobile webapp. This portal contains high quality and locally relevant free content, as well as tips in English and Hindi for parents and caregivers about reading to children 0-6 years old.

Pearson and Worldreader are working with R4D and CKS, as well as implementing partners, to put structured learning, experimentation and feedback at the heart of the R2K program design, pilot, and scale up. In addition, during the first year of the pilot, a study will be carried out by an external third party to assess the impacts of R2K on the attitudes and behaviors of caregivers of children ages 0-6 in New Delhi.

II. Consultant Role and Scope of Services

The Centre for Early Childhood Education and Development (CECED) will carry out this study. The study will answer the following research questions:

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संसाधन / Resources
अनुसंधान विभाग/Research Division
Ambedkar University Delhi
संस्थान का कार्यालय: दिल्ली-110006
Location: New Mehrauli Gate, Delhi-110006
Contact: 011-26194000 to 26194001

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1. What Impact do R2K pilot activities had on caregivers' behaviors and attitudes related to reading with young children?
2. In what contexts do R2K activities have the most impact on these behaviors and attitudes (e.g., for mothers/fathers/caregivers of a certain demographic, for children of a certain age group, for content of a specific type, what frequency of reading together leads to impacts)?
3. How is the dosage of exposure of R2K related to impact on caregiver behaviors and attitudes towards reading?

CECED has worked with R4D and Worldreader to develop the study design. The study includes the following components:

1. Survey of caregivers (600 study participants: 300 treatment (150 each from each intervention group) and 300 control)
2. 4 Focus group discussions/interviews with caregivers
3. 4 case studies of families to understand how the R2K app is incorporated into family routines, etc.

CECED will lead the following activities:

1. The development of a detailed design report and data collection tools to be approved by R4D, which will manage CECED's work.
2. Data collection and analysis
3. Writing of draft and final reports

CECED and R4D will have monthly phone calls to check in on the status of the work, any challenges encountered, and upcoming activities.

III. Description of Deliverables

Deliverable	Date
Monthly phone calls to update on study progress, challenges, upcoming activities, etc.	
*Signing of Contract	September 5, 2016
Detailed study design	September 26, 2016
Draft data collection tools and sample selection	September 30, 2016
*Final data collection tools and sample selection	October 10, 2016
Draft Baseline Report	December 31, 2016
*Final Baseline Report	January 31, 2017
Draft Case Study Report	July 14, 2017
Final Case Study Report	August 14, 2017
Draft Final Report	July 14, 2017
*Final Report	August 15, 2017

*Tied to payment (see 4.2.1 above)

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Lodhian Road, Kashmere Gate, Delhi-110006
Email: ambedkar@au.ac.in www.au.ac.in

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In addition to the aforementioned deliverables, CECED will provide all raw data, and transcriptions of data, to RAD.

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सुप्रसिद्ध / Registrar
अम्बेकर विश्वविद्यालय (राज्य)
Ambedkar University (राज्य)
लॉन्ग रोड, कश्मिर गेट, नया दिल्ली-110002
Lokmanya Road, Kashmir Gate, New Delhi-110002
Website: www.aud.ac.in

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RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

APPENDIX B

GENERAL CONTRACT TERMS AND CONDITIONS

1. Period of Performance Term. The work is to be performed during the term of this Agreement as set forth in Paragraph 3 of this Agreement. The Agreement will begin on the Commencement Date and end on the Termination Date as set forth in Paragraph 3.1 of this Agreement. Termination will occur without further notice to either party, unless extended in writing or terminated early as provided herein.

2. Fees and Reimbursement (if any). R4D will pay Contractor the Fee indicated in Paragraph 4.1 of this Agreement, up to the Maximum Fee Amount, if provided in Paragraph 4.3 of the Agreement. R4D will reimburse Contractor's reasonable expenses up to the Maximum Reimbursable Expenses amount. All reimbursable expenses agreed upon must be accompanied by supporting documentation and completion and submission of appropriate expense forms required by R4D.

2.1 Full Reimbursement Contingent on Full Performance of the Work. Contractor understands and agrees that full reimbursement of expenses is contingent upon Contractor's full performance of the deliverables outlined in the Work (Appendix A). R4D reserves the right to reduce the total amount of reimbursable expenses paid to Contractor or refuse payment of reimbursable expenses if Contractor fails to meet the deliverables outlined in the Work.

2.2 Reimbursements for Travel & MSIE will be submitted via the R4D Travel Form. Contractor agrees to submit any request for reimbursable travel and meals and incidental (MSIE) expenses under this agreement via an R4D Travel Expense Form.

2.3 Adherence to R4D Travel Policy. If Contractor will receive reimbursement for expenses under paragraph 4.3; and/or receive Travel Arrangement Support under paragraph 5 of this Agreement, Contractor will adhere to all applicable provisions of the R4D Travel Policy

that appears as Appendix C of this Agreement. When and if the requirements of R4D Travel Policy conflicts with specific provisions of this Agreement, the terms of this Agreement will supersede. Contractor will ensure that Contractor's requests for reimbursements strictly adhere to the terms of this Agreement.

3. Set Off. R4D may set-off against amounts payable to Contractor under this (or any other) Agreement any claim R4D may have against Contractor.

4. Currency of Payment. Unless otherwise set forth in this Agreement, all payments will be in United States Dollars (\$US). Where exchange rates are involved, the rate of exchange between \$US and the other currency involved in the transaction will be the rate of exchange as of the date of payment. The date of each invoice will be clearly marked on each invoice. R4D will bear no risk or responsibility for fluctuations in foreign currency during the course of this Agreement.

5. Warranties. Without limiting any other warranties of the Contractor hereunder, Contractor warrants as follows:

5.1 Contractor's Work. Contractor warrants that the Work will be performed in a competent, thorough and professional manner, and that any work product provided by Contractor to R4D will, subject to the provisions of this Agreement, be the original work of Contractor, apart from quotations from the works of others clearly so marked and with appropriate citations thereto. Contractor will pursue all of Contractor's duties and obligations under this Agreement with diligence and dispatch.

5.2 Contractor Free to Enter Agreement. Contractor represents and warrants that there is no legal impediment to R4D's engagement of Contractor as an independent contractor hereunder, whether under any applicable laws or the terms of any other agreement to which Contractor is party.

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Project Code: PEARSCLL

Agreement Number: 2916-2179

Revised: 2901/2015

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Contract / Registrar
Ambrose University
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www.ambrose.ca

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5.3 Contractor Will Comply with All Laws. Contractor further warrants that Contractor will comply with all applicable international, national, state and local laws, regulations or rules, including without limitation, those regarding authority to conduct business, permits, licenses, tax withholding and payments, employment, reporting, contacts with government officials and rules governing or regulating contact with or the provision of gifts to government officials and their families, including reimbursements or payment of transportation, lodging and related travel expenses that apply in connection with the performance of the services specified in this Agreement and the activities contemplated hereunder. Contractor will provide R4D with copies of all documents requested by R4D to verify Contractor's representations set forth herein. Notwithstanding any due diligence performed by R4D with respect to the subject matter of these representations, Contractor will indemnify and hold R4D, its directors, officers, agents and employees harmless from any and all claims, causes of action, losses, damage, liabilities, costs and expenses, including attorney fees, arising from Contractor's breach of the representations set forth in this Agreement.

6. No Conflicts of Interest. Contractor represents that Contractor is free to enter into this Agreement and that this engagement does not violate the terms of any agreement between Contractor and any third party. Contractor represents and warrants that Contractor and, if applicable, its directors, officers or controlling stockholders, has no current pending personal, familial, financial or business relationships with R4D, or a director, advisor, officer or staff member of R4D, that could reasonably give rise to a conflict of interest with R4D; that could reasonably give rise to a conflict of interest with R4D; or could reasonably give the appearance of such a conflict of interest in the course of performing the Work for R4D. Contractor further agrees to disclose any such conflict or appearance of conflict if one arises while this Agreement is in effect. Further, Contractor, in

rendering Contractor's duties, will not utilize any invention, discovery, development, improvement, innovation, patent, trademark or trade secret in which it does not have a proprietary interest.

7. Coordination and Invoicing. Contractor will coordinate work efforts with and report progress to the individual specified in this Agreement. All invoices will be submitted for payment in accordance with the terms of this Agreement and presented for payment to the specified individual(s) who are apparent for reviewing them and approving them for payment. All reports and written components of the Work will likewise be presented as provided for in this Agreement.

8. NonDiscrimination. In any hiring or employment by Contractor for the purpose of or concerning the Work, Contractor agrees not to discriminate against any person regardless of race, creed, color, sex, national origin, age, marital or familial status, genetic information, or physical or mental disability for any position for which employee or applicant for employment is qualified.

9. Confidential Information. Contractor agrees not to divulge to anyone, either during the term of this Agreement or thereafter, any information of any kind whatsoever acquired by Contractor from R4D or any of its employees, Contractors, Contractors and/or subcontractors, in the course of performing the Work that is not otherwise publicly available ("Confidential Information"), without the prior written consent of R4D, except when, and to the extent required, to disclose such Confidential Information by operation of law or a court of competent jurisdiction, in which event Contractor will inform R4D prior to divulging such information. Contractor further agrees to deliver to R4D upon request, and in any event by the date on which this Agreement terminates, all copies of any material acquired by Contractor from R4D or any of its employees, Contractors, Contractors, and/or subcontractors, or containing information identifiable from or about R4D or any of its Contractors, Contractors, subcontractors or

R4D is an Equal Opportunity/Affirmative Action Employer: C/V

Project Code: PEARSCLE

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Revised: 09/01/2015

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Gregor / Registrar
Ambassador University Dubai
Office in South of 111000
Lafayette Road, Embassy Gate, 111000
www.ambassadoruniversity.ae



RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

employees, that was acquired or compiled by Contractor pursuant to the terms of this Agreement; provided however that any such information or material, such as oral or electronic information that cannot be delivered to R4D will remain subject to the confidentiality obligations hereunder. The obligations arising under this provision will survive termination of this Agreement.

9.1 Security and Network/Facility Access. If applicable, Contractor agrees that Contractor's access, as permitted by R4D, to any R4D facilities, electronic systems, and/or network will comply with all R4D policies which will be provided to Contractor as necessary and appropriate and may be updated from time to time.

10. Publicity and Publication. Contractor will not use the name of R4D in any press releases, product advertising, or for any other commercial purpose, without the prior written consent of R4D.

11. Funding. Contractor's terms and conditions of being retained by R4D will be subject to any applicable limitations and requirements that may be imposed by R4D's funding sources.

12. Nature of the Relationship: Independent Contractor.

12.1 Contractor is an Independent Contractor. Contractor expressly represents and warrants to R4D that Contractor, and Contractor's employees, if applicable, are not and will not be construed to be an employee (or employees) of R4D and that Contractor's status is that of an Independent Contractor. Contractor will neither act as an agent nor be deemed an employee of R4D for the purposes of any employee benefit programs, workers compensation, income tax withholding, FICA taxes, and unemployment benefits or otherwise, whether state, local, national or international. Contractor will not enter into any agreement or incur any obligations on R4D's behalf, commit R4D in any manner, or purport to speak for or on behalf of R4D. The Work, including the means and methods of the Work, is under Contractor's sole control and discretion. R4D's only interest

is in the results of the Work. Contractor will accurately represent to the public Contractor's status as an Independent contractor when performing the Work. Contractor will be solely responsible for Contractor and any employee(s), or agent(s) retained by Contractor in connection with the Work, including without limitation, paying any and all taxes (state, local, federal and/or international), FICA, workers compensation, unemployment compensation, medical insurance, life insurance, paid vacations, paid holidays, pension, profit sharing and other benefits or payments of any kind due in connection with Contractor's performance of services and/or due by reason of Contractor's payments to third parties (including, without limitation, its employees and independent contractors), and will be solely responsible for all tax or other reporting obligations related to any payment referred to in this Agreement.

12.2 Nonexclusive Services. R4D expects that Contractor, will during the term of this Agreement, refer professional services for such other persons or entities as Contractor, in Contractor's sole discretion, will determine. Contractor agrees that such services will not materially interfere with Contractor's performance under this Agreement.

12.3 Performance. Contractor, and not R4D, will be responsible for the manner and scope in which Contractor provides the services described in Appendix A.

13. Assignment.

13.1 Assignment/Subcontracting. Contractor will not assign this Agreement nor any rights or obligations herein, nor subcontract any of the Work, without R4D's prior written consent. Contractor will remain liable to R4D for all obligations and liabilities set forth in this Agreement without regard to whether Contractor directly performs the services or delegated performance to lower tier Contractors or Contractors.

13.2 R4D may assign this Agreement and rights hereunder to any affiliate, subsidiary or successor of R4D.

14. Deliverables (Intellectual Property).

R4D is an Equal Opportunity/Affirmative Action Employer: OV

Project Code: PEARSCLL

Agreement Number: 2016-2179

Revision: 09/12/2011

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Ministry of Education and Higher Education
Amman or University Date
Address: P.O. Box 110000
Lebanon Road, Amman City, JORDAN 11000
Email: info@mohe.gov.jo

19317



RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

All documentation, software ideas, and all other material first produced by Contractor under this Agreement (collectively "Deliverables") will be the sole and exclusive property of R4D. Contractor agrees that the Deliverables will be deemed works made for hire and that R4D will retain and own all copyright, patent, trade secret, trademark, and any other intellectual property right in the Deliverables. If for any reason the Deliverables are not considered works made for hire owned by the R4D by operation of law, Contractor hereby irrevocably assigns to R4D all right, title and interest in the Deliverables. Upon request, Contractor agrees to execute all written documents necessary for R4D to establish, preserve or enforce its rights to the Deliverables. Contractor agrees not to assert and hereby irrevocably waives any moral rights that it may have in the Deliverables. Contractor hereby irrevocably assigns to R4D all moral rights in the Deliverables.

Notwithstanding the paragraph immediately above, R4D acknowledges that in the course of its performance under the Agreement, the Contractor may use pre-existing products, materials, and methodologies proprietary to the Contractor ("Pre-existing Works"). To the extent Contractor provides any Pre-existing Works hereunder, Contractor hereby grants to R4D a nonexclusive worldwide, perpetual, irrevocable, paid-up license to prepare and have prepared derivative works of the pre-existing Works, and to use, have used, publish, execute, reproduce, transmit, display, perform, transfer, distribute, and sublicense the Pre-Existing Works and such derivative works in any medium or distribution technology, and to grant others the rights granted herein.

If Contractor engages subcontractors to complete the Deliverables, in order to be able to assign ownership of the Deliverables to R4D, Contractor will obtain full ownership of the intellectual property in any work products that are a part of the Deliverables and created by such subcontractors. Contractor understands

and agrees that R4D may make such use of the Deliverables as it wishes in its sole discretion, including the making of derivative works and permitting others to use it, or may decline to use it in any way. The Contractor will not distribute any portion of the Deliverables without R4D's prior written consent.

a. Third Party License and Materials. To the extent any licenses or other materials such as graphics or pre-existing source files ("Third Party Materials") must be obtained from third parties to be incorporated into the Work product, Contractor will obtain in writing on R4D's behalf, at Contractor's sole cost such third party licenses and all necessary rights to permit R4D to use such Third Party Materials in perpetuity. Contractor will promptly provide copies of all such license agreements and/or Third Party materials to R4D.

The obligations of this paragraph will survive any termination of this Agreement.

15. Credit for Authorship. If R4D publishes any of the Deliverables in a substantially unaltered form, at its discretion, R4D may give recognition of authorship in material it publishes, but R4D will have no legal obligation to follow such practice in the case of any Deliverable under this Agreement. Upon a written request from Contractor, R4D may grant to Contractor a non-exclusive, non-commercial license to use, revise and publish portions of the Deliverables for charitable purposes provided that R4D's consent is in writing, and confidential information concerning R4D, its Contractors, and/or subcontractors, and any individual who have not given consent is removed.

16. Indemnification. Contractor agrees to indemnify, defend, and hold harmless R4D, its successors, assigns, transferees, officers, directors, employees, agents, affiliates, and subsidiaries from any and all loss, liability, damage, and expense (including reasonable attorney's fees), resulting directly or indirectly, from any claims or lawsuits arising out of or in connection with the Contractor's performance under this Agreement or for any harm incurred to Contractor during the course of the agreement.

R4D is an Equal Opportunity/Affirmative Action Employer: ON

Project Code: PEARSCLL

Agreement Number: 2016-2 (17)

Revised: 09/01/2015

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Signature / Requester
Ambekar University Dept.
Within 10 work ft. R4D-10000
Letter Head Footer Code: 001-10000
www.r4d.org www.r4d.org

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RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

due to any accident, negligent interaction and/or workmanship of R4D; or for any claims arising out of Contractor's breach of any of its obligations or warranties under this Agreement, unless R4D is legally adjudged to have acted criminally, intentionally, recklessly, or grossly negligent in connection with the circumstances giving rise to Contractor's liability. Contractor agrees to give R4D immediate notice of any suit or action filed or of any claim made against R4D arising out of or in connection with this Agreement. This paragraph will survive termination of this Agreement.

18.1 Assumption of Risk; Travel Contractor understands that there are hazards and risks inherent in any travel Contractor may undertake under this Agreement, including but not limited to insurgent and criminal incidents; Contractor agrees to assume all risk for injury or loss of life to Contractor, or Contractor's property loss or damage, that may result from Contractor or Contractor's staff while carrying out the Scope of Work as outlined in this Agreement. Contractor acknowledges and accepts that R4D and its staff may be unable to predict or avoid such incidents and R4D OR ITS EMPLOYEES CANNOT GUARANTEE TO PROTECT CONTRACTOR OR CONTRACTOR'S EMPLOYEES FROM THE RISKS AND THE POSSIBILITY OF PERSONAL INJURY, DEATH, PROPERTY DAMAGE OR LOSS RESULTING THEREFROM.

THEREFORE, Contractor explicitly WAIVES ANY AND ALL CLAIMS against Results for Development Institute ("R4D") and its directors, officers, employees, instructors, agents, subcontractors, independent contractors, representatives, successors and assigns and RELEASES THEM from any and all liability for any loss, damage, expense or injury including death that Contractor, Contractor's staff or property may suffer DUE TO ANY CAUSE WHATSOEVER while undertaking any travel undertaken as a part of the terms of this Agreement. Contractor agrees to maintain all required insurance and to indemnify and save harmless R4D, its officers, directors, agents,

and employees from and against any and all claims and liability, loss, expenses, suits, damages, judgments, demands, and costs (including reasonable legal and professional fees and expenses) arising out of injury or death to Contractor, Contractor's staff, including employees, agents and subcontractors of Contractor.

Further Contractor recognizes that Contractor and/or Contractor's staff will not be covered under any forms of R4D's insurance and that Contractor is solely responsible for obtaining all related insurances for their travel or work under this Agreement. The insurance R4D will not cover include, but are not limited to, medical evacuation insurance, political evacuation insurance, and Defense Base Act insurance. This paragraph will survive termination of this Agreement.

17. Mutual Limitation of Liability Notwithstanding any other provision of this Agreement, each party's liability for damages will be limited to direct damages not to exceed the lesser of (a) an amount equal to the Maximum Fee Amount set forth Paragraph 4.1 of the Agreement or (b) \$50,000.

18. No Lobbying or Campaign Intervention; Contractor is Not a Registered Lobbyist

18.1 No Lobbying No payments under this Agreement may be used to carry on propaganda or otherwise attempt to influence legislation within the meaning of Section 501(c)(3) of the Internal Revenue Code ("Code") of the United States and the regulations thereunder, or to be used for activities that constitute lobbying under the lobbying disclosure acts or similar laws of the United States or of any state.

18.2 Contractor is Not a Registered Lobbyist Contractor is not a registered lobbyist and agrees to not engage in an amount of direct communication, as defined by District of Columbia or other United States state law and regulations, that would require Contractor or any of its partners to register as a lobbyist or to register as a lobbying firm, including direct communication on behalf of parties other than R4D.

R4D is an Equal Opportunity/Affirmative Action Employer: OFC

Project Code: PEARSCCL

Agreement Number: 2016-2175

Revised: 05/12/2015

Uhaul



University of Maryland
Ambassador University District
College Park, Maryland 20742-1000
College Park, Maryland 20742-1000
www.umd.edu

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INDEPENDENT CONTRACTOR AGREEMENT

18.3 No Payments for Gifts, Meals and Travel of Government Employees. Contractor agrees not to make any payment for gifts, meals or travel of international, national, state or local government employees as part of the Work.

18.4 No Campaign Intervention. No payments received by Contractor under this Agreement may be used to participate or intervene in (including the publishing or distributing of statements) any political campaign on behalf of (or in opposition to) any candidate for public office within the meaning of Section 501(c)(3) of the Code of the regulations thereunder.

18.5 Contractor Agrees to Refund Misused Payments. R4D will not be obligated to pay Contractor for any work or expense that violates this paragraph and Contractor agrees to refund R4D any amount paid to Contractor for such work or expense immediately. The obligations of this paragraph will survive any termination of this Agreement.

19. Contractor Insurance. Contractor will maintain all appropriate insurance coverage to perform the work required under this agreement. This includes, but is not limited to, workers compensation, major medical, general and business liability insurance where applicable. At R4D's request, Contractor will furnish R4D with a copy of current Certificates of Insurance and proof of payment of premiums.

20. Requirements for Subcontractors. Contractor agrees that in the event Contractor subcontracts with third parties for the Work under this Agreement, it will require such subcontractors to be bound by the terms of this Agreement and to effectuate the intent thereof.

21. Related Work. Should Contractor's performance depend in any way on the proper performance of another subcontractor or Contractor, Contractor agrees to take all reasonable measures to discover any defects in such performance as it relates to the grant funded activities and will promptly report such defects in writing to R4D. Contractor will cooperate fully with other Contractors and

Contractors and with R4D's employees and agents, and will incorporate any reasonable changes in scheduling and performing the grant funded activities to accommodate the needs of the other subcontractors or Contractors, and will comply promptly with the directives given by R4D's representatives.

22. Foreign Corrupt Practices Act and Anti-Terrorism. By signing this Agreement, Contractor certifies and warrants that it and its subcontractors, if any, do not and will not violate the United States Foreign Corrupt Practices Act and that it and its subcontractors, if any, will not promote or engage in violence or terrorism. Further, Contractor agrees that it will at all times comply with all relevant laws prohibiting transactions with individuals and organizations associated with terrorism, including, without limitation, Executive Order 13224 and the Patriot Act. Without limitation, Contractor agrees that prior to incurring and making any payment pursuant to this Agreement, it will ensure that the payee is not on the "Specially Designated Nationals" list maintained by the United States Department of the Treasury, or on terrorist watch lists maintained by the United Nations or the European Union.

22.1 Authorization for Clearance. Contractor understands that to confirm the certifications in this paragraph R4D may conduct restricted party watch list screening to ensure compliance with the provisions of this section and to specifically ensure that contractor's name does not appear on any terrorism databases or watch lists. Contractor hereby releases R4D, its successors, assigns, officers, directors, employees, agents, affiliates, and subsidiaries from any and all loss, liability, damage, and expense (including reasonable attorney's fees), resulting directly or indirectly, from any claims or lawsuits arising out of or in connection with the collection of information authorized in this section.

22.2 Breach of this Section Will Void Agreement. Any breach by Contractor of the warranties and representations contained in this paragraph 22 will entitle R4D to immediately terminate the Agreement and recover from

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Revised: 08/01/2013



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Arizona State University
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RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

Contractor the amount or value of any prohibited payment, as well as the amount of any loss resulting from such termination.

23. Bribes Contractor will not directly or indirectly offer, promise or pay any compensation or give anything of value to any official agent, or employee of any government, governmental agency or political party or any candidate for political office on behalf of or for the benefit of R4D.

24. International Contractors If the Contractor is not a U.S. individual or entity, and is not an individual or entity authorized to perform work in the US under existing US immigration and labor laws, Contractor agrees that no part of the Work will include travel to or from the United States or activities conducted in the United States, and no fees or reimbursements hereunder will be paid or such travel or activities. In addition, Contractor will be solely responsible for determining and paying on its own behalf, without reimbursement from R4D, all taxes (e.g., sales tax, India service tax, VAT) imposed by any non-United States jurisdiction that applies to (a) the services rendered by Contractor hereunder and (b) Contractor's payments to any third parties in connection with this engagement. R4D will not be obligated to pay Contractor for any work or expense that violates this paragraph and Contractor agrees to refund R4D any amount paid to the Contractor for such work or expense immediately. The obligations of this paragraph will survive any termination of this Agreement.

25. Taxes Except as otherwise specified herein, Contractor is responsible for and will pay all taxes (e.g., sales tax, India service tax, VAT) related to the performance of the Work and Deliverables, and Contractor's receipt of payment under this Agreement (e.g., income tax), and upon request will provide R4D documentation verifying the payment of such taxes. R4D will not withhold any amounts for employment-related taxes or income taxes unless required by US law. If applicable, this withholding will be addressed in the relevant work order.

26. Tax Reporting

26.1 If Contractor is authorized to perform the Work in the United States Contractor confirms that Contractor is authorized to perform the Work in the United States. Contractor will provide R4D with appropriate tax forms prior to execution of this agreement.

26.2 If Contractor is not authorized to perform the Work in the United States If Contractor is not authorized to perform the Work in the United States, and Contractor is undertaking this assignment in the United States, Contractor will provide R4D written confirmation that Contractor is in possession appropriate documentation (valid visa and/or work authorization) that allows it to receive payment from R4D. If Contractor is unable to provide appropriate documentation, this Agreement will be not become effective.

26.3 If Contractor is not performing the Work in the United States If Contractor is not performing the Work in the United States, by signing and returning the Agreement, Contractor acknowledges and agrees that no portion of the Work hereunder will be performed in the United States. Contractor will provide R4D with a completed R4D Certification of Exemption from Tax Withholding for Non-US Persons Form prior to execution of this Agreement.

27. Termination This Agreement can be terminated without fault of either party upon written notice, effective ten (10) business days after such notice is received.

27.1 R4D's sole obligation in the event of such termination will be payment for services actually performed and, if provided for in the terms of this Agreement, reimbursement of expenses actually incurred, by Contractor through the effective date of termination. In the event of such termination, Contractor agrees to immediate repayment, to R4D any advance payment made to Contractor for services not performed and/or expenses not incurred through such effective date and to deliver to R4D any Work Product created prior to such effective date.

27.2 This Agreement may be terminated immediately upon written notice in the event of:

R4D is an Equal Opportunity/Affirmative Action Employer/DF

Project Code: PEARECLL

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Revised: 03/01/2015

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Registrar
University of Delhi
Academic & University Deptt
Sector 14, New Delhi-110005
Phone No. 2619 110000
Fax No. 2619 110000
Email: registrar@uod.ac.in

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RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

(a) a violation by Contractor of the Proprietary Information provisions set forth herein; (b) R4D President's reasonable belief that Contractor is incompetent or the health or the safety of R4D's clients or staff is endangered; (c) R4D President's reasonable belief that Contractor has committed fraud; or (d) R4D's loss of grant funding.

27.3 This Agreement may be terminated upon thirty (30) days prior notice by R4D if Contractor materially breaches any provision of this Agreement, except as set forth in the preceding paragraph, when such breach is not cured to the reasonable satisfaction of R4D within such thirty (30) day notice period. Upon termination due to a breach by Contractor, all further monetary obligations of R4D to Contractor will automatically cease.

27.4 Upon either parties sending or receipt of notice of termination, Contractor will immediately cease to incur further costs. Unless terminated pursuant to the provisions in 27.2 or 27.3 of this section, R4D will reimburse Contractor for costs incurred prior to notification.

28. Disagreement or Dispute. Any disagreement or dispute arising out of or relating to this Agreement or the breach, termination or invalidity thereof will be settled as follows.

28.1 Mutual agreement. The parties will attempt in good faith to resolve all disagreements or disputes between themselves by mutual agreement.

28.2 Dispute Resolution. Either party may request that any dispute arising out of this Agreement will be submitted to binding arbitration before a mutually agreed upon arbitrator pursuant to the rules of the American Arbitration Association. The law governing the arbitration will be that of the United States of America, and the forum of the arbitration will, unless otherwise agreed in writing, be the District of Columbia. No written or oral representation made during the course of any panel proceeding or other settlement negotiations will be deemed a party admission. Pending any decision, appeal, suit, or claim, pursuant to this Section, the Contractor will proceed diligently with

the Work and Deliverables outlined herein. The provisions of this paragraph 28.2 will not be construed to limit the administrative or legal rights otherwise available to the parties in the event of violations of the terms or conditions of this Agreement.

28.3 Attorneys' Fees. In the event either party brings an action against the other (including without limitation an arbitration) or otherwise to enforce the terms, covenants and conditions of this Agreement, or to defend an action brought by the other party, the prevailing party in such action will be reimbursed by the other party for such costs as may be incurred in such action, including any appeal therefrom, including reasonable attorneys' fees, court costs and expert witness fees.

29. Jurisdiction and Governing Law. This Agreement will be exclusively governed by the laws of the District of Columbia, and as applicable, the United States of America, without giving effect to the principles of conflicts of law thereof.

30. Modification. No modification of this Agreement will be binding or enforceable unless in writing and signed by Contractor and R4D.

31. Drafting Party. Each party has reviewed this Agreement and any question of interpretation will not be resolved by any rule of interpretation providing for interpretation against the drafting party. This Agreement will be construed as though drafted by both parties.

32. Headings. The headings contained herein are for the convenience of reference only and are not intended to define, limit or describe the scope or intent of any provision of this Agreement.

33. Waiver. No delay or failure to exercise any right, power, or privilege under this Agreement will impair any such right, power, or privilege or be construed as a waiver of any default. No single or partial exercise of any right, power, or privilege will preclude further exercise of such right, power, or privilege, or the exercise of any other right, power, or privilege.

34. Severability. Should any one or more of the provision(s) contained in the Agreement be

R4D is an Equal Opportunity/Affirmative Action Employer: D/V

Project Code: PEAR3CLL

Agreement Number: 2010-2179

Revised: 08/01/2015

Ukand



Director / Registrar
American University
1900 16th Street, NW
Washington, DC 20006
202-885-1100
www.american.edu

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RESULTS FOR DEVELOPMENT

INDEPENDENT CONTRACTOR AGREEMENT

invalid, illegal, or unenforceable in any respect under any applicable statute or rule of law, then such provision(s) will be deemed inoperative to the extent that it is invalid, illegal, or unenforceable, and the remainder of the Agreement will continue in full force and effect. An invalid, illegal, or unenforceable provision(s) will be reformed and modified so that it expresses the original intent of the Parties as closely as practicable without being invalid, illegal or unenforceable.

35. Remedies and Non-Waiver. Failure of R4D to insist upon strict conformance with the provisions of this Agreement will not constitute a waiver of any of the provisions hereof. Except as otherwise expressly stated herein, the remedies provided herein will be non-exclusive and in addition to any other remedies in law or equity. Any waiver must be in writing designated as such and signed by R4D, and will be applicable only to the extent set forth therein.

36. Course of Dealing. No course of dealing between the parties hereto nor failure by R4D at any time, or from time to time, to enforce any term or condition of this Agreement will constitute a waiver of such term or condition, nor will such course of dealing or failure affect such term or condition in any way or the right of R4D at any time to avail itself of such remedies as it may have for any breach of such term or condition.

37. Requirements of Sub-Contractors and other Third Parties. Contractor agrees that in the event Contractor subcontracts with third parties for the any of the Work under the Work and/or Deliverables in this Agreement, it will require such Contractors to be rebound by the terms of this Agreement and to effectuate the intent thereof.

38. Final Payment/Release. Contractor's acceptance of final payment hereunder constitutes a release of all claims and liabilities which the Contractor may have against R4D relating to this Agreement.

39. Counterparts. This Agreement may be executed in any number of separate counterparts, all of which, when taken together,

will constitute one and the same instrument notwithstanding the fact that all parties did not sign the same counterpart. Delivery of an executed counterpart of this Agreement by telefacsimile or a scanned copy sent by electronic mail will be equally as effective as delivery of a manually executed counterpart hereof. Any party delivering an executed counterpart of this Agreement by telefacsimile or electronic mail will also deliver a manually executed counterpart hereof, but the failure to deliver a manually executed counterpart hereof will not affect the validity, enforceability, and binding effect of this Agreement.

40. Signature Authorized. The parties each represent and warrant that each has the respective corporate or other power and authority to enter into this Agreement and to perform its obligations hereunder, and that the person who executes this Agreement on behalf of such party has the necessary authority to bind such party.

41. Lien. Contractor hereby waives its right to file any lien in connection with the Work and will not enter into any agreement creating such a right in any other party.

42. Force Majeure. R4D will not be responsible for failure to perform under this Agreement when its failure results from any of the following causes: Acts of God or public enemies, civil war, insurrection or riot, fire, flood, explosion, earthquake or serious accident, strike, labor trouble or work interruption or any cause beyond its reasonable control.

43. Action of Counsel. In entering this Agreement, the Contractor represents that the terms of this Agreement have been completely read and those terms are fully understood and voluntarily accepted. Contractor has had the opportunity to consult with counsel, whether they have chosen to do so or not, prior to entering into this Agreement.

44. Entire Agreement. This Agreement, including the Work, Deliverables, General Terms and Conditions and additional Appendices, exhibits or annexes attached thereto represents the complete understanding of the Parties

R4D is an Equal Opportunity/Affirmative Action Employer: DFE

Project Code: PEARSCLL

Agreement Number: 2015-2178

Revised: 09/01/2015

Ullard



Signature / Name
Andrew Erickson, R4D
Ambador University
Address: 11111 4th St., Suite 1100
Lodi, CA 95240-1100
www.r4d.org

Signature



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hereto. Any amendment to the Agreement will be in writing and signed by both parties. This Agreement cancels, supersedes, and revokes all prior negotiations, representations and agreements between the parties, whether oral or

written relating to the subject matter of this Agreement, in the event of a conflict between any of the terms of this Agreement and any attachments hereto, this Agreement will control

R4D is an Equal Opportunity/Affirmative Action Employer: D/V

Project Code: PEARSCLL

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Revised: 09/01/2015

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कुलसचिव / Registrar
अम्बेडकर विश्वविद्यालय / Vice-Chancellor
Ambedkar University Delhi
लॉकवुड रोड, काश्मीर गेट, दिल्ली-110006
Lokwood Road, Kashmir Gate Delhi-110006
आम्बेडकर/website: www.aud.ac.in

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857



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DEVELOPMENT

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APPENDIX C
R4D TRAVEL POLICY

Not applicable to this sub-contract

R4D is an Equal Opportunity/Affirmative Action Employer: b6v

Project Code: PEARBCLL

Agreement Number: 2015-2179

Revised: 09/01/2015


**RESULTS FOR
DEVELOPMENT**
INDEPENDENT CONTRACTOR AGREEMENT
APPENDIX D
CONTRACTOR INFORMATION FORM

Full Name:		Date:	
Last	First	M.I.	
Address: [Mailing]		Apartment/Unit #	
Street Address			
City	State	ZIP Code	
Address: [Permanent] If same as mailing type "SAME"			
Street Address		Apartment/Unit #	
City		State	ZIP Code
Phone:	[] Home	Birth Year	

Emergency Information

Emergency Contact's Name:		Last		First	
Address:		Street Address		Apartment/Unit #	
City		State	ZIP Code		
Phone 1:	[]	E-mail Address			
Phone 2:	[]	Relationship			

R4D is an Equal Opportunity/Affirmative Action Employer: D/V

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APPENDIX E

Medical and Evacuation Insurance Coverage

Not applicable to this sub-contract

R4D is an Equal Opportunity/Affirmative Action Employer: D/V

Project Code: PEARSCLL

Agreement Number: 2016-2179

Revised: 08/01/2015

REVISED BUDGET. 103

Financial proposal for impact of the A/R/C intervention on Corrupt Behaviors and Attitudes							
BUDGET FOR THE MAIN STUDY (Sample Size 600)							
10th August, 2016 - 15th August, 2017							
S. No.	Items	Unit	Rate	Months	CECED AUD	Total (INR)	Remarks
1	Senior Project Associate	1	80000	3	160000		Supported by CECED, AUD
2	Project Associate	1	50000	6		300000	
3	Project Assistant	3	25000	12		900000	
4	Field Investigators	4	15000	7		420000	
5	Consultant (Statistics and analysis)	1	4000	60 days		240000	
Subtotal (1 to 5)						912000	
6	Field Work (Household survey, pre pilot, pre and post data collection)	6 people	700	120 days		672000	Will be booked as per actuals
7	Stationary, Tools development & printing etc.					50000	Will be booked as per actuals
8	Communication			12		80000	Will be booked as per actuals
9	Consultations & meetings					25000	Will be booked as per actuals
Subtotal (6 to 9)						817000	
10	Administrative and miscellaneous					250000	
11	Total					2937000	
12	12% overhead charges					352440	
Grand total (in INR)						3289440	
Grand total (in USD @ exchange rate of 64.5)						51000	

BUDGET FOR CASE STUDY COMPONENT (Four case studies)						
S. No.	Items	U. (Nos.)	Rate	Days	Total	Remarks
1	Principal Investigator (Faculty in charge)	1	4545	75	68175	
2	Consultant	1	25000	80	200000	
Subtotal (1 to 2)					368175	
3	Project Activities					
1)	Data collection & Field Work			60 days	70000	Will be booked as per actuals
2)	Communication & Printing				30000	Will be booked as per actuals
Subtotal (3 to 4)					100000	
Grand total (in INR) B					368175	
Grand total (in USD @exchange rate of 64.5)					57081	
Final Total in INR (A+B)					3657615	
Final Total in USD (A+B)					54267.2849	

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1 / Registrar
1971 Bhadrachalam
Andhra Pradesh
India 515 002
Phone: 086-2222222
Website: www.bhadrachalam.org

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Consultancy Agreement

This agreement is made and entered into as of (1st Sept '16 to 15th Oct '16— Revised date 19th Sep '16 to 24th Nov '16) by and between:

CARE INDIA SOLUTIONS FOR SUSTAINABLE DEVELOPMENT, registered under section 25 of the Indian Companies Act, 1956 and carrying on its activities under the name and style of CARE India and having its office at A-12, Btilwara Towers, 3rd Floor, Tower-4, Sector-4, NOIDA, Uttar Pradesh-201301, through its Authorized Signatory (hereinafter called "CARE INDIA" which expression unless repugnant to the context and/or expressly excluded shall include its assigns) party of the second part

AND

The Ambedkar University, Delhi (a State University Established by the Govt. of NCT of Delhi), having its campus located at Lohian Road, Kashmiri Gate, Delhi-110006 having on the other part herein after called "consultant" which expression shall unless repugnant to the context hereof, be deemed to mean and include its successors and assigns):

- 1) **Governing Law.** This Agreement shall be construed and enforced in accordance with, and governed by the laws of Republic of India, and within the exclusive jurisdiction of courts in Delhi unless agreed otherwise in writing by parties without regard to its choice of law rules.
- 2) **Scope of Services.** Consultant shall complete the Services, including providing any specified deliverables through its centre ECED, and be provided compensation as described in Schedule A, as modified in writing by the parties from time to time. All Services shall be of the best industry standards, conforming to or exceeding all specifications provided by Consultant. All the resources deployed shall be fully qualified and skilled to perform all the services as described in the schedule A. If risks of personal safety are a part of the Services, consultant shall execute the release set forth in Schedule B. Time is of the essence and delivery of Services shall be strictly in accordance with this Agreement. In the event of a dispute between the parties, CARE India may withhold payments due the consultant until a settlement has been reached. The compensation and currency hereunder shall not change regardless of exchange rate fluctuations, except as CARE India may otherwise agree in writing.
- 3) **Ownership of Work.** Consultant certifies that all materials created hereunder for CARE India (other than materials preexisting this Agreement and prepared for other customers) shall be original work and that no third party shall hold rights in or to the Services. Consultant agrees: (a) all rights to the Services shall belong to CARE India and be deemed work for hire; and (b) on CARE India's request, Consultant shall provide CARE India all materials concerning the Services, including deliverables, and any documentation required to show CARE India's ownership of the Services.
 - i) **Pre-Existing and Independently Developed Works.** Each party will retain all rights in Intellectual Property that it owned prior to the Effective Date, and Intellectual Property that it acquires from a third party or develops after the Effective Date of this Agreement outside the scope of performance of this Agreement (collectively, "Background IP"). Each party further will own any derivative works of its Background IP. "Intellectual Property" means, amongst others, inventions, designs, mark works and works of authorship, as those terms are understood under applicable law, which are conceived or fixed in tangible form by a party.
 - ii) **CARE India's Ownership Rights.** All Intellectual Property rights in the Deliverables will constitute work made for hire under the applicable copyright laws and will be owned exclusively by CARE India. To the extent that title to any Deliverable does not vest in CARE India as a matter of law, or to the extent the Deliverable is not deemed a "work made for hire" under applicable law, Consultant hereby assigns and agrees to assign all right, title and interest in and to the Deliverable to CARE India immediately upon payment for the same. Consultant agrees to take all necessary steps and execute all documents reasonably required by CARE India, to effectuate the vesting of such title and ownership.

25/10/2016

- iii) Consultant Intellectual Property. The Consultant grants to CARE India a nonexclusive, worldwide, royalty-free, fully paid-up license during the term of this Agreement to use all Consultant Background IP that is embedded in a Deliverable. Provided, however, that in the event that the CARE India desires to use the same beyond the term of this Agreement, the parties shall mutually agree on the terms and conditions of such use. Further provided, that notwithstanding anything contained herein, neither party shall have any right to reverse-engineer or in any other manner use the intellectual property of the other party than as provided herein.
- iv) Permitted Use of Marks. Subject to the terms and conditions of this Agreement, CARE India grants to Consultant the non-exclusive limited license to use certain of CARE India's Marks as may be designated by CARE India from time-to-time, as necessary for Consultant to perform the Services and as authorized by CARE India in writing in each instance. Consultant will adhere to CARE India's brand guidelines, as updated and amended from time-to-time, at all times in connection with its use of the Marks and acknowledges that it has received a copy of such guidelines. Consultant acknowledges that CARE India will have the right to review the use, reproduction or display of any Marks by Consultant in connection with the Services to ensure that such use, reproduction or display is consistent with the terms of this Agreement. Consultant acknowledges that the Marks, all rights therein, and the goodwill associated therewith, are and will remain the exclusive property of CARE India. "Marks" shall mean name, trade names, trademarks, service marks, logos, designs, symbols or domain names.
- 4) Confidential Information. During the term hereof and for three years afterwards, except as specifically set forth herein to perform the terms of this Agreement, neither party shall disclose confidential information of the other party to any third-party or make use of such confidential information for its own purposes without the owner's prior written consent. Confidential information shall mean any information (written, oral or observed) relating to: (a) donors or potential donors; (b) participants; (c) employees; (d) business or strategic plans; (e) finances; or (f) a relationship with any governmental entity; and shall also include information specifically designated confidential by the owner or that the disclosing party knows or reasonably should know is not public. Confidential information does not include any information generally known to the public or readily obtainable from public sources. Further, confidential information may be disclosed to government authorities if the disclosure is required by law and the disclosing party has provided the owner notice and, if practicable, a reasonable opportunity to defend against such disclosure. Upon the termination or expiration of this Agreement, consultant shall destroy or return such information of the other party in its possession, including copies and notes, and in the case of destruction, at the owner's request shall certify to such destruction. Neither party shall use the other party's name or marks in any form of publicity or publicly disclose information relating to its Services without the other party's prior written consent. Neither party shall publicly disparage the other. This clause will survive the termination of this agreement.
- 5) Conduct. Consultant shall comply with all laws and regulations applicable to its performance hereunder. Consultant and its employees shall maintain and comply with a written code of conduct that prohibits giving anything of value, directly or indirectly, to any person or entity, including government officials or CARE India staff, in the form of a bribe or kickback; establishes appropriate limitations on transactions with relatives of consultant employees or businesses or ventures related to Consultant or its employees; and otherwise properly governs the performance of its employees engaged in soliciting, awarding or administering contracts, and receiving gifts. Consultant shall comply with industry best practices to avoid exploitation of child labor and shall not discriminate on the basis of race, ethnicity, religion, gender, disability. While on CARE India premises or working for CARE India, Consultant shall comply with: (a) the office and security policies and directives of CARE India; (b) CARE India's policy prohibiting harassment and discrimination; and (c) such other policies as CARE India may make known to Consultant. The parties are independent contractors of each other, and: (a) each party is responsible for all payments relating to its Services, including without limitation, social security, income tax withholding, and insurance; (b) neither party is an agent of the other, has the authority to enter into any contract or obligation on behalf of the other party, and (c) nothing herein shall create an employer/employee relationship, partnership or joint venture between the parties, or between one party and any employee of the other.

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- 6) **Indemnity.** The Consultant shall be responsible for compliance with all the laws and regulations that may be applicable on the part of the consultant, its subcontractor(s), employee(s) or agent(s) including but not limited to tax laws, service tax laws, labour laws which shall include Payment of Wages Act, Minimum Wages Act, Bonus Act, employees Provident Fund Act, Esic Act, Workmen Compensation Act, Contract Labour Regulations and Abolition Act and all other applicable laws. The consultant assumes all liability for all loss, damage, cost and expense arising out of or in any way connected with the operation or performance of, or the failure to perform, any duty, obligation, or activity on the part of the consultant, its subcontractor(s), agent(s), or employee(s) in connection with this Agreement. The consultant further agrees to defend, indemnify and hold harmless CARE India and the officers, agents and employees of CARE India and such entities from all loss, damage, cost and expense, including all reasonable attorneys' fees, arising from or in any way connected with the operation or performance of, or failure to perform, any duty, obligation, or activity on the part of the consultant, its subcontractor(s), agent(s), or employee(s) in connection with this agreement. The parties shall first try to resolve any controversy or claim arising out of or relating to this Agreement, or the breach or alleged breach thereof, by good faith negotiation among senior managers unrelated to the dispute, and failing that, by arbitration. The parties shall select a mutually acceptable arbitrator and work in good faith with the arbitrator to resolve the dispute as per the Indian Arbitration Act. To the extent permitted by law, the arbitrator's decision shall be final and binding and may be entered in any court having competent jurisdiction. This paragraph shall survive the completion or termination of this Agreement.
- 7) **Invoice Statements and Adjustments.** Consultant shall provide CARE India with periodic and final invoice statements indicating Services performed, expenses incurred (if reimbursable pursuant to Schedule A), past payments made and any other information CARE India shall reasonably request. Consultant shall provide a final invoice statement whenever requested by CARE India up to sixty (60) days after the date set for the completion of the Services on Schedule A. The receipt or payment by CARE India of any invoice shall not preclude CARE India from questioning the correctness thereof at any time. If any invoice is found to be incorrect, that invoice shall be corrected immediately and an appropriate payment or adjustment made between the parties. Consultant shall keep complete and accurate records relating to this Agreement and providing a basis for the invoice statements to CARE India. During the term of this Agreement, and for three (3) years thereafter, CARE India, donor if any, or their agents, during normal working hours, shall have full and free access to inspect and make extracts from such records, provided that CARE India or donor shall provide consultant at least seven (7) days prior written notice. If any such examination and audit shall disclose any deficiency of five percent (5%) or more for the period audited, the consultant shall pay, in addition to such deficiency, the reasonable cost of such examination and audit.
- 8) **Expiration and Termination.** This Agreement shall expire thirty (30) days after the date set forth on Schedule A for the completion of the Services. Either party may terminate this Agreement at any time for any reason, upon 30 (15) days prior written notice to the consultant. On receipt of such notice, consultant shall discontinue all services, and terminate any subagreements hereunder, unless the notice otherwise provides. Upon such termination not involving a breach of consultant's obligations hereunder, full and complete settlement of all consultant's claims shall be made as follows: a) consultant shall be paid full compensation for services properly performed prior to the termination date and materials relating thereto approved by CARE India, such as work-in-progress, plans, drawings, and specifications, subject to consultant returning all CARE India's property, advances and other related materials in the possession of consultant to the satisfaction of CARE India and b) title shall vest in CARE India for any such materials for which CARE India has paid. Certain obligations by their content shall survive any termination or expiration of this Agreement, including in sections 3 through and including 9 hereof.
- 9) **Entire Agreement.** This Agreement, together with its attachments, states the complete agreement of the parties and supersedes any prior or contemporaneous agreements, whether oral or written, with respect to the subject matter hereof. This Agreement may not be amended or modified except by a writing signed by all parties hereto. All attachments are incorporated by reference herein and form a part of this Agreement. Failure by CARE India to insist upon strict compliance with any of the terms, covenants, or conditions of this Agreement shall not be deemed a waiver of such terms, covenants, or conditions, nor shall any specific waiver or relinquishment be deemed a blanket waiver or relinquishment of such right or power. No waiver shall be binding unless in writing and signed by the party granting the waiver. If any provision of this Agreement shall be held invalid, illegal or unenforceable, then the validity, legality and enforceability of the remaining provisions of this Agreement will not in any respect be affected or impaired thereby. This Agreement, and the duties to be performed hereunder, shall not be assigned, in whole or in part, except with the prior

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written consent of the other party. No provision of this Agreement shall in any way inure to the benefit of any third-party so as to constitute such party as a third-party beneficiary of this Agreement or any one or more of the terms hereof, or otherwise give rise to any cause of action in any party not a party hereto.

- 10) **Donor Regulations.** If this Agreement is funded with donor ("Donors") funds, certain donor requirements may apply. CARE India will notify you regarding these additional requirements if any from time to time and the Consultant shall be liable to comply with the same..
- a. At CARE India's request, consultant shall sign any certificates or documents and such take actions as are required by the donor or the governing law for such donor in India
- 11) No delay or failure by either party in exercising any right or no partial or single exercise of any right shall be deemed to constitute the waiver of that right or any other right under this agreement.
- 12) Consultant agrees not to use CARE India copyright material for its own advertising or publishing puposes without he authorization from the CARE India
- 13) Consultant represents and warrants that Consultant's signing of this Agreement and the performance of Consultant's Services hereunder is not and will not be in violation of any other contract, agreement or understanding to which Consultant is a party or by which Consultant is bound.

AGREED TO AND ACCEPTED BY

CARE India Solutions for Sustainable Development

(Primary Signatory)

By Vishal

Name: Vishal Sabharwal

Title: Manager - Procurement

Date: _____

Ambedkar University, Delhi

By Dr MA Silcander

Name: Dr MA Silcander

Title: _____

Date: _____



कुलसचिव / Registrar
अम्बेडकर विश्वविद्यालय दिल्ली
Ambedkar University Delhi
लक्ष्मियान रोड बरली रोड, दिल्ली-110006
Lothian Road, Kashmiri Gate, Delhi-110006
वेबसाइट/website : www.aud.ac.in

SCHEDULE A

1. Scope of Services. Consultant shall perform the following duties:

SCOPE OF WORK/SERVICES - Attached

Time. Consultant shall start Services on 1st Sept 2016 -Revised -19th Sep '16
All Services shall be completed by 31st Oct 2016 -Revised -24th Nov '16

Assigned Employees. If names of Consultant's employees are filled in below, then Consultant agrees that these employees shall perform the duties under this Agreement, unless CARE India shall otherwise agree.

CECED Team

Contacts. Unless a party shall otherwise advise in writing, the contacts for this Agreement are:

CARE India Contact Person

Name : Dr. Geeta Verma

Title : Team Leader (EGR)

CARE INDIA

Address : CARE India Solutions for Sustainable Development; A-12, Bhilwara Towers, 3rd Floor, Tower-II, Sector-I, NOIDA, Uttar Pradesh-201301

Country : India

Tel. 0120-4048331

Email: gverma@careindia.org

Consultant Contact Person

Name : Dr. Sunita Singh
For Ambedkar University, (Delhi)

Title. Associate Professor

Address: Lothian Road, Kashmere Gate, Delhi-110006

Country. India

Tel - 9818734861

Email sunitasingh@aud.ac.in

2. **Compensation.** Consultant shall receive the following compensation for the Services and any deliverables:

Rs.94,500/- towards consultancy fee

Dr. Geeta Verma will be the point person from CARE India for this task and will certify the work

Deliverables :- as per SOW

- 1st installment (50% of Professional fee (Rs.94,500/-)) – on submission of Detailed design for data collection presented to CARE alongwith plan for quality assurance — by 3rd Oct '16
- 2nd & final installment (50% of Professional fee (Rs.94,500/-)) – on submission of Final report alongwith cleaned data sets — by 24th Nov '16

3. **Expenses.** Consultant shall be reimbursed reasonable expenses for

CSSD will pay all actual expenses towards other incidentals (Travel, stay, food, stationery, printing, communication) expenses incurred during this assignment which will be limited to Rs.284,000/- (Rupees Two Lac Eighty Four Thousand Only) The same will be subject to prior approval from CARE point person.

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No reimbursable expense in excess of Rs.284,000/- (Rupees Two Lac Eighty Four Thousand Only) shall be incurred without CARE India's prior written approval. If Consultant travel reimbursement shall be made under this Agreement, then Consultant shall follow CARE India's travel policies and be subject to CARE India per diem rates. A sum of Rs.125,000/- will be paid as advance towards travel, boarding, stationery cost, which will be settled as actuals at the time of final settlement. Apart from this a sum of Rs.45,420/- towards Institutional Charges will be paid

i) **Boarding (Per diem) – on actuals**

The amount of Meals for Metros/ State Capitals / Union Territory is Rs. 850/- and for other cities Rs. 550/-.

ii) **Lodging – on actuals**

The lodging limit will be Rs. 3500/- per day

4. **Manner of Payment.** Consultant's compensation and reimbursable expenses shall be paid by cheque/wire transfer thirty (30) days after receipt of proper approved invoice, unless the parties otherwise agree in writing.
5. **Good Faith Estimate of Total Payments.** The following is a good faith estimate of the total payments to be made by CARE India under this Agreement

Compensation (Section 2 above):	[INR] Rs. 94,500.00
Reimbursable expenses (Section 3 above)	[INR] Rs. 284,000.00
Institutional charges	[INR] Rs. 45,420.00
Total Sum of Agreement	[INR] Rs. 423,920.00

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Schedule B

Consultant Release

In connection with Consultant's Services, Consultant and its employees may encounter difficult conditions and hazards. CARE India requires that consultant all insurance consultant considers appropriate, including emergency medical evacuation coverage, to protect itself and its employees against the risks inherent in the Services. Consultant further agrees each of its assigned employees who will travel to perform Services has reviewed and executed the below disclosure and release, which Consultant will provide to CARE India.

I agree that in that the course of my Services and travel to and from CARE India missions or projects, I may encounter extremely difficult travel conditions and be subjected to hazards and risks, foreseen and unforeseen, including the dangers of delays, illnesses, injuries, death or kidnapping, or the loss of, or damage to, my property (collectively, each an "injury"). I recognize that CARE India, its employees and agents cannot ensure my safety or that of my property.

I am aware that such injuries may be caused by a variety of difficulties of travel, including, without limitation, natural causes, poor sanitation, infectious diseases, the activities of animals, trip members, CARE India personnel and agents, other persons and war or civil disturbances, and that such injuries may result from negligence or other causes. I appreciate that I may be called upon to exercise extra CARE India for my own person as well as for others around me. I understand that there may not be rescue or medical facilities or expertise necessary to deal with the hazards to which I may be exposed. I understand that these risks exist and notwithstanding them I wish to participate in this work and travel hereunder.

I conconsultant that I have read the foregoing and voluntarily assume all such risks occurring in connection with the Services and travel hereunder and so hereby waive, release and discharge all such claims against CARE India (which includes its officers, agents and employees and its and their respective heirs, legal representatives, successors and assigns) to the extent permitted by applicable law. This Agreement shall bind my heirs, executors, administrators and assigns.

<u>Signed by:</u> <i>[Signature]</i> <u>Print Name</u> <i>Dr. M. A. Sikandar</i> <u>Title:</u> <i>Consulting Agency</i> <u>Address</u> <i>Lothian Road, Kashmere Gate, Delhi-110006</i>  <i>एम्बेडकर / Registrar</i> <i>अम्बेडकर विश्वविद्यालय, दिल्ली</i> <i>Ambedkar University Delhi</i> <i>लोकियन रोड, कश्मीर गेट, दिल्ली-110006</i> <i>Lothian Road, Kashmere Gate, Delhi-110006</i> <i>वेबसाइट/website: www.aud.ac.in</i>	<u>Person to contact in case of emergency:</u> <u>Name:</u> _____ <u>Relationship:</u> _____ <u>Address:</u> _____ <u>Ph #: Home:</u> _____ <u>Work:</u> _____

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Terms of Reference

Baseline Study of Early Childhood Education Component of Start Early:
Read in Time project in Odisha

Girls Education Program

CARE

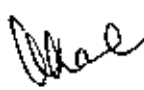
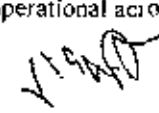
Introduction to Project

The lack of support in preschool, school and home environment have a negative impact on the child's learning, particularly if they are from marginalized communities like adivasis or dalits. The discouraged child tries to learn in an isolated manner, unable to link knowledge with her/his own life. Therefore, issues related to learning need to be clearly understood so that specific and appropriate strategies can be designed for the learning needs of a large section of children from marginalized and excluded communities who have no access to education other than schools.

The experience of children in India shows that above needs, especially the language needs are not met with appropriately, primarily because the existing models of preschool education within the anganwadi centres (AWC¹), are unable to provide necessary experience and skills to young children. Studies have shown that sound preschool education (age 3- 6) positively impacts learning and prepares children in acquiring necessary pre literacy skills. A problem specific to Odisha is the presence of multiple languages and dialects, children from tribal communities are forced to learn in the state language from early years. This puts them at a loss as conceptual clarity is best in children's mother tongue. A district like Mayurbhanj is a tribal dominated and home to 53 types of tribal communities (Some dominant tribal communities are Santal, Kol and Bhumiij and Lodha among others). While each of these communities are similar in terms of being educationally and economically backward, yet they have a distinctiveness of their own which sets them apart and makes them unique in terms of their habits, lifestyle, culture, marital practices, religion and spoken language. The alienation of tribal children is further accentuated in schools since the language of transaction remains Odia and teachers are not trained to support children from linguistically diverse backgrounds. It is not uncommon to find classrooms with children from three to five mother tongue/dialects. The need therefore for continuity of support and scaffolding through the primary grades is also imperative.

In order to understand and address, CARE plans to work with selected ICDS centres in one block of Mayurbhanj district. In the area, children's home language is Mundari while they are exposed to Oriya in School. The project will mainly work on

¹ ICDS center/Anganwadi centre is part of the infrastructure of the government's Integrated Child Development Services program, that provides supplementary nutrition, non-formal pre-school education, nutrition and health education, immunization, health check-up and referral services for 0-6 year old children, and pregnant and lactating mothers (the latter three services provided through collaboration with public health systems). As of January 2013, 1.3 million Anganwadis and mini-Anganwadi Centres were operational across the country.

Objective 1: To improve classroom-school processes and environment specific to early grade reading in government run anganwadi and primary schools

Objective 2: To build skills of anganwadi workers, teachers and education functionaries on early grade reading approaches that address multilingual issues

In this context, a baseline study is proposed to understand the status of school readiness with particular reference to early literacy skills of children in ICDS project centres and from a control group in Mayurbhraj district. This will also understand quality of preschool education services provided by ICDS centers and knowledge of caregivers. The project will be implemented in 20 AWCs spread in one block of Mayurbhraj district in the state of Odisha.

The baseline study will focus on following key areas.

Key Information Areas

The key information areas envisaged for the assessment for the baseline are following:

- **School Readiness:** percent of children (boys and girls) reaching appropriate milestones for developmental stage in areas of physical, cognitive, language and socio-emotional development
- **Nutritional Status of children:** Understanding underweight and wasting in children (boys and girls) by measuring height, weight and age
- **Quality of Preschool Education Services at AWCs:** Understanding quality of preschool education provided in ICDS centres especially related to school readiness. Identifying practices or challenges from early grade reading perspectives
- **Primary School Environment (especially early grade):** Understanding school and classroom environment in order to understand its continuity with preschool components. Further does this enable children to make a smooth transition to schooling and class process- identifying practices or challenges from early grade reading perspectives
- **Understanding Knowledge and Skills of AWWs, Supervisors and Teachers:** in transacting age appropriate and activity based preschool and early primary education to ensure holistic (language, cognitive, socio, emotional and creative) development and early literacy.
- **Home environment:** Status of child care, stimulation & development especially language readiness environment at home exploring whether the caregiving environment is safe and nurturing.

Target groups

The core objective of ECE intervention is to achieve improvement in developmental status (school readiness) of children and in the knowledge and practices of caregivers i.e. AWWs and mothers on caregiving practice for sustainable change in children.

In order to assess the impact of intervention both children and their caregivers will be the target group:

- Children between 5 to 5.5 years of age to estimate outcomes related to school readiness and nutrition level
- Anganwadi workers
- Anganwadi Supervisor
- Government Primary Schools
- Mothers

Research Design

This baseline study conducted right in the beginning of the roll-out of action will help develop current estimates of the key expected result indicators. The study will collect data and information which will help in assessment of the following key indicators

Child level outcomes

- School Readiness: Oral language development, print awareness, phonic and phonemic awareness, expression
- Child Nutrition level: Nutrition status by measuring weight of children as per age and height.

Institutional level outcomes

- Quality of AWC services especially Preschool Education provided through ICDS centres
- Quality of Education/processes in early grades at School
- Quality of Home environment

To measure the change over the project period, which could occur as a result of project interventions, sample size should be statistically adequate to identify and measure those changes. For the purpose of estimating the sample size, the initial value of variable of interest is taken as 2% based on CARE's experience on status of school readiness in Chhattisgarh. The project intends to show at least 10% of change that needs to be detected at 95% confidence level and 80% power. Based on the above considerations the required sample size for the study is 100 children. This sample size is to be distributed across 20 AWCs where project will be implemented.

The study will adopt the quasi-experimental design. Hence an equal proportion of sample i.e. 100 is to be drawn for control group. The selection of control villages/AWCs shall be done to reduce the margin of error as ideally the control villages and project villages have to be exactly similar in terms of geographic, demographic and socio economic profile.

The study would adopt best-fit mix of quantitative and qualitative methods for assessment. In the FGDs with mothers of children, assessment should be made on domains of change – positive attitude of service providers and effective access to services. And in the case of interview with AWW and Supervisor, assessment also should look at capacities and

capabilities and effective and influential leadership. A summary of proposed sample size against target respondent and the methodology to be used is illustrated in the table below.

Method	Target Audience	Proposed sample	
		Project	Control
Quantitative Methods			
School Readiness Instrument (SRI)	Children aged 5 years and above	100	100
Underweight and Wasting (WHO standards)			
Print awareness (print awareness tool)			
Individual interview Schedule	AWWs	20	20
	AW Supervisors	2	2
Observation tool 'ECEQAS'	AWC / Primary School	20	20
Qualitative Methods			
FGDs	Mothers of Children 5.5 years	5	5

The data has to be presented in gender disaggregated manner.

Scope of work

Role of Agency is to

1. Work closely with CARE to propose refinements to the design for assessments, considering project commitments and impact indicators
2. Develop, and finalise specific tools and schedules for data collection and analysis.
3. Train enumerators, develop shared understanding of the study objectives, understanding of the research instruments, sampling protocols and the quality control mechanism
4. Design quality control protocols for ensuring quality data collection and supervise initial phase of data collection.
5. Analyze data and submit report as per predetermined reporting plan, Development of Final report.

Support to be provided by CARE

- List of Intervention AWCs
- Observe/facilitate the training of enumerators
- Supervision visits during data collection
- Information related to local logistics during data collection
- Provide support in identification of local field investigators and translators
- Identify enumerators for listing, mapping and data collection using the study instruments
- Provide for data analysis— the raw data along with final, clean data sets

Ensure quality data collection

Deliverables, Timeline & Payment Schedule:

Deliverables	Timeline (After signing of the contract)	Expected Delivery Date	Release of Installment
1. Detailed design for data collection presented to CARE along with plan for quality assurance	2 weeks (by CECED)	3 rd Oct. 2016	1 st Installment (Rs. 47,250/- + Rs.125,000/-) = Rs 172,250
2. Final schedules/instruments in English language			
3. Training of Field Investigators & monitoring of data collection process	2 weeks (by CECED)	20 th Oct, 2016	
4. Detailed plans for analysis, tabulation and reports			
5. Final, cleaned data sets, all filled in formats, two sets of entered data and error data log, syntax and analysis for both qualitative and quantitative assessment	3 weeks (by CARE)	7 th Nov, 2016	
6. Report Main results presented to CARE, along with cleaned data sets	4 weeks (by CECED)	24 th Nov, 2016	2 nd & Final Installment = Rs 251670 approx. (After settlement of all expenditures)
7. A presentation on the report.			

ODISHA CARE India, 2016 BUDGET

Currency: INR		Proposal:			
		Without Data Collection			
S.No.	Particulars	Unit	Unit Cost	Days	Cost in INR
1	Resource Fees				94,500
	TOTAL 1				94,500
2	Programme Costs				
2.a	Return Airfare	2	22,000		44,000
2.b	Field Travel (Local Travel and Transfers)				30,000
2.c	Accommodation	2	4,000	10	80,000
2.d	Food	2	500	10	10,000
	TOTAL 2				1,64,000
3	Miscellaneous Expenses				
3.a	Stationary, Printing, telephone, internet, postage & courier, photocopy, communication, contingency and other expenses etc				1,20,000
	TOTAL 3				1,20,000
	TOTAL (1+2+3)				3,78,500
5	Admin Overhead charges, 12% of total amount				45,420
	Total Costs INR				4,23,920

Amrita Kal

27/10/16



Registrar / Registrar
Odisha University of Health Sciences
Bhubaneswar
Odisha-751005
Phone: 0674-2531111, 2531112
Fax: 0674-2531113
Email: registrar@ouhscs.org
Website: www.ouhscs.org



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Agreement of Friendship and Cooperation
Between
The Trustees of Indiana University
And
Ambedkar University Delhi



The Trustees of Indiana University ("Indiana University"), established in the State of Indiana, United States of America, and Ambedkar University Delhi ("AUD") established in New Delhi, India (each a "party" and collectively, the "parties"), to facilitate their mutual objectives in research and education, enter into this Agreement of Friendship and Cooperation on this 1st day of July, 2016 (the "Effective Date") and hereby agree as follows:

1. The parties shall explore opportunities for collaboration, which may include, but are not limited to: (a) the creation of faculty, staff, and student exchange programs, (b) the sharing of academic materials and other relevant information, and (c) the development of joint research projects.
2. Prior to initiating any joint program or project, the parties shall enter into a Sub-Agreement setting forth the specific details of the proposed program or project. Each such Sub-Agreement, prior to becoming effective, shall be vetted in accordance with each party's internal policies and procedures and signed by an authorized representative of each party.
3. Each Sub-Agreement shall identify the academic units and personnel involved, the duration of the program or project, and the source of any funding required for the program or project. The parties acknowledge and agree that any such program or project must be organized and administered in accordance with applicable law and the relevant policies and procedures of each party.
4. This agreement shall remain in force for a period of five (5) years from the Effective Date; however, either Party, at its discretion, may terminate this agreement during its term by giving notice at least six (6) months in advance of the intended termination date.
5. This agreement may be amended or renewed by a written agreement signed by an authorized representative of each party.
6. Each party shall send communications or notices pertaining to this agreement to the other party at the relevant address set forth below or to such other address designated by that other party through written notice.

Indiana University:

The Office of the Vice President for International Affairs
 Bryan Hall, Room 104
 107 S. Indiana Avenue
 Bloomington, IN 47405
 Phone: (812) 855-8669
 Fax: (812) 855-6884
 Email: partner@iu.edu

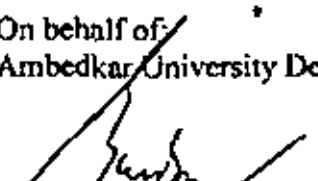
Ambedkar University:

Advisory Committee for International Partnerships
Lothian Road, Near Old Delhi Railway Station, Kashmere
Gate, New Delhi, Delhi 110006, India
Phone: +91 11 2386 3740
Email: ~~namistha@and.ac.in~~ *registrar@and.ac.in*

7. Each party grants, for the term of this agreement, a limited, non-exclusive, royalty-free license to use its logo and name (the "Trademarks"), to the other party, solely for the promotion of this agreement and any joint programs and projects developed hereunder. Each party agrees that each time it reproduces and/or republishes the other party's Trademarks it shall do so in a form identical to that provided by each party, without alteration. Each party agrees to use the other party's Trademarks in a careful and prudent manner. Except as otherwise set forth in this paragraph, each party agrees not to use the other party's name, trademarks, or other intellectual property in any manner whatsoever without prior written consent in each instance. Requests pertaining to Indiana University shall be emailed to the IU Office of Licensing & Trademarks at juologo@iu.edu. The parties acknowledge by this Agreement, that they acquire no right, title or interest in and to the other party's Trademarks whatsoever other than to use the Trademarks in accordance with the term and conditions hereof. The use of each party's Trademarks may not be assigned, transferred, shared or
8. In the event of a dispute arising out of or relating to this agreement or any Sub-Agreement entered into pursuant to this agreement, the parties shall establish a committee of six (6) senior representatives, three (3) appointed by each party, to attempt to resolve the dispute.

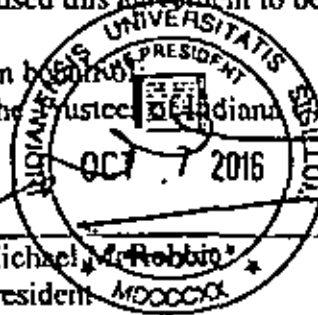
IN WITNESS WHEREOF, the parties have caused this agreement to be duly executed.

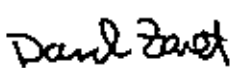
On behalf of:
Ambedkar University Delhi

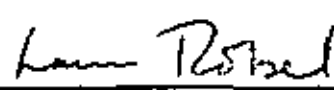

Shyam B. Menon
Vice Chancellor


M. A. Sikandar
Registrar

On behalf of:
The Trustees of Indiana University


Michael A. Robbins
President


David Zaret
Vice President for International Affairs


Lauren Robel
Provost and Executive Vice President

Sub-Agreement for Academic Cooperation and Exchange

Between

**The Trustees of Indiana University
On behalf of the Office of the Vice President for International Affairs**

And

Ambedkar University Delhi

The Trustees of Indiana University ("Indiana University"), on behalf of the Office of the Vice President for International Affairs ("OVPIA"), established in the State of Indiana, United States of America, and Ambedkar University Delhi ("AUD"), established in New Delhi, India (each a "party" and collectively, the "parties"), to further develop the relationship recognized by the Agreement of Friendship and Cooperation between Indiana University and Ambedkar University Delhi signed on July 1, 2016, enter into this Sub-Agreement for Academic Cooperation and Exchange on this 1st day of July, 2016 (the "Effective Date") and hereby agree as follows:

A. Timeline for Activities

The parties will implement a series of cooperative academic activities and exchanges over the duration of this Sub-Agreement. In Year One, the parties will hold a joint research symposium. In Year Two, the parties will initiate a short-term faculty exchange program. In Year Three, the parties will begin a short-term graduate student research exchange program. In Year Four, the parties will initiate an undergraduate student exchange program.

B. Joint Research Symposium (Year One 2016/2017)

1. The parties will hold a joint one time research symposium at AUD and the IU India Global Gateway Office in Gurgaon India over multiple days in order to identify areas of mutual interest in faculty research collaboration.
2. The parties will mutually determine the focus of the symposium.
3. Three to four faculty members from Indiana University will participate in the symposium. Indiana University will be responsible for round trip international airfare, board, and lodging for each participant.
4. Three to four faculty members from AUD will participate in the symposium. AUD will be responsible for all costs associated with their participation.

C. Short-Term Faculty Exchange (Year Two 2017/2018)

1. Starting in Year Two and continuing through the end of the agreement the parties may each select and nominate up to two (2) faculty members per academic year from any branch of learning to visit the partner institution as an exchange participant. The length of each visit will be approximately one month. Each host institution will determine whether recommended faculty members are acceptable.

2. Dossiers, including a brief biographical account and a statement of purpose for the exchange period at the host university, must be received four months prior to participation to allow time for visas and documentation.
3. Expenses for round-trip air travel will be the responsibility of the home institution or the exchange participant. AUD will provide board and lodging to exchange participants from Indiana University. Indiana University will provide its outgoing participants with health insurance. Indiana University will provide board, lodging, and health insurance to exchange participants from AUD.
4. The host university will provide assistance to the exchange participant in finding appropriate lodging. The host university will also provide study and research privileges equivalent to those available to resident faculty members.
5. Exchange participants are expected to study and work according to a mutually agreed upon plan for professional improvement and research. Specific arrangements for special facilities, laboratories, local research, and the like will be agreed upon by the parties in advance.

D. Graduate Student Research Exchange (Year Three (2018/2019))

1. Starting in Year Three and continuing through the end of the agreement the parties may each select and nominate up to two (2) graduate students with advanced standing per academic year from any branch of learning to visit the partner institution as a visiting research scholar. The length of each visit will be approximately one semester. Each host institution will determine whether recommended graduate students are acceptable.
2. Dossiers, including a brief biographical account and a statement of purpose for the exchange period at the host university, must be received four months prior to participation to allow time for visas and documentation. Indiana University also requires documentation that verifies the exchange participant from AUD has the requisite English proficiency for successful participation in the exchange program.
3. Expenses for round-trip air travel will be the responsibility of the home institution. AUD will provide board and lodging to exchange participants from Indiana University. Indiana University will provide its outgoing exchange participants with health insurance. Indiana University will provide board, lodging, and health insurance to exchange participants from AUD.
4. The host university will provide assistance to the exchange participant in finding appropriate lodging. The host university will also provide study and research privileges equivalent to those available to resident faculty members.
5. Exchange participants are expected to study and work according to a mutually agreed upon plan for professional improvement and research. Specific arrangements for special facilities, laboratories, local research, and the like will be agreed upon by the parties in advance.

E. Undergraduate Student Exchange (Starting Year Four 2019/2020)

1. Starting in Year Four and continuing through the end of the agreement Indiana University will offer its students a three- to four-week summer study abroad experience at AUD. Both parties must mutually agree on the number of participants

accepted annually. For every five (5) summer study abroad participants from Indiana University, the following academic year AUD shall be entitled to send one (1) degree-seeking student from its undergraduate programs for one semester to Indiana University in order to attend classes.

2. Each home institution will nominate its exchange participants on the basis of the below criteria; the home institution may deviate from such criteria only under special circumstances. The student generally must:
 - a. have completed at least one year full-time study at the home institution;
 - b. have a good-to-excellent academic record; and
 - c. meet all admission or specific requirements of the home institution and host institution, including language proficiency test scores as specified by the host institution.
3. The home institution is responsible for preliminarily screening and nominating students for this program, and for ascertaining that each exchange participant is proficient in the language of instruction (where applicable) at the host institution and likely to benefit from a particular course of study. While the host institution will generally accept the candidates nominated by the home institution, each host institution reserves the right to make final decisions with respect to the candidates proposed for the exchange by the home institution.
4. The host institution will provide formal letters of admission, relevant documentation for visa applications, and any other documents necessary for the students to enroll and study at the host institution. Exchange participants are responsible for paying the costs of visas for themselves and any dependents. Each party shall assist with submission of the visa paperwork necessary for exchange participants and accompanying dependents, if applicable. Neither party can guarantee the issuance of the required student visa by the host country.
5. Prior to the term of exchange, each party will provide incoming exchange participants with an estimate of the expenses to be expected during the period of attendance at the host institution.
 - a. Exchange participants will be required to pay regular tuition and fees to their home institution. The exchange will not entail any monetary transaction between the parties.
 - b. Exchange participants are responsible for costs associated with travel, accommodation (room and board), course materials, health insurance and any campus health center fees, living expenses, and other incidental expenses. The home institution may, at its discretion, offer students scholarships to offset such expenses.
 - c. Exchange participants from Indiana University are responsible for obtaining at least the minimum health insurance coverage required by AUD and/or the Indian state.
 - d. Exchange participants from AUD are responsible for purchasing health insurance under the IU International Student Health Insurance Program (IHIP), or for demonstrating that they have comparable health insurance coverage and completing a waiver. At Indiana University, exchange participants are also subject to a mandatory Student Health Fee.

6. Each party will assist exchange participants in locating suitable housing accommodations and offer, as appropriate, assistance on registration and advice regarding campus life, health, language, and cultural adjustment.
7. Exchange participants from AUD should take a sufficient number of courses at Indiana University to obtain the minimum number of credit hours as required by U.S. visa regulations. A 12-credit course load per semester is recommended.
8. Each party agrees to apply credits earned at the host institution toward the home degree as appropriate. All credit transfer will be evaluated upon the students' return.
9. Subject to requirements imposed by their home institutions, exchange participants will be afforded the same freedom and restrictions as regular students when selecting courses. Exchange participants will have the same access to the host institutions' facilities, academic advisors, and student support services as all other students.
10. At the conclusion of the exchange program and to the extent permitted by law, the host institution will send the home institution an official transcript of credits and grades for the exchange participant. To comply with United States data protection law, exchange participants from AUD will need to sign a release form at orientation, permitting Indiana University to send transcripts to AUD.

F. Exchange Program Administration

1. The parties understand that a balance in number of exchange participants shall be maintained over Years Four and Five of the agreement. The parties shall liaise in a timely manner with each other in order to ensure parity in the number of exchange participants each institution will accept in a given year.
2. Indiana University together with AUD will work on development initiatives to raise funds to support the graduate and undergraduate exchanges.
3. Upon completion of the exchange term at the host institution, exchange participants must return to their home institution. An extension of stay by an exchange participant shall only be authorized by mutual agreement of the parties.
4. *Obligations under this agreement pertain to the exchange participants; neither institution has any obligation with respect to spouses and families of exchange participants.*
5. Each party reserves the right to dismiss any exchange participant at any time for academic or personal misconduct in violation of established institutional policies. The dismissal of an exchange participant will not abrogate the agreement for the arrangements regarding other participants.
6. The parties acknowledge and agree that any such activity must be organized and administered in accordance with applicable law and the relevant policies and procedures of each party.

G. Duration and Amendment

1. This Sub-Agreement will remain in force for a period of five (5) years from the Effective Date; however, either Party, at its discretion, may terminate this Sub-Agreement during its term by giving notice at least six (6) months in advance of the intended termination date. If the Agreement of Friendship and Cooperation between Indiana University and Ambedkar University Delhi is terminated or expires, this Sub-Agreement will also terminate.
2. This Sub-Agreement may be amended or renewed by a written agreement signed by an authorized representative of each party.

II. Communications & Notices

Each party shall send communications or notices pertaining to this Sub-Agreement to the other party at the relevant address set forth below or to such other address designated by that other party through written notice.

Indiana University: The Office of the Vice President for International Affairs
Bryan Hall, Room 104
107 S. Indiana Avenue
Bloomington, IN 47405
Phone: +1-812-855-8669
Fax: +1-812-855-6884
Email: partners@iu.edu

AUD: Advisory Committee for International Partnerships
Lothian Road, Near Old Delhi Railway Station, Kashmere Gate
New Delhi, Delhi 110006, India
Phone: +91 11 2386 3740
Email: ~~seemistha@aud.ac.in~~
regishar@aud.ac.in

I. Use of Logo and Name

Each party grants, for the term of this agreement, a limited, non-exclusive, royalty-free license to use its logo and name (the "Trademarks"), to the other party, solely for the promotion of this agreement and any joint programs and projects developed hereunder. Each party agrees that each time it reproduces and/or republishes the other party's Trademarks it shall do so in a form identical to that provided by each party, without alteration. Each party agrees to use the other party's Trademarks in a careful and prudent manner. Except as otherwise set forth in this paragraph, each party agrees not to use the other party's name, trademarks, or other intellectual property in any manner whatsoever without prior written consent in each instance. Requests pertaining to Indiana University shall be emailed to the IU Office of Licensing & Trademarks at iulogo@iu.edu. The parties acknowledge by this Agreement, that they acquire no right, title or interest in and to the other party's Trademarks whatsoever other than to use the Trademarks in accordance with the term and conditions hereof. The use of each party's Trademarks may not be assigned, transferred, shared or divided in any manner by the other party without the prior written consent in each instance.

J. Equal Opportunity

Both parties subscribe to the policy of Equal Opportunity and will not discriminate on the basis of race, sex, sexual orientation, age, ethnicity, religion or national origin. Both parties shall abide by these principles in the administration of this Agreement and neither institution shall impose criteria for the exchange of participants which would violate the principles of non-discrimination.

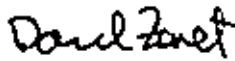
K. Dispute Resolution

In the event of a dispute arising out of or relating to this Sub-Agreement, the parties shall establish a committee of six (6) senior representatives, three (3) appointed by each party, to attempt to resolve the dispute.

IN WITNESS WHEREOF, the parties have caused this Sub-Agreement to be duly executed.

On behalf of:

The Trustees of Indiana University



David Zaret
Vice President for International Affairs

On behalf of:

Ambedkar University Delhi



Shyam B. Menon
Vice Chancellor



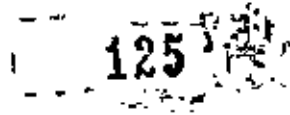
Donald S. Lukes
University Treasurer



M. A. Sikandar
Registrar



Lauren Robel
Provost & Executive Vice President



20.01.2017

MEMORANDUM OF UNDERSTANDING

BETWEEN

PUBLIC WORKS DEPARTMENT

AND

Dr. B. R. AMBEDKAR UNIVERSITY DELHI

FOR

DEVELOPMENT OF NEW CAMPUSES OF AUD

AT ROHINI & DHEERPUR (PHASE-1)

ON

XX.XX.XXXX
(Date of signature of MOU)

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MEMORANDUM OF UNDERSTANDING BETWEEN
PUBLIC WORKS DEPARTMENT, GNCTD
AND
Dr. B. R. AMBEDKAR UNIVERSITY DELHI
FOR
(DEVELOPMENT OF NEW CAMPUSES OF AUD
AT ROHINI & DHEERPUR PHASE-1)

This Memorandum of Understanding, hereinafter called MoU signed between the Public Works Department (PWD), GNCTD, hereinafter called the PWD (represented by name of the office) on the one part and Dr B R Ambedkar University Delhi herein after called AUD (represented by its Registrar) on the other.

Whereas the PWD have agreed to undertake the work of Planning, Designing & Development of New Campus of AUD at Dheerpur and Rohini as a deposit work, now therefore, it is agreed between the two parties that:-

1. The PWD shall execute the work from concept to completion as a deposit work and complete it within 48 months (12 months for Comprehensive Planning and Designing and getting all clearances/ approvals from local bodies, MoEF and DUAC + 6 months for getting Administrative Approval and Expenditure Sanction, Tender Documentations, call of Tenders and award of work + 30 months for Construction, Testing and Commissioning) from the date of signing of this MoU. A broad schedule of activities indicating mutually accepted dates, for important activities including the bar chart is annexed to the MOU. In case there is any delay in activities to be carried out by PWD, external agencies or AUD on account of bonafide reasons, the time for completion will be suitably adjusted/ modified.
2. All basic data for planning of the projects, site details, space requirements, special requirements/features and specifications to be adopted in the development of new campuses etc. will be supplied by AUD to PWD.

3. AUD will obtain and convey necessary clearances/approvals in case the space requirements projected by them are in excess of or beyond the approved yardsticks.
4. In case the projection of scope of the project and related facilities by AUD cannot be accommodated on the site as per the building by-laws, the same will be revised/ reduced by AUD upon being intimated by the PWD.
5. Consultants (separately for Dheerpur and Rohini Campus) will be selected by AUD and appointed by PWD on the terms and conditions jointly prepared by PWD with AUD and approved by AUD for providing Comprehensive Consultancy Services for Planning, Designing & Development of New Campuses of AUD.
6. The Master Plan, overall design concept of the new campuses and preliminary drawings based on approved requirements/specifications prepared by the Consultant shall be examined by PWD. The responsibility for the conformity of the designs and drawings prepared by the Consultant and their conformity with the relevant building by-laws and BIS codes shall rest with PWD. Thereafter, these will be submitted by PWD to AUD and then AUD will examine the same about their fulfilling functional and aesthetic requirements of AUD, approve the Master Plan, Concept Design and Drawings and convey the approval to PWD. Subsequently, the detailed drawings for construction purposes prepared by the Consultant, based on the drawings and designs approved by AUD, will be formally issued to executing agencies/contractors by PWD.
7. While finalizing the detailed Master Plan, Concept Design, Drawings and Estimates, PWD shall work in close co-ordination with AUD. PWD shall facilitate regular meetings between the Project Team of AUD for Campus Development constituted by the Board of Management of AUD and the Consultant for discussions and interactions during all stages of each Project.
8. The preliminary estimates, based on the approved designs and drawings shall be prepared and supplied by PWD to AUD for approval. PWD shall assist AUD in preparation of EFC proposal and obtaining necessary approvals from the GNCTD.

9. Monitoring of the Project: The following monitoring system will be put in place:

- (i) Considering the magnitude of the work, PWD shall provide exclusive offices of engineering at each project site. PWD will endeavor to place suitable officers of PWD to look after the site offices. These offices will be manned by senior engineers and any replacement of such engineers shall essentially be by the officials of the same status.
- (ii) A detailed Project Monitoring Schedule along with specific timelines for monitoring the progress of each project shall be prepared by the PWD and approved by AUD.
- (iii) There shall be a monitoring committee for each Project for its periodic review. This committee will be constituted of the Chief Project Manager, PWD, and the AUD Project Team. This Committee shall meet at least once in a fortnight. Such review meetings will also be attended by the Consultant and executing agencies. This committee will take all technical decisions for execution of the projects to ensure the completion of projects within the sanctioned cost and time.
- (iv) In addition to the above, a review will be undertaken every month or as and when required by the Steering Committee of AUD (constituted by its Board of Management) in which senior officials from PWD will be invited to participate. This Steering Committee will assess the progress of the projects both in terms of quantity and quality and intervene suitably if required. . .

10. Advance Deposit

- (i) Two (2) per cent of the approximate tentative project cost will be deposited by AUD on signing this MOU for enabling PWD to undertake all preparatory works including facilitating selection of Consultant and subsequent interaction with the Consultant for each Project. This will also include collecting functional requirements, field data, sub-soil investigation, preparation of preliminary drawings and cost estimates for approval by AUD.

- (ii) Thirty One (31) per cent of the sanctioned cost of the project shall be deposited by AUD with PWD after the project cost is sanctioned by the GNCTD.
- (iii) The remaining funds shall be deposited in installments by AUD to PWD on receipt of demand from PWD. The demand may be raised by PWD when about 5% of the advance deposited by AUD is remaining. The demand raised should be supported by (a) utilization certificate in the requisite form CPWA 65 of the expenditure incurred already along with the status of the actual work executed and (b) certification that the work executed is as per the quantity and quality specifications as approved.

11. The PWD agrees to undertake the following:

11.1 Selection and Appointment of Consultant

- a) PWD will assist AUD in the process of selection of a Consultant each for Dheerpur and Rohini Campuses. The Selection process of Consultants for both the projects will be held separately.
- b) The process of selection of Consultant will include the following:
 - (i) The RFP document containing terms & conditions and scope of work for the selection of Consultant will be prepared by PWD and approved by AUD. The RFP document for providing Comprehensive Consultancy Services for Planning, Designing & Development of each of new campuses of AUD at Dheerpur and Rohini will be notified/ issued by PWD on behalf of AUD. A single stage two bid system will be adopted by PWD for selection of Consultant with a combined score of 80% weightage for Technical Bid and 20% weightage for Financial Bid.
 - (ii) After the receipt of applications for the bid for comprehensive consultancy services, PWD will prepare the list of those bidders who meet the pre-qualification criteria based on the laid down parameters as reflected in the RFP document and submit for AUD's approval. After AUD's approval, PWD will invite the qualified bidders for submitting the designs and making a

presentation before the Jury to be constituted by AUD. The Jury constituted by AUD will also have one representative from PWD.

- (iii) The financial bids of only those bidders who qualify in the evaluation of the technical bids as per the evaluation criteria laid down in the RFP document and approved by AUD should be opened by the PWD. Based on the combined score of the technical bid and the financial bid (in the ratio of 80% and 20% weightage respectively), PWD will recommend the successful bidder for consideration and approval by AUD.
- (iv) After the accordance of approval by AUD, PWD will appoint the Consultant. (Necessary sanction for this has been obtained by AUD from the Hon'ble Dy. CM of Delhi)

11.2 Additions/ Alterations/ Changes during the Planning/ Construction Stage

- (i) PWD will ensure that any addition, alteration or change required by AUD during the planning and execution of projects are implemented within the overall sanctioned time and cost of the projects to the extent possible subject to deviation in Para 1 and Para 11.2 of this MoU.
- (ii) If any addition, alteration or deviation is required from the sanctioned schemes, drawings or specifications either by Consultant or PWD that become necessary during the execution of work due to practical difficulty or any other reason, it shall be brought to the notice of AUD and its prior approval be obtained.
- (iii) PWD shall make all efforts to complete the work within the approved estimated cost. Any likely cost overrun shall be submitted with justification thereof to AUD for approval before incurring additional expenditure. PWD shall submit revised estimates with full justification to AUD if the projected expenditure on the works exceeds the sanctioned cost of the project.

11.3 Execution of Projects

11.3.1 PWD will be fully responsible for:

- (i) Preparation of tender documents including Bill of Quantities, scrutiny of designs, specifications and drawings, invitation and opening of tenders and award of work etc. for contractors/agencies involved with execution of each Project. The tendering will be carried out by PWD from the experienced Agencies/Empanelled Agencies/Contractors depending on the value of the tender, work experience and qualifications as prescribed in the tender and as per the norms prescribed in the CPWD Works Manual published from time to time. .
- (ii) Scrutinizing and accepting the tenders in accordance with the relevant provisions.
- (iii) Project management, including day-to-day supervision of work.
- (iv) Execution of work as per prescribed guidelines and regulations.
- (v) Carrying out quality control tests and inspections.
- (vi) Completing the project as per the broad specifications given in the Preliminary Estimate.
- (vii) Communicating to AUD about any excess over the projected cost or possibility of time overrun immediately as it comes to its knowledge.
- (viii) Reporting to AUD, the physical and financial progress on a monthly basis.
- (ix) Replying to audit objections about the work in so far as they pertain to the acts of PWD in the execution of work.
- (x) Handing over to AUD all the completed buildings, facilities and Services along with a set of sanctioned completion plans and/ or occupation certificate and 'As Built' drawings.

- (xi) Finalizing the accounts and intimating the final cost of the project to AUD within 6 months of completion of work.
- (xii) Contesting the claims of agencies / contractors in arbitration or appearing in other legal matters pertaining to execution of work within the jurisdiction of Delhi.
- (xiii) Recovery of VAT / Works Contract Tax / Workers Welfare Cess / any other statutory levy etc. from the contractor as per terms and conditions of the agreement and PWD will remit the same to the concerned authorities directly, the details of which shall be rendered along with the submission of accounts to AUD from time to time.
- (xiv) For obtaining all requisite approvals, with the assistance of the Consultant, from the concerned authorities/local bodies for the Master Plan, Designs & Drawings and necessary service connections in respect of water supply, sewerage, storm water drainage, electricity etc.
- (xv) Respond to all observations made by the Comptroller and Auditor General, Chief Technical Examiner of Central Vigilance Commission, Audit conducted by Govt. of NCT of Delhi, or any other statutory authority and comply with their observations.
- (xvi) Follow strictly all labour, safety and other statutory laws wherever applicable. PWD shall ensure that the agencies/ contractors follow strict safety standards at the construction site. Highest level of compliance for workers' safety and workers' welfare shall be enforced by PWD through appropriate clauses in the NIT which will be strictly enforced while execution.
- (xvii) Settlement of extra/substituted items as per relevant clauses/ agreement with the agencies/contractors in accordance with Clause 11.2.(ii) as above.
- (xviii) Obtaining detailed construction drawings from the Consultant and scrutinizing them within the approved time schedule and issuing the same to contractors/construction agencies for execution.

- 11.3.2** If the amount deposited by AUD is more than the actual cost, the balance shall be returned to AUD within 6 months of completion of the work. Proper utilization certificate in the prescribed format CPWA-65 shall be submitted on a monthly basis by PWD for necessary adjustment in the books of accounts of AUD.
- 11.3.3** PWD will ensure that the defect liability period shall be Twenty Four months from the date of completion of works, wherein all the defects shall be rectified by the contractor at his own cost. For specialized works like waterproofing, anti-termite treatment etc., the defect liability period shall be for a minimum period of 10 years. For specialized systems like HVAC, Lifts, DG sets, STP, solar power system etc., provision of providing additional comprehensive operation and maintenance services for a period of 3 years (over and above the defect liability period of 2 years) will be included in the agreement between PWD and agencies/contractors of these works.
- 11.3.4** Penalty/Compensation levied by PWD due to delay in completion at all stages of works shall be credited to work deposit, which will be reflected in the final accounts of settlement with AUD.
- 11.3.5** A copy of the letter of award and agreement between PWD and the agencies/contractors concerned shall be forwarded to AUD, at the time of the award of work for all the works tendered by PWD.
- 11.3.6** PWD shall be responsible for maintaining the highest level of quality during the implementation of the project. Quality of work being the most important aspect in execution, concerns of AUD shall be duly paid attention to and taken into consideration by the PWD under intimation to AUD. Designs, schemes and execution will be subject to quality checks from time to time by the third party auditor appointed by PWD as per CPWD Works Manual and approved by AUD during the entire duration of the project implementation, and their recommendations/observations will be accepted and followed by the Consultant, agencies/contractors and PWD.
- 11.3.7** PWD shall ensure construction of the projects as per Specifications, Designs, Concepts and Drawings approved by AUD within the sanctioned framework of cost and time approved by GNCTD, subject to deviations as per specified in Para 1, 3, 4 and 11.2 of this

MoU. However, deviations up to 10% of the approved sanctioned cost/ awarded value of construction contracts within the overall approved outlays for the projects will be permissible to PWD as per the provision in the CPWD Works Manual, subject to condition that the deviations having financial implications shall be reported to AUD.

- 11.3.8** PWD and their contractor shall make their own arrangement of electricity including putting up generator at the project site during construction, subject to prior approval from the concerned statutory authorities, if any. AUD shall assist in obtaining electric connection but cannot give guarantee of the electric supply. Under any circumstances, it will be the responsibility of PWD and their agencies/contractors to arrange for electricity and water for construction.

12. AUD agrees to undertake the following:

12.1 Planning and Execution of the Projects

- (i) Deposit the required funds as per schedule specified above. Deposit any additional funds that may be required to complete the work as per revised estimates submitted by the PWD as mentioned under Para 11.2 (iii).
- (ii) Intimate the detailed specifications, requirements of space, special features required to PWD and approve the Designs /Drawings/Estimates submitted by PWD within stipulated time.
- (iii) Supply all relevant data regarding the project sites to the PWD.
- (iv) Make available the site of work free from encumbrances.
- (v) Provide authenticated ownership documents of the land for submission to the local bodies and other statutory authorities
- (vi) Sign the Drawings/Documents as owners, wherever required, to enable PWD for obtaining clearances from local bodies/ statutory

authorities for the building design plans as well as all the necessary service connections.

- (vii) Provide the required funds as per cash flow requirements projected by the PWD.
- (viii) Accord revised sanction without undue delay in case of cost escalation.
- (ix) Provide necessary permissions to PWD staff /contractors and their workers, to access the project site in case it is so required
- (x) Designate a suitably empowered nodal officer for coordinating with the PWD for the entire project duration. All communication by the designated nodal officer will be made with the designated officer of PWD. The nodal officer shall be empowered to take decisions on remedial measures for unforeseen situations arising out of entities external to the project.
- (xi) Facilitate permissions/ approvals required by PWD from the Local / Municipal bodies / other statutory authorities for commencement/execution of the project by PWD by way of writing letters and attending meetings with the authorities concerned.

12.2 Appointment of Consultant

- (i) AUD will approve the RFP document prepared by PWD for selection of Consultants for providing Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of AUD at Dheerpur and Rohini.
- (ii) AUD will approve the list of qualified applicants submitted by PWD based on parameters laid down in the RFP documents.
- (iii) AUD will constitute the Jury and approve the outcome of the evaluation by the Jury.
- (iv) AUD will approve the selection of the Consultant for each project.

13. AUD shall allow PWD or its agencies/ contractors to erect site office, site store yard, and temporary shelters for workers' and toilets within the project sites free of ground rent. These structures shall be removed and cleared by PWD immediately upon completion of the work. In case any building or infrastructure work is required to be executed on the land occupied by such structures, PWD shall relocate these structures without any charges.
14. No departmental service charges would be payable to PWD by AUD as the project is being fully funded by the government of NCT of Delhi, through the Directorate of Higher Education.
15. PWD is a full-fledged Department of GNCTD and AUD is also a Statutory Autonomous Institution created under the Delhi Act 9 of 2007 by the Legislative Assembly of the NCT of Delhi and fully funded by the GNCTD. Both the parties understand that any provision of this MOU, which is found not in conformity with any law, rule, regulation or guideline of GNCTD at any stage, shall be null and void to the extent, the same is found inconsistent with any law, rule regulation or guideline of GNCTD.
16. The timely execution of the projects shall be the key to the implementation of this MoU and all the concerned parties shall, therefore, be obliged to discharge their responsibilities in accordance with the stipulated time frames. A time schedule of the overall project completion indicating the activities involved in planning and execution of works is enclosed as Annexure-A.
17. **Termination of MoU**
 - (i) This MoU shall be valid up to handing over of buildings or settlement of account between AUD and PWD, whichever is later, subject to provisions under the Clause 11.3.3.
 - (ii) With the previous approval of the GNCTD, either party may terminate this MoU after a notice of three months. If AUD decides to conclude this MoU or decides to drop the proposal after substantial preliminary work has been done by PWD on the project, AUD will pay Suitable Compensation to PWD, to

be decided by GNCTD. In case of abandonment of Project/ Work during Construction Stage, AUD will pay to PWD all liabilities relating to the project/work or to be paid to construction agencies engaged by PWD for execution of the project, with the approval of GNCTD.

18. Redressal of Disputes

If any dispute or differences arise between the parties, the same will be resolved in accordance with the procedure prescribed by the Government of National Capital Territory of Delhi (GNCTD) in this regard.

For and on behalf of PWD

For and on behalf of AUD

Sd/-

Registrar
Ambedkar University Delhi

Witness (1)

Witness (2)

Tentative Time line for construction of Dheerpur and Rahini Campuses of Ambedkar University Delhi

S.No.	Activity	Target Date	Remarks
(A)	Finalisation of Request for Proposal (RFP) Document by appointment of Comprehensive Service Consultant for Planning, Designing & Development of New Campus in Dheerpur and Rahini in consultation with PWD and Approval by AUD.	30.12.2016	15 days will be required by PWD to float the RFP
(B)	Issue of RFP by PWD	15.01.2017	21 Days will be given to bidders to respond
(C)	Pre-bid Meeting	25.01.2017	
(D)	Reply to Queries raised bidders/offering clarifications and Receiving of bids by PWD	10.02.2017	
(E)	Short-listing of qualified bidders by PWD and sending the same to AUD for approval.	05.03.2017	
(F)	Approval of shortlisted Bidders by AUD	15.03.2017	
(G)	Presentation before the Jury by shortlisted bidders	15.04.2017	
(H)	Finalization of Recommendations of Jury & sending the same to PWD	20.04.2017	
(I)	Opening of Financial Bids	25.04.2017	
(J)	Recommendation of Successful Bidders by PWD to AUD	30.04.2017	
(K)	Approval of successful bidder by AUD	15.05.2017	
(L)	Appointment of Consultant by PWD	30.05.2017	Appointment letter to Consultant will be issued by PWD within 7 days
(M)	Preparation of Master Plan / Scheme of New Campus by Consultant/Preparation of preliminary estimates and approval by PWD/AUD	30.08.2017	A period of 3 months has been estimated for these activities
(N)	Preparation of Municipal Drawings by Consultant and their approval by statutory authorities - for commencing the construction works	30.11.2017	This activity can be taken up by consultant in parallel after 30.08.2017 activities in S.No. (M) and will take 3 months.
(O)	Preparation of EPC proposal by PWD/Submission by AUD / Approval by GNCTD	30.12.2017	The EPC proposal will be placed before the cabinet. A period of 2 months is estimated for the approval by GNCTD
(P)	Preparation of detailed estimates by Consultant / Processing by PWD / Call of tenders and award of work by PWD	30.03.2018	Consultant / PWD can prepare detailed estimates and invite tenders etc in parallel after 30.08.2017, S.No.(M) but PWD can call tenders only after EPC approval on 30.12.2017, S.No. (O) PWD will take 90 days for award of work.
(Q)	Commencement of construction and completion of works.	01.04.2018 to 30.03.2021	A period of 3 years has been earmarked for construction of the campus.



Draft 18-01-16

PWD**PUBLIC WORKS DEPARTMENT**

(Government of N.C.T. of Delhi)

REQUEST FOR PROPOSAL (RFP)**COMPREHENSIVE CONSULTANCY SERVICES FOR
PLANNING, DESIGNING AND DEVELOPMENT OF****THE NEW CAMPUS OF AMBEDKAR UNIVERSITY DELHI
AT DHEERPUR, PHASE-I, DELHI-110059**

Executive Engineer,
Housing Project Division-1,
PWD, Govt. of NCT of Delhi
Vikas Bhawan-II, Civil Lines,
Delhi-110054
Phone: 011-23813801
Email: eepwddelhihousing1@gmail.com



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**REQUEST FOR PROPOSAL
FOR
COMPREHENSIVE CONSULTANCY SERVICES**

Name of work: Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I, Delhi-110059

NIT/RFP No.: 01/CPM/Housing/PWD/GNCTD/2015-16

Performance Guarantee: 5% of Tendered cost

Contract Period: 60 Months (48 months for Planning and Construction + 12 months defect liability period)

This bid document contains 129 pages from 01 to 129 including the cover & last page

**Assistant Engineer
Housing-1**

**Executive Engineer
Housing Project Division-1**

**Dy. Project Manager (P)
Housing**

APPROVED

**CHIEF PROJECT MANAGER,
Housing,
PUBLIC WORKS DEPARTMENT (GNCTD)
NEW DELHI**



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CHAPTER 1

PRESS NOTICE

**Press Notice****Request for Proposal (E-Tendering)**

Executive Engineer, Housing Project Division-1, PWD (GNCTD), Vikas Bhawan-II, Civil Lines, Delhi-110054 Invites on behalf of Ambedkar University Delhi (AUD), online offers in two bids system (i.e. Financial Bid and Technical Bid) from the eligible and reputed Architecture /Engineering Consultancy firms for the work of "Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I"

RFP/ NIT No. 01/CPM/Housing/PWD/GNCTD/2015-1

Pre bid conference date:**..... at 11.00 AM. Last date & time of submission of bid through e-tendering is**..... up to 3:00 P.M. Tender ID No.....**.....

The Bid forms and other details can be seen and downloaded from the website.

<https://govtprocurement.delhi.gov.in>

Not to be published below this line.

Executive Engineer,
Housing Project Division-1

Note: **to be filled by EE,



CHAPTER 2

REQUEST FOR PROPOSAL FOR COMPREHENSIVE CONSULTANCY SERVICES

**CHAPTER-2****PUBLIC WORKS DEPARTMENT****GOVT. OF N. C. T. DELHI****REQUEST FOR PROPOSAL FOR COMPREHENSIVE CONSULTANCY SERVICES**

Executive Engineer, Housing Project Division-1, PWD (GNCTD), Vikas Bhawan-II, Civil Lines, Delhi-110054 invites on behalf of Ambedkar University Delhi (AUD), online offers in two bid system (i.e. Technical bid & Financial bid) from the eligible and reputed Architectural/Engineering Consultancy firms for the following work:-

RFP No.	01/CPM/Housing/PWD/2015-16
Name of work	Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I
Time allowed for completion of work.	60 Months (48 months for Planning and Construction and 12 months for defect liability period)
Last Date and time of submission bids	Up to 15:00 hours on**.....
Date of Pre-bid Meeting	At 11:00 hours of in the O/o The Chief Project Manager (Housing), PWD, Govt. of Delhi, 13 th Floor, MSO Building, New Delhi-110002
Date of opening Technical Bid Stage-I	At 15:30 hours on**.....
Date of Technical Bid Stage-II: Presentation	Presentation to be made by qualified Bidders in Stage-I of Technical Bid as per laid down (Date and Venue to be informed later)
Cost of RFP Document	Rs. 10,000/- (Rs. Ten Thousand Only) to be paid by Demand Draft/ Banker's Cheque in favor of The EXECUTIVE ENGINEER, Housing Project Division-1, PWD, Govt. of Delhi, Vikas Bhawan-II, Civil Lines, Delhi-110054
Validity of Bid	90 (Ninety) days from the date of opening of Financial bid.
Bid documents	Bid documents can be seen on the website: https://govtprocurement.delhi.gov.in and are to be uploaded and submitted (Hard Copy) along with requisite documents.
Opening of Financial Bids of Technically qualified Bidders	To be opened of those Bidders who qualify as per laid down parameters in Technical Bid Stage-I and Stage-II- (Date and time to be informed later)
Address and Venue of submission of bids	O/o The Executive Engineer, Housing Project Division-1, PWD, Govt. of Delhi, Vikas Bhawan-II, Civil Lines, Delhi-110054. Ph-011-23813801

**To be filled in by Executive Engineer



CHAPTER 3

INFORMATION AND INSTRUCTIONS FOR BIDDERS FOR E-TENDERING & SUBMISSION OF DOCUMENTS



INFORMATION AND INSTRUCTIONS FOR BIDDERS FOR E-TENDERING & SUBMISSION OF DOCUMENTS

1.0 INTRODUCTION:-

Online offers under two bids system in the prescribed forms are invited, from the eligible Bidders having experience of providing Comprehensive Consultancy services for a similar project of educational Institution during the last 07 years from the date of issue of this RFP. A similar project here means "Campuses for Universities and Higher Education Institutions or other academic or research and development institutions or other such Institutions and these campuses should have Institutional Buildings, Laboratories, Auditoria and Residential Colonies with all internal and external services."

Eligibility of bidding agencies shall be evaluated on the basis of their overall past performance, experience of similar projects, available technical manpower and their qualification and experience. The Bidders are requested to submit correct information and give documentary evidence duly certified in support of the information required vide para 5.1 of this chapter. It may be noted that Consortium and joint ventures of bidders are not allowed to participate in the bidding of this consultancy work.

2.0 Broad Scope of Consultancy Services

Consultancy services will consist of making Architectural & structural designs, formulating schemes/designs for internal and external services including Civil works, Interior Design, Mechanical works, and Electrical works etc. Including preparation of drawings as per details given in the Chapter-7. The Consultant has to prepare a Master Plan, schemes, designs and drawings of new proposed structures and services on a total plot area of around 20 hectares as per guidelines of Master Plan of Delhi (MPD)-2021 based on the requirements of AUD. Also, it may be noted that while the requirements of various building structures have been projected for Phase-I only but all the External Services will be designed for the total plot of 20 hectares. The Consultant will prepare the overall scheme and Master Plan for the entire plot of 20 hectares and buildings for Phase-II will be included as future extension.

In addition to above, the scope of work includes obtaining all required approvals and clearances for commencing the construction works including NOC for the schemes and designs of fire-fighting, Water Supply, Drainage and other services and all environmental clearances etc. from the local bodies & Ministry of Environment, Govt. of India. Consultant shall also obtain completion certificate from local bodies including NOC (No Objection Certificate) from statutory bodies for the whole campus after completion of works.

The terms and conditions of the contract for providing consultancy services are given in detail in Chapter 9 in this document. The Bidders are requested to go through the following Chapters to acquainting themselves about the project and scope of Comprehensive Consultancy Services:-



- (i) Chapter-3 (Information and Instructions to Bidders For e-Tendering & submission of documents)
- (ii) Chapter-4 (New Campus of Ambedkar University Delhi (AUD): Vision and Requirements)
- (iii) Chapter-5 (Technical Bid Stage-I and Presentation (Technical Bid Stage-II)- Process and Evaluation)
- (iv) Chapter-6 (The Site)
- (v) Chapter-7 (Scope of Comprehensive Consultancy Services)
- (vi) Chapter-8 (Fee for Comprehensive Consultancy Services)
- (vii) Chapter-9 (Conditions of the Contract)

At any time before the submission of proposals, the PWD may, for any reason, whether at its own initiative or in response to a clarification requested by an invited bidding firm, modify the Documents by suitable amendments. The amendments shall be sent in writing or by facsimile to all the firms invited to submit proposal and will be binding on them. The PWD may, at its discretion, extend the deadline for the submission of proposals.

3.0 Local Conditions and Preliminary Costs

- (a) Each Bidder should fully acquaint himself of all local conditions, local bye laws and factors, details of ownership of the said plot of land which may have any effect on the execution of services covered under this document and specifications. It must be understood and agreed that all the factors have properly been investigated and considered by the Bidders before submitting the proposals. PWD will not entertain any claim or financial adjustment or modifications in time schedule which arise due to inadequate appreciation by the Bidder at the time of submission of bid.
- (b) All costs of preparing the proposals, presentations including site visits etc. shall be borne by the Bidders.

4.0 Time schedule

Time for completion of project will be 48 months including 12 months for defect liability period. The basic consideration and the essence of the contract shall be adherence to the time schedule for performing the Comprehensive Consultancy services for developing the new campus of AUD. The schedule for payment etc. and scope of Consultant role and responsibilities are contained in 'Chapter-7: Scope of Comprehensive Consultancy Services' contained in this document.

5.0 Technical Bid

The Technical Bid submitted furnished by the bidder should duly consider the requirements as per Chapter- 4- New Campus of Ambedkar University Delhi (AUD): Vision and Requirements and provisions of the Chapter-7: Scope of Comprehensive Consultancy Services and Chapter-9: Conditions of Contract. If in the view of the bidder, any further activity/activities are needed, which are essential for accomplishment of the job, the same should be highlighted in the technical proposal and included in the lump sum fee to be quoted by Bidder in the Financial Bid.

For submitting the conceptual scheme and basic design concept permissible design parameters,



bye-laws, all government gazette notifications, statutory regulations and guidelines and sound engineering practice shall be followed.

The formats for submission are enclosed in this document as Annexure to help the Bidders in submission of offers.

5.1 List of Documents for Technical Bid to be uploaded on PWD's Website and submission in hard copy

The following documents and/ or affidavit should be duly attested and scanned copies uploaded on PWD's website. Further, hard copies of these documents are also to be submitted to the office of Executive Engineer, Housing Project Division-1, PWD (GNCTD), Vikas Bhawan-II, Civil Lines, Delhi-110054 on DD/MM/YYYY up to 3.00pm as detailed below:

- I. Details of the experience of the bidder (Annexure- A, B, C, D)
- II. Organizational description and details of the Bidder's firm (Annexure-E)
- III. Details of Key Personnel proposed to be deployed on this project (Annexure-F)
- IV. Organization Structure and Capability of the bidder (Annexure-G)
- V. Integrity Pact (Annexure-H)
- VI. Integrity Agreement (Annexure-I)
- VII. Affidavit for similar work experience (Annexure-J)
- VIII. Curriculum Vitae for each staff member including the Lead Architect/ Team leader to be deployed on the work (Annexure-K)
- IX. Confirmation of Online Submission of Financial Bid (Annexure-L)
- X. Abstract of Consultancy Fee (Annexure-M)- To be submitted **ONLINE ONLY**.
- XI. Pan Card issued by Income Tax Department
- XII. Details of Service Tax Registration or Affidavit
- XIII. Details of Financial turnover for last five financial years supported by copies of balance sheet and Income & Expenses Account authenticated from CA.
- XIV. Conceptual scheme including the methodology proposed for performing the assignment demonstrating the Bidder's knowledge of the project requirements and understanding of the requisite tasks as set forth in the scope of services.
- XV. Physical Model of the overall scheme*
- XVI. Drawings*/ Master Plan*/ landscape Plan*
- XVII. A detailed report on bidder's visualization of the Project*

Note-1 (*): Documents in Clause 5.1.XV, 5.1.XVI and 5.1.XVII. Since only those Bidders who qualify in Technical Bid (Stage-I), as per laid down parameters, will be invited for making presentation before a Jury, therefore, the Bidders shall submit the drawings, physical model and any other information, as mentioned at XV, XVI and XVII above at the time of Presentation before the Jury i.e. as a part of Technical Bid (Stage-II). Only those bidders who qualify in the Technical Bid (Stage-1) will be informed about the date and time of presentation before the Jury.



5.2 Presentation of Project – Technical Bid (Stage-II)

All those Bidders, who qualify in Technical Bid Stage-I will make a presentation of Conceptual Scheme as per the laid down guidelines in Technical Bid (Stage-II) before the Jury constituted by AUD. The Bidders are strongly advised to visit the site of Dheerpur and ascertain all facts of the said plot of land. The bidders are required to prepare their conceptual scheme taking into account the details contained in Chapter 4-New Campus of Ambedkar University Delhi (AUD)- Vision and Requirements.

The presentation shall cover, in sufficient detail, the appreciation of the project, Proposed Conceptual Scheme, methodology of planning, and conceptual structural design along with physical model depicting the Proposed Conceptual Scheme, proposed organizational structure, work program, etc. The objective of presentation is to evaluate the Bidder regarding their understanding and preparedness for the assignment and get clarifications, if any, as required by PWD/AUD.

6.0 Financial Bid

The Consultancy Fee shall be for the total Scope of Comprehensive Consultancy Services as detailed in the Chapter-8 including any other additional activities as felt necessary by PWD/AUD for completing the project in all respects. The Financial Bid shall also include the cost of all visits of the Consultant and their Associates/Employees to site of work for the preparation of the scheme and approval by all respective agencies/local bodies and also during the construction as and when required by the Engineer-in-Charge, in addition to the cost of making presentation before AUD/ PWD and preparing physical scale model or to any other body on behalf of PWD (GNCTD).

The Bidders are required to quote fee inclusive of all prevailing taxes and levies except the statutory service tax for the consultancy services in the prescribed format. The statutory service tax as applicable shall be reimbursed separately, on actual basis. The quoted fee of this consultancy agreement will not be increased either due to cost overrun of main project, extension of time or due to any reason whatsoever. The detailed conditions may be seen in Chapter-8- Fee for Comprehensive Consultancy Services. **Bidders should quote their lump sum fee ONLINE in the schedule given as per Annexure-M. BIDS WITHOUT ONLINE FINANCIAL QUOTES WILL BE SUMMARILY REJECTED.**

7.0 Language of Bids

All information in the bid shall be in English.

8.0 Signature of Bidder

The bid must contain the name and place of business of the Bidder. If the Bidder is a partnership firm or a company, an authorized person must sign the bid with seal of the organization. Significant evidence of authority of the person signing on behalf of the Bidder shall be furnished with the bid. All the pages of this offer document must be Initialed/signed and submitted to PWD within the stipulated date of submission of bids.

**9.0 Validity**

The offer shall remain valid for a period of 90 (Ninety) days from the date of opening of financial bid. The overall offer including personnel proposed for the assignment as well as quoted fees shall remain unchanged during the period of validity.

10.0 The bid submitted shall become invalid if:

- i. The Bidder is found ineligible.
- ii. The Bidder does not deposit original EMD with division office of Executive Engineer, Housing Project Division-1, PWD.
- iii. The Bidder does not upload all the documents (including Service Tax registration) as stipulated in the bid document including the copy of receipt of deposition of original EMD (Earnest Money Deposit)
- iv. If any discrepancy is noticed between the documents as uploaded at the time of submission of bid and hard copies as submitted physically by the lowest Bidder in the office of tender opening authority.

11.0 RFP documents consisting of terms and conditions of contract to be complied with by the consultant and other necessary documents can be seen in the office of the Executive Engineer, Housing Project Division- 1, PWD, Delhi between hours of 11:00 AM and 4:00 PM from --**-- to --**-- every day except on Sundays and Public Holidays.

12.0 PWD reserves the right to reject any prospective application without assigning any reason and to restrict the list of qualified Bidders to any number deemed suitable by it, if too many bids are received satisfying the laid down criterion.

13.0 In addition to the above, all Technical bid documents should be uploaded by the bidder and also submitted in original/ attested (as applicable) in the office of Executive Engineer, PWD by prescribed date & time.

14.0 The Bidders should obtain Digital Signature for online bidding.

15.0 The last date and time of submission of bid, and other documents is up to 15:00 hours on... ** .../.. /2016.

Further details can be seen at website:<https://govtprocurement.delhi.gov.in> or in the O/o the Executive Engineer, Housing Project Division -1, Delhi from date --**-- to --**--.

Note: **to be filled by EE,

Executive Engineer
Housing Project Division- 1, PWD, Delhi



CHAPTER 4

NEW CAMPUS OF AMBEDKAR UNIVERSITY DELHI (AUD) - VISION AND REQUIREMENTS

NEW CAMPUS OF AMBEDKAR UNIVERSITY DELHI (AUD) - VISION AND REQUIREMENTS

1.1 Background

Ambedkar University Delhi (AUD) was established by Government of NCT of Delhi in 2008 for providing higher education in the Social Sciences, Liberal Arts and Humanities. AUD has been operating since 2012 from its Kashmere Gate Campus at Lothian Road, Delhi. This campus is shared with the Indira Gandhi Delhi Technical University for Women. Currently, the University has 1800 post graduate and undergraduate students in 9 Schools and 7 Centres with faculty strength of 130. The University is currently in a phase of expansion and a campus with four undergraduate programmes has been inaugurated in Karampura in July 2016.

Over the next five years, AUD will develop two new campuses in Dheerpur and Rohini with the aim of admitting around 8000 students, 500 faculty and 500 staff in both campuses by 2022. AUD also visualizes the possibility of serving other 10,000 seekers of tertiary education through short, part-time and continuing educational programmes transacted through blended learning, on-line support etc. leveraging emerging educational technologies.

AUD is conceived as a Unitary and Multi-Campus University catering to the needs of the city of Delhi and NCR. With the idea of providing access to higher education across all cross-sections of the society, multiple satellite campuses will be inter-connected with the above new city campuses that are being imagined as central hubs. All AUD campuses – existing and proposed need to part of this multi-campus imagination. With the inception of this new Campus at Dheerpur, it is envisaged that the vision of AUD would find a strong initiation.

1.2 Vision and Mission

The University aspires to combine equity and social justice with excellence, and to pioneer an institutional culture of non-hierarchical functioning, teamwork and creativity. The University strongly believes that no knowledge becomes socially productive unless it spreads across society, transcending barriers of caste, creed and class. Only then can teaching and learning become liberating undertakings, contributing to the promotion of equality, social justice and excellence.

AUD is the only university in this region to cater exclusively to the study of the humanities and the social sciences. In today's polarized world, the study of these streams, we strongly believe, will not only play a pivotal role in improving understanding amongst cultures but also transform human experiences into lessons for the future. The University aspires to mould its students into informed and sensitive professionals who will engage with their social responsibilities and will react to the needs of the marginalized sections of our society. The programmes and the structure of the University will therefore highlight this aspect while in no way losing sight of reaching and striving towards excellence.



1.3 FUTURE IMAGINATION OF AUD: CONCEPT NOTE

From utopian sites of knowledge production and dissemination, university spaces allow for new ideas to be created and nurtured. These are spaces for young minds in the city to participate meaningfully while engaging with real issues of our societies, where new discourses are created as part of larger narratives of change. As we envision new campuses for Ambedkar University Delhi (AUD), it is important to create a space for learning and also a space for collective visions to be conceived and articulated towards a just society. The new campus needs to be imagined not as a finite unit but as an open entity that allows for growth and evolution of the university as it progresses over time both in terms of ideas and programmes.

The upcoming campus needs to be articulated through multiple progressive relationships that the university would foster towards an ideal society. These associations can be imagined with respect to the following:

(i) University and Nature

A creative synergy is necessary between human and natural worlds, allowing nature to regenerate and regain its strength of sustenance against (existing) continuous human exploitation. The new campus needs to respect the memories of pre-existing landscapes of the site as experiences beyond systemic imaginations. A symbiotic relationship between the built and open while addressing issues of sustainability needs to be articulated and expressed through the new campus.

The most important premise for the new campus revolves around the idea of environmental sustainability. Sustainability will be a guiding principle into all aspects of university planning and operations, with particular emphases on adopting green practices in physicality, pedagogy and management. Any vision of sustainability implies the optimum utilization of university resources that can be achieved by promoting a culture of sharing as opposed to isolation.

The idea of robust inter-dependence and strategies for optimization of linkages between the campus, micro-environment, city sector, NCT of Delhi and outward needs to be integrated with the idea of a self-sustaining campus with minimal dependence on external sources of energy. While addressing the feasibility and constraints of these issues, the proposed scheme should strongly advocate use of innovative techniques for water harvesting, waste recycling etc. across the campus. Built form needs to demonstrate principles of sustainable architecture towards reducing energy consumption by incorporating efficiency and sustainability parameters with particular emphasis on locally sensitive and passive technologies. The overall campus and its constituent buildings will need to confirm to the latest national (GRIHA, IGBC, BEE) and international (LEED etc.) green building certifications and sustainable rating standards.

(ii) University, City and beyond

Against the current development trajectory in the country that is primarily nestled within the urban domain in our country, it becomes imperative to reconnect to the majority of our population that still resides in the rural. AUD strongly advocates engaging with our diverse



regional canvas across urban and rural palettes with equal magnanimity. This ideology of the university should be reflected through planning and design of the new campus. The relationship of this university, to the urban and rural environs, needs to be embedded with the idea of fostering values of an equal and just society.

Within the immediate context, the edges of this campus need to create positive interfaces with their surrounding fabric while creating possibilities of a mutually benevolent interchange between campus users and citizens around. At the same time, while envisaging a new campus, imagining future characteristics of human habitation becomes a precursor. Rather than being conceived only as a product of the city and site in which it is located, the design of the new campus should give cues towards a projected future state of habitation by moving beyond the present.

(iii) University and Community

Within an increasingly diverse and disparate global world, a university campus becomes a space where multiple polarities of existence can be addressed and where differences are accommodated and negotiated. While addressing this prevailing situation, the campus needs to envision connected communities within as well as outside the university as part of a globalizing world which is becoming more open and networked towards the formation of a new social order.

AUD will strive to build open campuses which are connected with neighborhood communities who live in their vicinity, to share its infrastructure and contribute towards building city-spaces that are heterogeneous, cater to diverse needs and promote pluralism.

With respect to being a multi-campus university situated in different locations, the academic community of AUD will need to be networked and interconnected with each other through virtual information hubs and communication platforms. At the local site level, an optimal level of porosity and permeability needs to be allowed among various groups within the campus precinct as well as the adjoining neighborhoods.

(iv) University in Time

The proposed campus could simulate a space of transition between past, present and future. However, this connection needs to be articulated beyond addressing the notion of time only through stylistic representations of architectural expression (either past or futuristic). While alluring to the possibilities of oscillating with the virtues of time it needs to assimilate the ensemble of human expression over time beyond the built form and its transformation with respect to its association with technology. The idea of temporality and multi-layered juxtaposition embedded within Indian urbanism could be extrapolated and expressed through various socio-spatial imaginations within the university.

(v) Spatial Experiences and Visual Identity

AUD with its foundational ethic of liberation through enlightenment believes in a non-hierarchical, collegial, liberal university atmosphere. As an organization it is rooted and stands for firmness, poise, dignity, refuge, wisdom and a yearning to reach out to the sky, much



represented through its logo.

This collective social ethos of the university needs to get captured in the nature, intensity and multiplicity of public engagement within its spaces. While enabling exchange of intergenerational ideals and beliefs represented through the energy of the young restless minds and philosophical narratives of the academic environs, the new campus could be imagined as a diverse set of 'social' spaces allowing intellectual and emotional stimulation. The creative ingredients required nurturing a 'spirit of place' in consonance to the ideals and objectives of this university should be incorporated and configured within the proposed conceptual framework.

Spatial imaginations could connect with the University calendar reflecting a seasonal logic and connections to be built around humans, places, events and ecology. Spatial clusters across the campus need to be imagined so as to promote the culture of reconfiguring and countering the idea of territoriality. Schools, Centres and Divisions within the university will share space and resources in order to ensure optimal use of the existing infrastructure. Multiple, efficient and flexible uses of space must be encouraged rather than separation into silos and territorial divisions. This is in consonance with the interdisciplinary character of programmes at AUD, and the necessity of collaboration across Schools and Programmes.

The following spatial articulation is only an indicative way of visualizing some of these ideas:

A. Spaces for Collective Engagement

Spaces for collective engagement need to create a sense of conviviality among the inhabitants of the university, allowing for informal, spontaneous and chance encounters. These communal spaces could help in breaking down traditional hierarchies and encourage interaction.

B. Spaces for Self-Growth

The idea of self-growth is an integral aspect of being in a university, making it essential to have spaces for introspection and solitude allowing one to reflect and engage in a self-learning process. Along with this the possibility of individually connecting with the larger world of intellectual exchange through digital and virtual media will need to be made available through technical facilitation in such spaces.

C. Spaces for Knowledge Production and Dissemination

Open and networked classrooms as part of the learning environment could be structured so as to provide flexibility through multiple spatial configurations for various kinds of transactions such as participatory / dialogic / interactive etc. to take place. Pedagogic techniques using cutting edge ICT interface including virtual / online learning platforms as well as open source portals will be incorporated as necessary inputs into each of the learning spaces leading to emergence of newer paradigms within the academic domain.

D. Spaces for Community living

The residential component of an academic campus needs to be conceived as a holistic



environment promoting non-hierarchical way of living. The faculty and staff housing along with student accommodation and guesthouses for transit / short term visitors needs to foster a sense of belonging and community living among its inhabitants. Spatial allocation for community activities for all age groups especially children along with everyday needs of the residents such as local market, play areas, cultural spaces etc. should to be incorporated beyond the stipulated housing requirements.

(vi) Formal Expression

As part of a multi-campus imagination of the University, the architectural language could be used as a mechanism of harmonizing its multiple fragments represented through each of its campuses into a coherent whole, allowing for differences to be celebrated rather than some eventual resolution and unity. The campus could be designed as a diverse set of clusters with their own identity and characteristics, either expressed through varied built systems or open space systems. Allocated spaces for patronage of creative expressions in the form of public art, sculpture etc. needs to be incorporated while adding to the visual experience within the university.

1.4 BUILDING SUSTAINABLE CAMPUSES: AN ENVIRONMENTAL BRIEF

(i) Goals of Planning, Design and Construction

Ambedkar University Delhi (AUD) is committed to build and operate campuses that combine the values of excellence and social justice in higher education with environmental sustainability and adopting green practices in physicality, pedagogy and management.

The AUD campus design should be able to clearly demonstrate how a congenial and comfortable working environment can be combined with sustainable use of energy, building material and other resources in a demonstrably optimal, efficient and sustainable manner. The campus design should be able to highlight the application of cutting edge and locally relevant environmental sustainability concepts and practices. Preference will be given to applicants who are able to show a track record of designing and constructing green buildings and are able to apply these concepts in their campus design for AUD.

The criteria for evaluating the campus design will pay particular attention to the following ideals:

1. Construction, maintenance and operation of buildings and open spaces using inputs, practices and processes that are resource efficient and environmentally responsible.
2. Design and construction of campuses that enhance the research and learning environment in ways that minimize waste, pollution and environmental degradation.

(ii) Sustainability indicators

1. Adherence to existing global standards/ benchmarks for green buildings and environmental management (ISO 14000 family of standards, LEED green building certification, Indian Green Building Council)



2. Compliance with life-cycle assessment (LCA) frameworks to assess the long-run environmental impacts of the upcoming AUD campuses
3. Ability to adhere to accepted norms of (per capita) space and resource use while demonstrating the ability to adapt to the changing resource needs of the university in a sustainable manner
4. Ability to push the current standards and norms regarding the use of resources and attempting to set even higher standards in line with local resource availability and the local environmental context
5. Ability to demonstrate application of sustainability ideals and practices in the following areas:

a) Energy Use

Energy conservation

- Energy efficiency in purchasing standards
- Innovations in structure and materials for thermal comfort and cooling

Energy efficiency

- Energy efficient standards for construction and refurbishment
- Reducing the use of high-energy embodying materials in construction
- Lighting, ventilation and climate control design to minimize energy use

Renewable and alternative energy

- Aiming to attain net-zero energy buildings
- Aiming to maximize use of renewable energy and minimize grid dependence

b) Water Use

Water conservation

- Water efficiency standards for construction
- Minimize non-potable water consumption

Water efficiency

- Water saving technologies
- Water safety standards
- Ease of access to safe tap water sources to minimize use of bottled water

Water reuse and recycling

- Aiming to attain net-zero water buildings
- Rainwater harvesting
- Maximizing water recycling potential
- Waste water treatment systems

c) Land Use and Space Utilization

Campus and building design

- Integration of local weather patterns, topography, geology and hydrology
- Integration of sustainable land use with the memories of the pre-existing landscape (for instance the wetland being developed by CUES, AUD at Dheerpur)
- Climate-appropriate location, orientation and design of buildings

Open and built spaces

- Maximize availability and functionality of open and green spaces
- Ecologically and locally appropriate systems of tree plantation and landscaping

d) Material Flows

Sustainable procurement standards



- Longevity, durability and repair-ability of material used for construction
- Expanding the potential for using sustainable building materials with significant local and artisanal benefits

Solid waste management

- Mechanisms for waste minimization, segregation at source and recycling
- Minimizing waste going to landfills

1.5 PROPOSED NEW CAMPUS AT DHEERPUR PHASE-I

PROGRAMMATIC BRIEF AND AREA REQUIREMENTS

AUD has been imagined as a university, which is broadly structured into Schools and Centres. It would also be extending its mandate by opening spaces for vocational courses and community colleges. With strong emphasis on cross programming, interdisciplinary, interactive and flexible approaches to modes of study need to be expressed through multiple spatial constructs beyond the programmatic functioning of the university. Being a new university, there will be new expansions that might shape up in addition to following list of some of the existing Schools and Centres.

Schools

1. School of Development Studies (SOS)
2. School of Educational Studies (SES)
3. School of Human Ecology (SHE)
4. School of Human Studies (SHS)
5. School of Undergraduate Studies (SUS)
6. School of Culture and Creative Expressions (SCCE)
7. School of Design (SDes)
8. School of Business, Public Policy and Social Entrepreneurship (SBPPE)
9. School of Law, Governance and Citizenship (SLGC)
10. School of Liberal Studies (SLS)
11. School of Vocational Studies (SVS)
12. School of Letters (Proposed)

Centres

1. Centre for Psychotherapy and Clinical Research (CPCR)
2. Centre for Urban Ecology and Sustainability (CUES)
3. Centre for Community Knowledge (CCX)
4. Centre for Early Childhood Education and Development (CECED)
5. Centre for Development Practice (CDP)
6. Centre for Social Science Research Methods (CSSRM)
7. AUD Centre for Incubation, Innovation & Entrepreneurship (ACIE)
8. Centre for Social Application of Mathematics (Proposed)
9. Centre for Engaged Spiritualities (Proposed)
10. Centre for Urban Studies (Proposed)
11. Centre for Global Studies (Proposed)
12. Centre for Future Studies (Proposed)
13. Centre for Leadership and Change (Proposed)
14. Centre for Professional and Continuing Education (Proposed)



The University had initiated an interactive process to ascertain the needs and ideas of all the stakeholders of the campus. This process has resulted in broad projections of the requirements for the proposed campus. The broad built-up areas required for these facilities have been estimated. However, the Architect/Design Consultant will be required to check and validate the area estimates done by the University while making a design scheme for the campus at Dheerpur. The University has proposed to build a host of facilities in the upcoming campus.

Institutional and Administrative Facilities are proposed to be built in the campus in three categories i.e. Central facilities at Campus level, Cluster level facilities and School level facilities. These facilities may be provided in the following manner:

CENTRAL FACILITIES

The Central Facilities at the Campus Level (Refer Table 1) will consist of Library & IT Complex, Auditorium / Convention Centre, Media Labs, Exhibition Centre, Student Centre, Cafeteria & Sports Centre etc. besides the Administrative Block. Since these common facilities will be utilized by all the Schools and Centres and will be operational 24x7, therefore their placement in the campus must be given due importance.

Table 1: Central Facilities at Campus level

S.No.	Infrastructure	Facilities	Proposed Area (sq.m.)
i)	Administrative Block	To house offices of the VC, PVC, Registrar, CoF and other related offices – 50% of the total staff strength (50% of 280)	4,250
ii)	Library and IT Complex	Will provide book-storage facilities, reading spaces with computer terminals and offices for library services and staff – 4 lakh books	15,000
iii)	Auditorium/ Convention/ Cultural Centre	To house a large auditorium (1000 persons), Committee / meeting / Seminar rooms of 50 (3 nos.)/150 (2 nos.) persons capacity	8,000
iv)	Student Centre	To provide space for student related activities, reading rooms, Placement office, recreation rooms, indoor sports and lockers etc. (200 students)	1,500
v)	Exhibition Centre	For exhibitions	2,500
vi)	Cafeteria	Canteen facilities for 250 Students/Staff/Visitors	3,000
vii)	Convenience/ Utility Centre	Shopping Centre, Food Courts, Bank, ATM, Post Office, Book & Stationery stores, etc.	1,000
viii)	Faculty Centre/Club	Meeting halls for informal gatherings, dining rooms, indoor sports facilities, etc. – 100 persons capacity	500
ix)	Health Centre	With OPD facilities and 6 beds for emergencies.	400
x)	Covered Parking Block	Near the entrance with sitting space for drivers. The campus will be traffic free.	200
xi)	University crèche	Capacity for 50 children	200



xi)	Maintenance Office	For day-to-day maintenance of the entire campus. Will house electric sub-station; AC plant, lifts, civil, electrical, horticulture, plumbing, water supply, fire fighting and other services.	3,000
xii)	Sports Centre	Indoor & Outdoor sports facilities like Badminton/ Table Tennis / Basketball / Volleyball / Lawn Tennis / Squash, etc.	2,000
xiii)	Amphitheatre	Open Air Theatre with a capacity of 400 persons	

CLUSTER LEVEL FACILITIES

Schools and Centres of the University are the primary arena for students and faculty for teaching and research activities. Schools having epistemic congruity will be housed in a cluster. This will enable the facilities and infrastructure to be shared amongst the School/Centre housed in it. Instructional spaces will not be exclusive to any of the schools and will be centrally managed.

The following 3 clusters will accommodate Schools and Centres of the University. This formation of clusters will also enable intermixing of faculty and students of various schools and optimal utilization of common facilities. (Refer Table 2)

Clusters	Schools and Centres	Number of Students	Number of Faculty*	Admin Staff**	Project staff***
D1					
D1.1	School of Undergraduate Studies (SUS)	1290	86		30
D1.2	School of Liberal Studies (SLS)	420	28		
D1.3	Centre for Social Science Research Methods (CSSRM)		3		8
	Sub-total	1710	117	59	38
D2					
D2.1	School of Development Studies (SDS)	340	23		21
D2.2	School of Human Ecology (SHE)	400	27		
D2.3	School of Design (SDes)	185	12		
D2.4	School of Culture and Creative Expressions (SCCE)	298	20		
D2.5	Centre for Urban Studies		3		8
D2.6	Centre for Urban Ecology & Sustainability (CUES)		3		8
D2.7	Centre for Global Studies		3		8
	Sub-total	1223	91	45	45
D3					
D3.1	School of Vocational Studies (SVS)	1000	50		15
D3.2	Centre for Professional and Continuing Education (CPCE)	500			8
D3.3	Centre for Development Practice (CDP)		3		8
D3.4	AUD Centre for Incubation,		3		8



	Innovation & Entrepreneurship (ACIE)				
D3.5	Centre for Community Knowledge (CCK)		3		8
D3.6	Centre for Future Studies		3		8
	Sub-total	1500	62	31	55
	Total	4433	270	135	138

*Faculty:Student Ratio (1:15)

**Admin Staff is 1/2 of total faculty strength

***Project staff is 8 per centre + 1/4th per faculty

Table 2: Facilities at Cluster Level

S.No.	Infrastructure	Facilities	Proposed Area (sq.m.)
i)	Classrooms	Standard sizes of 30/60/120 students capacity (60% of the students strength)	12,000
ii)	Computer Labs./ IT / Research Rooms	To house Project staff, Research Fellows, PhD students, Classrooms, etc. 20% capacity of total students strength in modules of 50 persons each	2,000
iii)	Committee Rooms	2 rooms of 75 capacity each with audio-visual and other conference facilities	300
iv)	Faculty Rooms	Similar facilities in all faculty rooms i) 100% rooms for Regular & Visiting Faculty ii) 10% extra capacity for transit faculty from other AUD campus and from local institutes.	1,950
v)	Faculty /Staff Lounge	Sitting and retiring spaces, changing rooms and pantry, etc. for 50 persons	200
vi)	Staff Rooms	Servicing common facilities in the cluster - 25% of total staff strength	300
vii)	Utility Rooms	Photocopying/printing/scanning/pantry services for faculty and staff	300
viii)	Student Common Rooms	Reading rooms with computer terminals; recreation room / Indoor sports / lockers, etc. for a capacity of 100 students	300
ix)	Security Offices	For round the clock security	15
x)	Maintenance Staff Offices	For day-to-day maintenance in the cluster	15
xi)	Studios Workshops and Museum	Design Studios, Visual Art Studios, Performance Studios, Sound Studios, Workshop and Materials Lab (Some of these spaces might require specialized consultants with respect to design and operational needs of these studios)	22500

SCHOOL / CENTRE FACILITIES

Although the Schools will be housed in a Cluster to share common facilities but each School will have its own distinct identity. Every School will have a Dean/Director's complex, Documentation Centre and Stores etc. (Refer Table 3)



Table 3: Facilities at School Level

S.No.	Infrastructure	Facilities	Proposed Area (sq.m.)
i)	Dean/Director Office Complex	Dean's / Director's office, Visitors' lounge, Office for Dean's / Director's staff, Meeting room for 10 persons, Common facilities like pantry, bathrooms, etc	400
ii)	Documentation Centre	Photocopying, Project work	200
iii)	Store	Supplies and Stationary	100

RESIDENTIAL ZONE

The residential complex in Dheerpur will cover almost 25% of the plot area. Residential zone comprises of Student Hostels (Girls / Boys with Single and Double occupancy), Faculty Hostels and accommodation for Faculty and Staff. Spatial allocation of housing types should be imagined so as to promote a non-hierarchical way of living, allowing intermixing of faculty and staff housing along with common shared resources. Some of the common facilities proposed for residential area should include Community Centre, a Guest House, Faculty Transit Accommodation, Convenience Centre and Maintenance Offices and Substation etc. (Refer Table 4a and 4b).

- i) Faculty housing: 50% of total strength
- ii) Staff housing: 30% of total strength
- ii) Students hostel: 25% of total strength

Ratios: (Girls : Boys = 2:1)
 (PG : UG = 1:1)
 (PG : Single Occupancy)
 (UG : Double Occupancy)

Table 4a: Facilities at Residential Colony and Hostels

S.No.	Houses (2/3/4/5/6/7 Type)	Transit Accommodation	Student Hostel			
			Girls		Boys	
	Faculty & Staff	Visiting Faculty & Post-Doctoral Faculty	UG (D)	PG (S)	UG (D)	PG (S)
Dheerpur	60/60/50/40/10/1	35	160	160	90	90
Total	221	35	160	160	90	90



Table 4b: Common facilities

S.N o.	Infrastructure	Facilities
i)	Community Centre	With a multi-purpose Hall, indoor games and kitchen facilities, etc.
ii)	Guest House	A 25-room Guest House
iii)	Faculty Transit Accommodation	A 35-room facility for Faculty with single and double room sets, attached to the Guest House using common facilities.
iv)	Convenience Centre	Shops, Bank, ATMs, Post Office, etc.
v)	Sub-station and maintenance office	To house the maintenance staff of the colony.

1.6 REGULATIONS AND DEVELOPMENT CONTROLS

The total area of the Dheerpur plot of AUD is 20 hectares (2, 00,000 sqm)

According to the prevalent by-laws in Delhi, the plot area is earmarked as:

1.	Area reserved for Institutional use	45%
2.	Area reserved for Residential use	25%
3.	Area reserved for sports facilities	15%
4.	Area reserved for open spaces	15%

Current FAR: 225

Total built up area permissible at the Dheerpur plot: 302,000 sqm

The development of the Dheerpur Campus will be done in a phased manner. Facilities for the projected strength of students up to the year 2025 will be constructed in Phase-I.

Almost 60% of the permissible built up area will be utilized in the first phase. The first phase will be developed with the following built up areas:

1.	Institutional Areas	115,000 sqm
2.	Residential Areas	61,000 sqm
	— Total Area (Phase I)	176,000 sqm

1.7 PREPARATION AND PRESENTATION OF OVERALL CONCEPTUAL SCHEME

The bidders are required to prepare the conceptual scheme based on the information given in Chapter-4-New Campus of Ambedkar University Delhi (AUD): Vision and Requirements and other chapters in the RFP document and make presentation accordingly as part of Technical Bid Stage-II. After the selected bidder is appointed as Consultant, the detailed scheme will be prepared by him taking into the account the information given in this chapter and elsewhere in the RFP document.



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CHAPTER 5

TECHNICAL BID (STAGE-I) AND PRESENTATION (TECHNICAL BID STAGE-II) - PROCESS AND EVALUATION

**CHAPTER 5****TECHNICAL BID (STAGE-I) AND PRESENTATION (TECHNICAL BID STAGE-II) - PROCESS AND EVALUATION****(A) OVERALL EVALUATION PROCESS & SELECTION OF CONSULTANT**

The bids from the Bidders are invited for providing Comprehensive Consultancy Services for planning, designing and development of Ambedkar University Delhi at Dheerpur, Delhi in a Two-bid system consisting of Technical Bid and Financial Bid. The weightage of Technical Bid and Financial Bid will be 80% and 20% respectively in the selection process of the Consultant. Further, the Technical Bid is divided into 2 components i.e. Technical Bid Stage-I (documents for eligibility, experience and organization structure) & Technical Bid Stage-II (Conceptual Plan, design schemes and a presentation before Jury. The Technical Bid will have a weightage of 80% in overall final score divided into 20% and 60% weightage for Technical Bid Stage-I and Technical Bid Stage-II respectively. The Financial Bid will have a weightage of 20% in the overall final score.

The eligibility criteria for Consultants participating in the selection process are laid down below in Section-B and Section-C of this Chapter. The Bidders will be evaluated for Technical Bid as per the criteria contained in Section-B of this chapter. Financial bids of the participating firms will be evaluated based on the criteria and procedure contained in Section-C i.e. 'Financial Bid Evaluation'. Marks will be given during the evaluation of Technical and Financial Bid as detailed in the following sections of this chapter. A Bidder scoring the highest marks after the evaluation of Technical Bid Stage-I, Technical Bid Stage-II and Financial Bid will be qualified for providing Comprehensive Consultancy Services for the project.

(B) TECHNICAL BID EVALUATION

The Consultant eligible for participation will be evaluated based on their experience, organization structure and capability in Technical Bid Stage-I. An eligible Bidder in Technical Bid-I must score a minimum of 60% (sixty percent) of marks in aggregate so that they could qualify to participate in Technical Bid Stage-II.

B.1 ELIGIBILITY CRITERION FOR TECHNICAL BID (STAGE-I)

All Bidders have to fulfill the following conditions of eligibility before they are considered for Evaluation under Technical Bid (Stage-I):

B.1.1 Experience of Similar Projects

The Bidder should have satisfactorily completed minimum one similar project of the value Rs.600 crore or two similar projects of value Rs.375 crore each or 3 similar projects of the value Rs.300 crore each during the last 07 years (time calculated from date of issue of this document) of the firm for Government/ Semi-Government/ Public Sector Undertakings/ Autonomous bodies/ Public Limited Organizations. **Alternatively**, the bidder should have completed at least one similar project with minimum built up area of 1,41,000 sqm or two similar projects with minimum built up area of 88,000 sqm each or three similar projects with minimum built up area of 71,000 sqm each during the last 07 years from the date of issue of this RFP document. A similar project here means "Campuses for Universities and Higher Education Institutions or other academic or research and development institutions or other such institutions and these campuses should have Institutional Buildings, Laboratories, Auditoria and Residential Colonies with all internal and external services."

**Note:**

- (i) The bidder is required to confirm that the similar completed works during the last 7 years have been executed by him independently and not got executed through another consultant on back to back basis as per Annexure-J.
- (ii) The value of similar completed projects during the last 7 years as mentioned above shall be brought to current costing level by enhancing the actual value of work at simple rate of 7% per annum; calculated from the date of completion to last date of receipt of applications for tenders.
- (iii) The built up areas to be considered in similar works for prequalification will exclude basements, sheds or godowns etc.
- (iv) The satisfactorily completed certificate of the similar works from an authority not below the rank of Executive Engineer or equivalent. The certificate should include the value of the project stating cost of overall project with details, year of completion and time over-run if any.
- (v) The cost of the projects shall not include the cost of land for the purpose of eligibility.
- (vi) Particulars of completed projects and performance of the Bidder duly authenticated/certified by an officer not below the rank of Executive Engineer or equivalent should be furnished separately for each project completed or in progress as per Annexure – D.

B.1.2 Minimum Overall Experience

The overall experience of the firm should not be less than 10 years. This means that the firms should be in practice and providing consultancy services for a minimum period of last 10 years. A list of the major and important works designed by the firm since its inception may be given in Form-C of Annexure.

B.2 SUBMISSION OF OTHER DETAILS/ DOCUMENTS ALONG WITH TECHNICAL BID (STAGE-I)**B.2.1 Organizational Structure and Capability- Proposed Team for the Assignment**

The Bidders are expected to have in-house capability in all the disciplines of consultancy work required for developing the new AUD campuses. The bidder will be required to give a list of disciplines for which they have in-house capability available for planning and developing as per Annexure- F(A). In case the Bidder proposes to hire the services for a particular discipline then a detail of such disciplines and the name of the sub-consultant will be given along with a letter of confirmation from these sub-consultants that they will associate with the Bidder for designing and planning the project as per Annexure-F(B).

B.3 EVALUATION CRITERIA FOR TECHNICAL BID (STAGE-I)

In the Technical Bid (Stage-I), Bidders will be evaluated by PWD/AUD in the following manner:

B.3.1 The initial criteria prescribed in Section B.1 above in respect of experience of similar type of projects completed along with documents as per Section B.2 for organizational structure and overall experience will be scrutinized for determining the Bidders' eligibility for consideration.

B.3.2 The Bidders qualifying the criteria as set out in the Section B.1.1 above will be evaluated by scoring method on the basis of details furnished by them as below:



TABLE 1

I	Experience of similar projects completed during the last 7 years (Refer Annexure A)	For similar project of value (i) Rs 600 crores each: 15 marks (ii) Rs 375 crores each (2 works): 15 marks (iii) Rs 300 crores each (3 works): 15 marks OR For similar project with built up areas (i) 1,40,000 sqm each: 15 marks (ii) 88,000 sqm each (2 works): 15 marks (iii) 70,000 sqm each (3 works): 15 marks In each additional work/ group of works in categories (i), (ii) and (iii)- additional 15 marks will be given subject to a maximum of 30 marks	30 marks maximum
II	Organization Structure and Capability(Refer Annexure-F(A), F(B)& G)	The firms are expected to have in-house capability for designing all the major disciplines of consultancy work required for developing the new AUD Campus. In case the bidder proposes to hire the services of a sub-Consultant for a particular discipline then the name and details of the firm should be given. Competence and experience of key personnel of the Organization will be evaluated and marks will be awarded as per the laid down parameters.	40 marks Maximum
III	Design of certified Green Building/ Campus for any Institutional work	Achievement of having designed a certified multi-storey building/ group of certified buildings in a campus having a built up area of 25000 sqm (i) Platinum Rating (as per LEED) or GRIHA-V (as per Indian Standard) in Green Building Design - for each such work: 10 marks (ii) Gold Rating (as per LEED) or GRIHA-IV (as per Indian Standard) in Green Building Design - for each such work: 7.5 marks (iii) Silver Rating (as per LEED) or GRIHA-III (as per Indian Standard) in Green Building – for each such work : 5 marks	20 marks maximum



IV	Overall Experience (refer Annexure A, C and D)	List of all the completed works of any nature and not confined only to similar works as defined in this document since inception of firm needs will be evaluated as under: -each additional work of Rs 600 crore or each built up area of 1,40,000 sqm--- 5 marks - each additional work of Rs 375 crore or each built up area of 88,000 sqm--- 4 marks -each additional work of Rs 300 crore or each built up area of 70,000 sqm--- 2.5marks	10 marks maximum
		Total	100 Marks maximum

B.3.3 To be considered for the next stage of Technical Bid i.e. Technical Bid Stage-II, a Bidder must secure at least sixty (60%) percent marks in aggregate in evaluation as per Table-1 given above, subject to the condition that the Bidder should score 50% marks in each of the Four Sections of Table-1 above. However, if the number of Bidders crossing the threshold of 60% marks in Technical Bid (Stage-I) is large, then PWD/AUD reserves the right to restrict the maximum number of qualified Bidders up to 10 having scored highest marks.

B.3.4 The total marks obtained in Technical Bid Stage-I shall have 20% weightage in the overall score.

B.3.5 Even though a Bidder may satisfy the above requirements, he would be liable to disqualification if he has:

- Made misleading or false representation or deliberately suppressed the information in the forms, statements and enclosures submitted as per requirement.
- Record of poor performance such as abandoning project, not properly completing the assigned project, or financial failures/weaknesses etc.

B.4 PRESENTATION AND ITS EVALUATION CRITERIA (TECHNICAL BID STAGE-II)

B.4.1 Participation in Presentation

All the Bidders who secure overall 60% (sixty percent) marks along with 50% (fifty percent) in each individual sections in evaluation of Technical Bid (Stage-I) as laid down in Section B.3 above will qualify for further evaluation in Technical Bid Stage-II. Bidders thus qualifying for Technical Bid (Stage-II) will be invited to make a presentation before the Jury constituted by AUD.

Along with Design Proposal, a **multi-media presentation** is expected from the Bidders. The Bidders shall be required to make presentations of 30 to 40 minutes duration duly supported by computer generated 3D animations, walk through etc. The Bidders will present their conceptual understanding of the project in the form of a design proposal/ design scheme/ model along with their vision on the planning of a Modern-State of the Art- Green Campus.



B.4.2 Honorarium for Participation

All the Bidders who are invited for presentation as a part of Technical Bid (Stage-II) will be entitled for an honorarium of Rs 1.00 Lakh for meeting the presentation related expenses provided they make the Presentation before the Jury. However, the honorarium of Rs. 1.0 lakh will be adjusted/included in the lump sum fee of the selected bidder who will be appointed as 'Consultant' for the project.

B.4.3 URBAN & ARCHITECTURE DESIGN

The Conceptual Design Scheme should aim to achieve a comprehensive urban design scheme along with detailed architectural designs for the new campus of Ambedkar University, Delhi. Urban Design Proposal for the new campus should entail a comprehensive urban design strategy through an Urban Design Structure and Services Plan for the entire campus integrating the following relevant systems:

- a. **Functional Distribution and Activity Pattern**
(Highlighting the inter-disciplinary character of the university)
- b. **Movement and Accessibility**
(Universal access for all spaces with special focus on pedestrian network within the campus encouraging walking and cycling. However, the campus should have good connectivity with public transit system through a defined vehicular network and parking facilities)
- c. **Open-space system**
(Integrated landscapes considering ecological processes within and adjoining the campus boundaries)
- d. **Built form system**
(Clearly articulating the morphological structure through typological variations, overall massing and volumetric disposition of built form within the campus)
- e. **Services and Infrastructural system**
(Efficiently dovetailed with form and function considering sustainable practices throughout the campus)

In addition to the Internal organization, the Urban Design scheme should clearly highlight the envisaged relationship of the proposed campus with its immediate surroundings as well as with the larger networks of the city. The proposal would articulate a comprehensive set of development controls and architectural guidelines for architectural projects, open spaces and services of any kind in the campus.

The bidder is expected to detail out the following three zones in the design concept:

1. **Detailing of a part of the Central facilities with one iconic building**
2. **Any one of the Academic Clusters**
3. **A typical residential block along with student hostels**

The detailed architectural schemes should be able to demonstrate aesthetic appeal, experiential quality, building expression, use of innovative technology, structural design in terms of sensitivity to location, appropriate materials for construction, seismic factors and response to requirement of space. The final

scheme (Urban Design and Architecture) should represent the nature of development envisaged for the proposed campus through relevant drawings, images, sketches, walk through, 3D models etc.

B.4.4 Documents to be submitted for Presentation (Technical Bid Stage-II)

The bidder will submit the following documents at the time of presentation:

(i) A Detailed Report (bound in A-4 pages, along with a soft copy) containing Consultant visualization of the project, design proposal including features relevant to design scheme with sketches/3-D rendering to explain concepts and innovations, diagram of designed general functional arrangements showing inter-linkage/ distribution of activities at different levels, summary schedule of usable and gross areas expressed in metric system.

(ii) Drawings and Models etc. as given below and all the drawings will have a maximum A0 size (1140 mm × 840 mm):

1. **Concept Sheet/s**
2. **Structure Plan (1:750)** This shall indicate layout of building and necessary infrastructure as per AUD requirements along with corresponding sections
3. **System Plans (1:750)**
 - 3.1 Use and Activity- This shall indicate functional distribution within the campus.
 - 3.2 Movement- This shall indicate details of vehicular and pedestrian movement, parking, and access to the buildings/blocks along with corresponding sections.
 - 3.3 Open Space and Natural System- This shall indicate distribution and use of open spaces within the campus.
 - 3.4 Built Form- This shall indicate formal and spatial distribution highlighting typological variations
 - 3.5 Services and Infrastructure- This shall indicate infrastructure layouts as part of overall planning
 - 3.6 Ecological and Environmental considerations of the Project- This shall indicate key aspects and details for a sustainable campus.
4. **Landscape Plan 1:750** This shall indicate hard and soft areas, outdoor furniture, types of plantation, and other Landscaping element etc. along with corresponding sections.
5. **Development Controls and Architectural character**
6. **Perspective / 3D views**
7. **Model 1:500 (base size of 1800x1200mm)**
8. **Development Controls and Architectural guidelines as part of the overall Report (30 pages max.)**

(iii) Drawings and Documents for the following:

1. **Detailing of a part of the Central facilities with one iconic building**
2. **Any one of the academic clusters**
3. **A typical residential block along with student hostels**

List of Drawings for each of the above areas:

1. **Concept Sheet/s**
2. **All Floor Plans 1:200**



3. All Elevations 1:200
4. Two Sectional Elevations 1:200
5. Sections (Min 2) 1:200
6. Perspective / 3D Views
7. Energy and Environmental Considerations
8. Any other details

Note: The entire Design Proposal shall also be submitted in CD/DVD. All drawings submitted in CD/DVD shall be in '.dwg' format, readable in Auto CAD 2016.

B.4.5 Criteria for Evaluation by the Jury:

The Design Scheme/ Proposals and presentations by eligible Consultants will be assessed by a Jury constituted by AUD. Each presentation by Bidders will be judged by the Jury based on laid down criteria and marks will be allotted accordingly as per Table- 2 below:

TABLE-2

S.No.	Category	Description	Maximum Marks
I	Urban Design Scheme	i. Urban Design Concept ii. Overall Landscape Plan with integration of open and built spaces iii. Site Planning: Optimum use and efficiency iv. Movement system articulation v. Development controls and Architectural guidelines	40
II	Environment and energy strategy	Energy efficiency parameters in terms of: i. Range and level of sustainability processes and environmental systems ii. Water conservation strategy iii. Waste management system	20
III	Architectural Design	Each detailed architectural scheme for will be evaluated for: i. Aesthetic Appeal & Experiential Quality ii. Building expression and Innovative Technology iii. Structural Design in terms of sensitivity to location, appropriate materials for construction and seismic factors iv. Response to requirement of space v. Utility and Service Plan	40
		Total Marks	100

B.4.6 Only those Bidders who score a minimum of 70% (seventy percent) marks in aggregate subject to the condition that the Bidder should score 60% marks in each section of Table-2 above, will be qualified in Technical Bid (Stage- II). The maximum number of qualified Bidders will be restricted to 5 among those scoring highest marks above 70% of maximum marks. Financial Bids of only those bidders will be opened who qualify in Technical Bid Stage-II.

B.4.7 The total marks obtained in Technical Bid Stage-II shall have 60% weightage in the overall score.

**(C) FINANCIAL BID EVALUATION**

Along with the online submission of Technical Bid, the Bidder will also submit his Financial Bid (through online mode only) quoting a lump sum fee in the pro-forma at Annexure-M based on the Scope of Comprehensive Consultancy Services (Chapter-7) detailed in this document.

C.1 Opening of Financial Bid

The Financial Bid of only those Bidders will be opened who qualify as per the above laid down evaluation criteria in both Technical Bid Stage-I and Technical Bid Stage-II. The Financial Bid will have 20% weightage in the overall evaluation. Bidders will be informed about the date and time of opening of Financial Bid. They may like to be present on such date and time.

C.2 Financial Scores

The lowest Financial Bid (F_M) will be given a Financial Score (S_F) of 100 points. The financial score (S_F) of other financial bids given by Bidders will be computed as per the following formula:

$$S_F = 100 \times F_M / F_O$$

Where,

F_M = Lowest Financial Bid,

F_O = Financial Bids of other Bidders,

S_F = Financial Score

The following example is included for clarification. Suppose 3 proposals are opened for Financial Bid which gave Rs. 120 (Bidder A), Rs. 100 (Bidder B) and Rs. 110 (Bidder C) as Financial Bid amounts. The proposals will thus be scored as under:

Proposal	Evaluated cost
A	Rs.120
B	Rs.100
C	Rs.110

Financial Scores of all the qualified Bidders eligible will be calculated in the following manner:

$$A: 100 \times 100 / 120 = 83$$

$$B: 100 \times 100 / 100 = 100$$

$$C: 100 \times 100 / 110 = 91$$

(D) OVERALL EVALUATION FOR SELECTION OF CONSULTANT

D.1 The final evaluation will consist of summation from the 3 components, i.e. (A) Technical Bid Stage-I, (B) Technical Bid Stage-II and the (C) Financial Bid combining to a total of Marks i.e. A+B+C.

D.2 In the final score, 20% weightage will be given for marks achieved in Technical Bid Stage-I (component A), 60% weightage will be given for marks achieved in Technical Bid Stage-II (component B) and 20% weightage will be given for marks achieved in Financial Bid (component C).



D.3 On the basis of the combined weighted score for Technical Bid Stage-I & II and Financial Bid, the qualified Bidder shall be ranked in terms of the total score obtained. The proposal obtaining the highest total combined score in evaluation of Technical Bid Stage-I & II and Financial Bid will be ranked as H-1 followed by the proposals securing lesser marks as H-2, H-3 etc. The proposal securing the highest combined marks and ranked H-1 will be invited for negotiations, if required and shall be recommended for award of contract.

D.4 In case more than 1 (One) Bidder has identical highest marks in the overall evaluation then the Bidder scoring higher marks in Technical Bid will be recommended for Award of work.

D.5 Following is an example of the procedure to be followed.

As per the example discussed above in clause C.2, suppose, 3 proposals, A, B & C were received. The qualified Bidders were awarded (75 and 70), (80 and 85) and (70 and 90) marks respectively for Technical Bid Stage-I and Technical Bid Stage-II. All the 3 proposals were, therefore, found technically suitable and their financial proposals were opened after notifying the date and time of bid opening the qualified Bidders. The financial bids were evaluated thereafter as per Clause (C) and financial score are given. The combined evaluation, thereafter, will be as under:

Bidders	Marks (Technical Bid Stage-I)	Marks (Technical Bid Stage-II)	Score (Financial Bid)	Total Marks	Rank
A	$75 \times 0.20 = 15.0$	$70 \times 0.60 = 42$	$83 \times 0.20 = 16.6$	73.6	H 3
B	$80 \times 0.20 = 16.0$	$85 \times 0.60 = 51$	$100 \times 0.20 = 20.0$	87.0	H 1
C	$70 \times 0.20 = 14.0$	$90 \times 0.60 = 54$	$91 \times 0.20 = 18.2$	86.2	H 2

The above three proposals in the combined technical and financial evaluation are ranked as under:

Proposal A: 73.6 points. H3

Proposal B: 87.0 points H1

Proposal C: 86.2 points. H2

Proposal B, therefore, will be declared as winner of the selection procedure and recommended for negotiations/approval, to the competent authority.

- D.6 PWD/ AUD is not bound to accept any or all the proposals submitted and reserve the right to reject all the proposals without any liability to the bidder(s).

(E) AWARD OF CONTRACT

- E.1 The Contract will be awarded to the Bidder who obtains highest marks as informed by PWD through a letter of acceptance of his offer.



- E.2 After Issue of such letter of acceptance, the successful Bidder shall have to furnish a performance guarantee for an amount to the extent of 5% (Five percent) of the contract amount within 15 Days of issue of Letter of acceptance. This period can be further extended by the Engineer-in-Charge up to a maximum period of 7 (seven) days on written request of the bidder stating the reason for delay in procuring the Bank Guarantee, to the satisfaction of the Engineer-in-Charge. The work shall be awarded after receipt of performance guarantee. In case the successful Bidder does not submit Performance guarantee within stipulated time, the full earnest money deposited by him/them shall be absolutely forfeited.
- E.3 The time period allowed for completion of the project will be 48 months (36 months for execution period and 12 months for defect liability period) and will be reckoned from the 10th day of the issue of letter of acceptance of the offer.
- E.4 Remuneration received as per this contract will be subject to tax deductions at source at the rate as applicable at that point of time.
- E.5 Formal agreement will be drawn by the Executive Engineer, Housing Project Division-1, PWD (GNCTD) Delhi-110054.



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CHAPTER 6

THE SITE





1.1 Introduction

The site of new campus of AUD is in Dheerpur Phase-I, Delhi being developed by DDA. The total plot area is 20 hectares and there are no encumbrances on site. One overhead High Tension wire of 33kV is crossing the plot. AUD has already initiated action for shifting this power line and the work of relocating it outside the plot has been undertaken by M/s Tata Power Delhi Distribution Limited (TPDDL). It is likely that this power line will be shifted shortly.

1.2 Features / Details of the Site

- (i) The proposed site for the new AUD campus at Dheerpur lies in the northern part of the city, close to the Coronation Park. The site is bounded by the Outer Ring Road to the North, Mukherjee Nagar to the South and Gandhi Vihar to the East. The Southern and South Eastern edge of the campus site is enveloped by the Dheerpur Wetland Park (DWP), a restoration project aimed at restoring and recreating the marshes that were once the native ecosystems of these floodplains. It is imagined that AUD's campus would be developed in harmony with the wetland ecosystems in the neighbourhood. The site is well connected to the city through multiple modes of transit.

There are two metro stations (GTB Nagar and Model Town) close to the site at a distance of approximately 4 kms. The proposed Phase IV Metro might have AUD, Dheerpur campus as one of the stations.

- (ii) The external roads and other services like sewerage and storm water drainage are being developed by DDA in Dheerpur Phase-I. The entire Dheerpur Phase-I, being developed by DDA, was earlier a low lying area. Extensive earth filling has been done by DDA in Dheerpur Phase-I in the past which includes the AUD plot at Dheerpur.

(iii) Site Context- Dheerpur Wetland Park (DWP)

The Dheerpur Wetland Park (DWP) is being developed in an area of 25.38 Ha, vide a Management Agreement with DDA, and AUD. Technical oversight and guidance for this project is provided by the Centre for Urban Ecology and Sustainability (CUES) housed within AUD. The DWP intends to use the grey-water produced by AUD's STPs, to feed the horizontal-flow type treatment wetlands, and after treatment use it to feed the wetland ecosystems, thereby achieving a net zero consumption of groundwater. It is also imagined that the interface between campus site and DWP would be developed in a way to facilitate movement of faunal elements through appropriate structures and corridors.

In about 5 years' time, DWP envisages becoming an important destination for nature enthusiasts in the city, treasured by the neighborhood. The Wetland Resource Centre that would be developed as part of the Campus would conduct Workshops, Seminars and Nature Education Programmes for the students and the neighborhood, to enhance the idea of nature conservation and urban sustainability. This Centre would be located ideally at the inter phase area of the two projects.



The detail layout of the project site indicates development of a series of wetlands (treatment wetlands, shallow wetland and deep wetland), with a view to serve ecological and hydrological functions. Once restored the wetlands are expected to be home to flora and fauna native to Yamuna floodplain. It is expected that the park would have a public entrance from the Southern side and another access route through AUD campus in the west. The public access would be limited to South Central area of the park and marked walking trails would be constructed to facilitate nature walks.

1.3 Boundary Wall

The boundary wall around the plot has already been constructed.

1.4 Soil Investigation Report

No Soil Investigation has been carried at the AUD plot in Dheerpur. However PWD, Delhi had conducted Soil Investigation at a few places on the periphery of the plot for establishing the bearing capacity of soil for the construction of the Boundary Wall. A copy of the recommendations of the Soil Investigation Report is enclosed at Annexure- Q.

1.5 Hydrological Studies of the plot

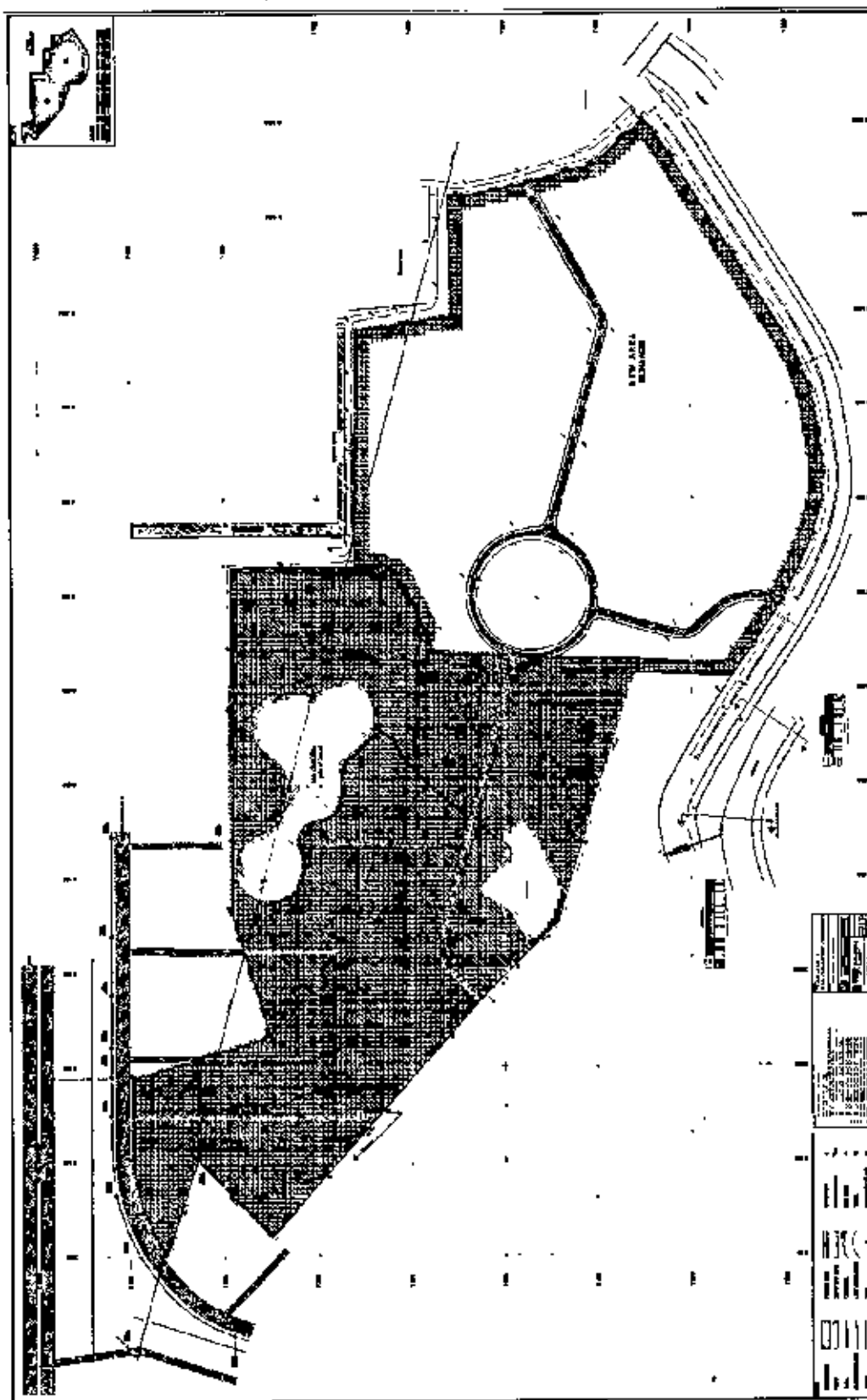
AUD had entrusted the work of conducting Hydrological Studies on Dheerpur Plot to the National Institute of Hydrology, (NIH) Roorkee for establishing the quantity and quality of underground water available in the campus as well as making recommendations for an appropriate drainage system for the new campus taking into account the existing drainage pattern of the surrounding area. A summary of the recommendations of NIH based on the Hydrological Studies is enclosed at Annexure- R.

1.6 Layout of plot and Contour Drawing

The survey drawings of the site and contour plans are enclosed as Drawing-1, Drawing-2 and Drawing-3 respectively at the following pages. These drawings will also be available to the bidders at AUD/PWD website in a downloadable .dwg format.



Drawing 1- TOPOGRAPHIC SURVEY OF DHEERPUR CAMPUS



The soft copy of the drawing can be downloaded from www.XXXXXX.in

Drawing-2 LOCATION PLAN OF DHEERPUR SITE

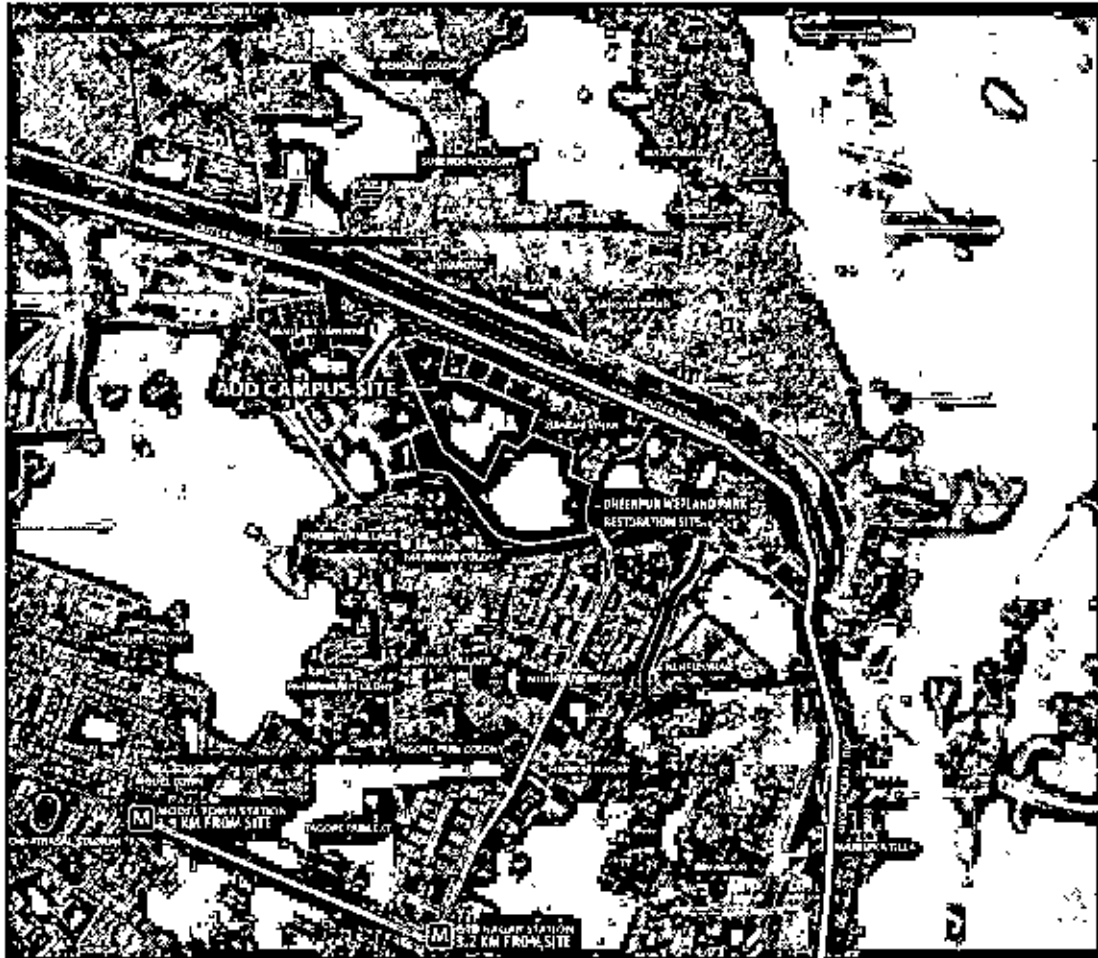
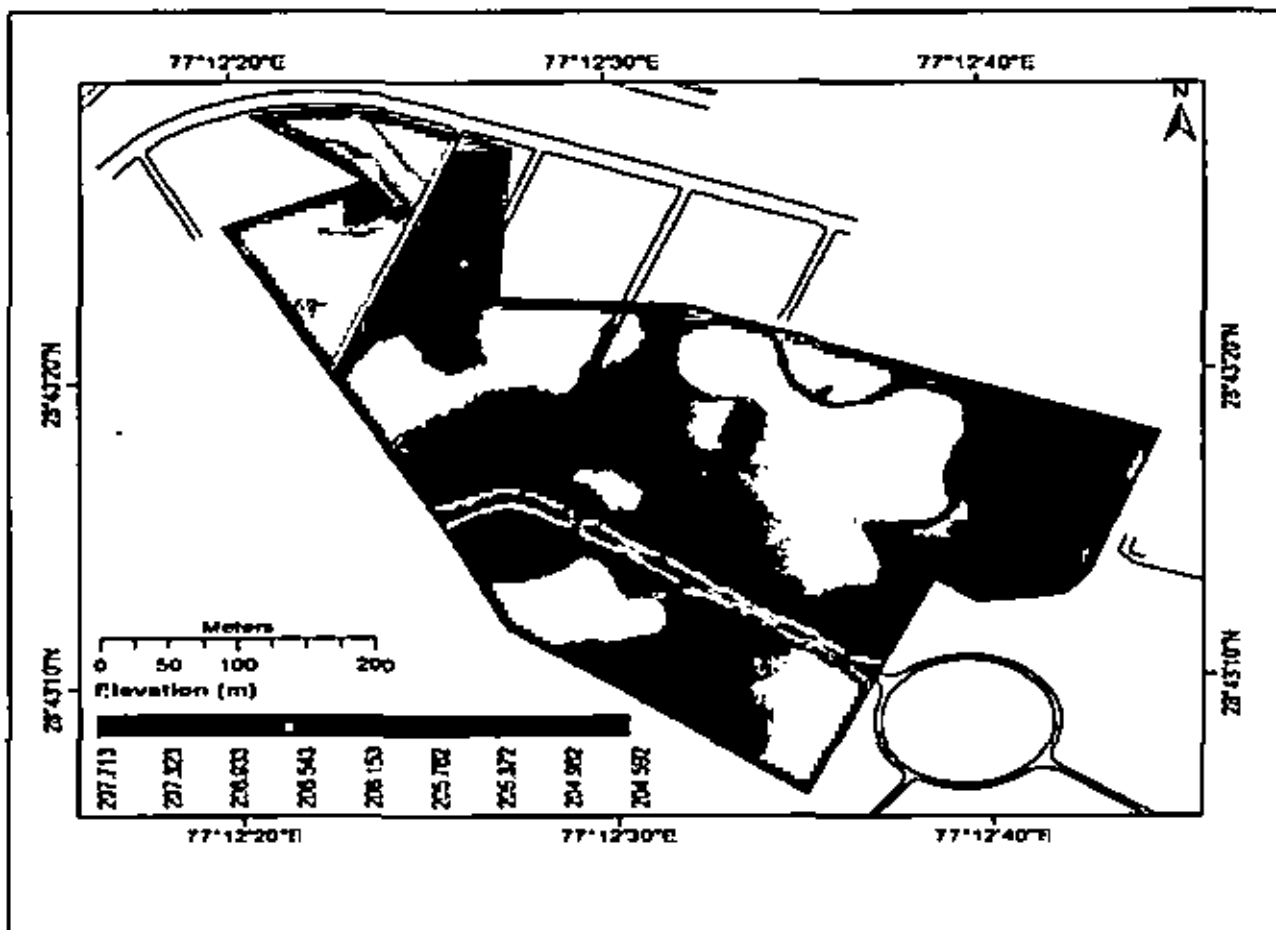


Image from Googlemaps with demarcated site showing the Wetlands site contiguous with AUD Campus Site.



Drawing-3 DIGITAL ELEVATION MODEL OF DHEERPUR SITE



The soft copy of the drawing can be downloaded from www.XXXXXLIn



CHAPTER 7

SCOPE OF COMPREHENSIVE CONSULTANCY SERVICES

**SCOPE OF COMPREHENSIVE CONSULTANCY SERVICES****1.0 SALIENT FEATURES OF THE WORK**

Name of work: **"Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I"**

1.1 THE SITE

The Ambedkar University Delhi campus at Dheerpur, Delhi has been proposed to be developed on 20 hectares of land. Infrastructure requirements as elaborated in Chapter-7 are proposed for Phase-1 of the campus development. It may be noted that while the requirements of various building structures have been projected for Phase-I only but all the External Services will be designed for the total plot of 20 hectares. The Consultant will prepare the overall scheme and Master Plan for the entire plot of 20 hectares and buildings for Phase-II will be earmarked as future extension.

1.2 SCOPE OF WORK

Consultant has to prepare a scheme, designs, and Master Plan for a total plot area of around 20 hectares including new proposed structures as per Master Plan of Delhi (MPD)-2021 based on the requirements of AUD. Consultancy services will include but not limited to Architectural & structural designs, formulating schemes/designs for internal and external services including Civil works, Interior Design, Mechanical works, Electrical works etc. (Internal Electrification, Sub Station, DG Set, LT & HT Cabling and Networks, Lifts and Traffic analysis, street lighting etc.), Water Supply and Plumbing works, Drainage, Artwork (interior and exterior), Landscaping, Furniture Design, Integrated Building Management System (IBMS), Data and Tele-Communication Service & Design, Acoustic designs for buildings wherever required, Special Lighting for Stages/Auditorium/Exhibition and other required spaces, Renewable Energy System with Networks, Solar Powered Electrification network including arrangements for feeding surplus power to grid, Zero Waste Discharge Designs, Water Treatment Plant, Rain water harvesting, other development works, etc. as well as issue of Good for construction drawings. Necessary schemes for making a barrier free campus are also included in the scope of Consultant.

The consultant shall provide comprehensive consultancy services broadly described above. However, it should be clearly understood that the description of services is only indicative and the Consultant shall be required to perform any other services which may be required whether or not expressly mentioned hereinafter for **"Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I"** for completion of the entire project to the satisfaction of AUD/PWD.

- 1.3** In addition to these, the scope of work includes obtaining all approvals and mandatory clearances for commencing the construction works including Fire Fighting, Water Supply, Drainage, Sewage, and all environmental clearances etc. from the local bodies & Ministry of Environment. After the completion of works Consultant shall have to obtain completion certificate from local bodies and fire clearance from Chief Fire Officer for the whole project.



- 1.4** The Consultant will be required to establish a permanent office in Delhi/ NCR during the implementation of the Project. This office will have a team of Consultant and other Technical Staff earmarked for their involvement in the consultancy services for the project. The office and the team could be established immediately after the award of work and before the commencement of work of consultancy services for the project.
- 1.5** The Consultant will be required to deploy on full-time basis one Civil Engineer, One Electrical Engineer and one Lead Architect at the Project Site Office, having adequate qualifications and experience of at least 8 years of work, during the entire period of construction for day to day resolution of clarifications and to ensure that work is being carried out as per approved drawings. The expenses for providing these technical personnel at site is included in the lump sum fee of the consultancy services of the Consultant and nothing extra shall be payable on this account.
- 1.6** The consultant will get all the sub-consultants approved from the PWD before assigning any job to them.

1.7 GREEN BUILDING DESIGN

The Consultant shall develop and design the campus for achieving Rating 4/5 as per TERI-GRIHA evaluation procedure in conjunction with ECBC norms and National Building Code as decided and approved by PWD/AUD. All stage wise approvals from the concerned statutory authorities be coordinated and obtained by the Consultant. Nothing extra shall be paid on this account.

2.0 ROLE OF THE CONSULTANT

The Role of the Consultant is to provide "Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I" and shall be involved for the entire duration of the project till its final commissioning and handing over. The Consultant's role and responsibility will include:

- 2.1** The Consultant shall provide comprehensive consultancy services in project conceptualization covering space utilization, functional requirements, preparation of LOP, Project cost estimation, Detailed Architecture drawings, structural drawings and various services design, detailed Project Report, Preparation of contract Documents, etc. The Preliminary project report shall cover all project components. The Consultant shall provide design philosophy and the design methodology, listing out relevant codes, related references, sound-engineering practices etc. for the entire design scheme of the campus.
- 2.2** The Consultant shall get the approval of the conceptual scheme from PWD/AUD or both through presentations, physical models, computer walk-through etc. Comments and suggestions or alternate proposal of the client and his representatives shall be evaluated and suitably incorporated till the concept design is accepted and frozen.
- 2.3** The Consultant shall develop the concept drawings for each of the building for submission to all the statutory authorities/bodies, incorporate changes, if suggested by the statutory authorities /bodies and obtain approvals from all regulatory authorities.

- 2.4 The Consultant shall take all necessary statutory approvals from the concerned authorities including DUAC, Delhi Jal Board, Pollution Control Board, Dept. of Forest & Environment, GNCTD Delhi Fire Services, NDMC, M.C.D./D.D.A., M.O.E.F., C.G.W.A., Air-Port Authority of India, DPCC etc. Preparation and submission of drawings / materials/ 3D- walk through as per DUAC or other municipal norms and models for obtaining these approvals will be done by the Consultant. The statutory approvals shall include obtaining Fire Clearance from CFO, tree-felling permission from the tree officer/forest department and completion certificate for the completed building from the local bodies (i.e. DDA/MCD). The consultant shall prepare all study reports, drawings, *physical models, simulations, and assessment reports etc which are required for clearance by all above bodies/authorities.*
- 2.5 All Environmental Impact and Social Impact Assessment, and their clearance from concerned statutory bodies including union Monetary Environment and Forest will be obtained by the consultant.
- 2.6 The Consultant shall have constant and regular interaction with the PWD/AUD for formulating the design philosophy and parameters, preparation of preliminary estimate, designs/ drawings and specifications.
- 2.7 The Consultant shall ensure that the various building/engineering services are suitable and economically designed without any discrepancies between the structure and finishes, and the requirements of service installation.
- 2.8 The Consultant shall prepare preliminary estimate based on CPWD PAR 2012 and submit to the Engineer-in-charge and shall make necessary corrections/modifications as required by PWD/AUD and finally get it approved from the Engineer-in-charge. The Consultant shall also prepare *Revised P.E (If required) during execution of the work and making necessary corrections/modifications as required and getting it approved by the Engineer-in-charge.*
- 2.9 The Consultant shall prepare the documents for call of tenders by the PWD for execution of work in suitable packages as required/approved by PWD. The estimates showing details of measurement, BOQ, technical and special conditions, analysis of rates etc. shall be prepared and submitted by the Consultant to the Engineer-in-Charge. The corrections / observations, if any is made by the PWD, the same shall be complied by Consultant till final approval by the competent authority. The approved tender documents shall also be submitted in hard copy as well as soft copy by the Consultant.
- 2.10 The Consultant shall have to perform in an efficient, orderly and professional manner and shall deploy necessary qualified and skilled persons according to the requirement of the services.
- 2.11 The Consultant and his staff will regularly inspect the works during execution stage to ensure that the works are being executed as per approved scheme and render appropriate advice and carry out all site related modifications in the designs and drawings.



- 2.12 The Consultant shall assist Engineer-in-charge in preparing presentations and presentation materials during execution of work.
- 2.13 The Consultant shall get the structural analysis, design and drawings checked by a third party/proof consultant appointed by PWD. Similarly, the detailed scheme and designs of all electrical, mechanical and HVAC Services (internal and external) will be got checked by Consultant if required by PWD from any third party appointed by it. Nothing extra will be paid to Consultant for getting such checking done. However, fee payable to the third-party/ proof consultant for these checking shall be borne by AUD/ PWD. The detailed design notes shall be submitted along with design philosophy to PWD after it is checked/ approved by proof consultant/ third party.
- 2.14 All basic/ detailed drawings by Consultant wherever special services or equipments are required, the shop drawings will be checked and approved by Consultant before submitted for approval to PWD. The decision of PWD for the shop drawings to be submitted for special equipment or services will be final to this effect.
- 2.15 The Consultant shall comply with all applicable laws, bye-laws, and statutory provisions etc. in the performance of the consultancy assignment and in the execution of the project.
- 2.16 The Consultant shall comply with the applicable norms of local as well as Central Govt. Bodies.
- 2.17 The consultancy services shall be provided through a Team Leader supported by experienced professionals. The Consultancy firm will deploy adequate number of professionals and other staff to deliver the requisite services as per time schedule. The Consultant shall have to submit details of proposed team detailing the roles/work to be performed by each personnel, their tentative duration, inter-relationships of each personnel etc.
- 2.18 The Consultant shall prepare the necessary scheme, requirements and specifications for detailed topographical survey and the survey of all existing services and other constraints existing in and around the site for proper design of all the services and obtain approval of PWD. Consultant will thereafter get the survey done on his requirement and utilize the reports suitably. Further, the Soil Investigation will be got done by the Consultant with the approval of PWD for structural designs of the foundations and designing of external services. **The cost of getting the Contour Survey and Soil Investigation done will be borne by the Consultant and must be included in the lump sum fee quoted in the Financial Bid.**
- 2.19 The Consultant shall ensure that the nature, position, and appearance of all controls of piped services and electrical installation satisfy user and aesthetic requirements, and ensure that adequate coordination drawings are included. He shall also ensure that the various building/engineering services are suitable and economically designed without any discrepancies between the structure and finishes, and the requirements of service installation.
- 2.20 The Consultant shall have to co-ordinate with the PWD/ AUD and attend meetings with the department as and when required including meeting with the contractors. Appropriate clauses



will be inserted in the tender documents to the effect that after handing over of the Campus and Services AUD shall enter into a 3 / 5 years *Comprehensive Annual Maintenance Contract* with the Contractor.

- 2.21** After the completion of construction of buildings and all external services the consultant shall prepare the completion drawing and obtain completion certificate from local bodies.
- 2.22** To ensure proper performance of all activities regarding construction of the projects, the Consultant shall have his office at or near the Projects site at its own cost. The Consultant shall have the required dedicated personnel stationed at the site so that they are available for interaction at all times. No site personnel shall be transferred / withdrawn without the consent of PWD. Similarly, prior to induction of new personnel on the Project site, the approval of PWD shall be obtained

3.0 STAGewise SERVICES

The Consultants shall provide Comprehensive Consultancy Services in the following areas:-

- a) All Architectural Services including Master Plans, building plans, Landscaping and Signage plans etc.
- b) All Quantity Surveying Services
- c) All Civil & Structural Engineering Services including all proof checking work.
- d) All Electrical Engineering Services and Net Zero Solar Energy efficiency Services.
- e) All Mechanical Engineering Services
- f) All Public Health Engineering Services
- g) All Waste Water treatment and Management System
- h) Green Building Concept (Norms to be followed as per LEED/GRIHA).
- i) All furniture / equipments/fixtures/fittings for all buildings including rooms, labs, workshops, kitchens, lecture rooms, amphitheatre, Auditorium etc.
- j) All interiors and all acoustical treatments.
- k) All art work and signage
- l) All water supply & drainage system
- m) All I.T. Service.
- n) All environmental clearances/ permissions, environmental impact & social impact assessment and their clearance from concerned statutory bodies/ministries of the Govt.
- o) Inspection of works during construction and ensure that the execution is being done as per approved drawing and specifications.
- p) Any other services which are required but not specifically indicated.
- q) Preparation of 'As Built' drawings (on the basis of actual construction at site) including services and structures

The Consultants shall appoint specialized sub-consultants for which in-house expertise is not available with the consultant.

**3.1 Preliminary Stage****3.1.1 Contour Survey**

The Consultant will prepare the specifications and requirements for carrying out topographical survey and the survey of all existing services and other constraints existing in and around the site and get it approved from PWD. Thereafter, the work will be got executed by the Consultant and the report will be utilized for planning and designing of the overall scheme.

3.1.2 Soil Investigation

The Consultant will prepare the specifications, types of investigations/ tests and requirement for Soil Investigation and get it approved from PWD. Thereafter, the Consultant will get the Soil Investigation done and make available the Soil Investigation Report and other parameters required for the foundation design of multistory buildings. The Consultant will study and interpret the soil investigation reports and input data for structural and foundation design for individual buildings/ structures/ equipments etc as per relevant IS codes.

3.1.3 Master Plan/Lay out plan

- a) Development and Submission of the Master Plan and Modifications of the Master Plan taking into account the comments and suggestions of the AUD/PWD.
- b) Submission of the Final Master Plan to local bodies and incorporating changes, if any, suggested by them and re-submitting the same.
- c) Obtaining approval of the master Plan from local authorities like DDA, MCD, DUAC etc.

3.1.4 Concept Design.

- a) Ascertain AUD's requirements and examination of site constraints and potential for individual buildings, external and internal systems/ services, and preparation of a brief for PWD's review/ recommendations and AUD's approval including conceptual / control designs/ drawings/ documents and incorporating required changes, if any.
- b) Development of the concept design after interacting with AUD/PWD.
- c) Submission of the concept design and make presentation of the entire scheme.
- d) Modifications in the concept plan taking into account the comments, suggestions of AUD/ PWD and submitting the same to PWD for approval.
- e) Submission of the final concept design along with models, photograph, 3D-walk through as per DUAC norms etc. to DUAC. The cost of such models, photographs, etc. shall be borne by the consultant.
- f) Obtaining approval of the Concept design from DUAC.

3.1.5 Project Report

- a) Preparation of Project Report and Project cost estimate covering all project components



including any other equipments required etc.

3.1.6 Approval Stage

- a) Development of the Submission Plans of buildings and all external services.
- b) Submission of the design, drawing and related document to concerned local authorities.
- c) Modifications of the design, drawing etc taking into account the comments, suggestions etc. of the local bodies.
- d) Re-Submission and obtaining approval of the design, Drawing etc from local bodies.
- e) *Carrying out Environment Impact Assessment*, submission of the same and getting approval from concerned authorities.
- f) Obtaining necessary approval of the project from Delhi Pollution Control Committee and Ministry of Environment/Department of forest and environment, GNCTD as per the requirement.

3.2 DETAILED DESIGN STAGE- ARCHITECTURAL SERVICES

- (i) Prepare tender drawings, schedules and specification of materials and workmanship, in sufficient detail to enable to prepare a tender. The tender drawings & documents shall include detailed site plan, detailed drawings for each buildings including floor plans, elevations, door & window schedules, finishing schedules, fitting schedules, colour schemes, flooring patterns, reflected ceiling plans, ironmongery, joinery, installation details, wall profiles, Staircases, ramp and lift details, details of important building parts /areas, landscape & horticulture details etc. As far as possible standards of quality performance requirement and descriptive names shall be used rather than specific products or brand names. Appropriate clauses will be inserted in the tender documents by Consultant to the effect that after handing over of the Campus and Services AUD shall enter into a 3 / 5 years Comprehensive Annual Maintenance Contract with the contractors/ vendors for specialized services like HVAC, lifts, DG sets, Fire Fighting and detection systems etc.
- (ii) Prepare and issue "Good for construction" drawings. Drawings shall be adequately detailed and shall contain enough information to enable construction, full measurement, pricing and production of bill for payment. The working drawing shall include:
 - a) Layout Plan showing:
 - All proposed buildings, play fields, green area, Sewage Treatment Plant, Sump, Rain Water Harvesting, Electrical Sub-Station etc.
 - Blow up of road junction / parking area and other such area as required.
 - Coordinated External services
 - b) Detailed Drawings of:
 - Floor plans, fully coordinated with all services/disciplines
 - Elevations
 - Sections
 - Wall profiles
 - Doors & Window details
 - Stairs/Ramps/Lifts details



- Details of building parts, areas, critical special treatments.
 - Toilet details.
 - Flooring pattern and details
 - Dado details
 - Roof flow, draining including rain water harvesting system underground tank
 - Detailed designed and drawing of all types of furniture, all lab equipments, all workshop machineries, all kitchen equipment etc.
 - Detailed drawing of art work.
 - Any other detailed require by the Engineer-In-charge.
- c) **Landscape & Horticulture**
- Drawings of landscape including blow up of critical areas / landscapes / plantation schemes in detailed coordination with all external services
 - Horticulture details
- d) Any other details required for completion of the buildings/services.

3.3.2 CIVIL & STRUCTURAL ENGINEERING SERVICES

3.3.2.1 General

- (i) The Consultant shall perform all the Civil & Structural design work necessary by utilizing the most economical, effective and widely accepted engineering concepts/practices and shall at all times show a high degree of professionalism in his work.

3.3.2.2 The Consultant will be fully responsible for the design of all the Civil&Structural engineering works. The services to be provided by the Consultant shall include but not be limited to the following:

(A) Design Basis

- i. Preparing specifications and Tender documents for conducting surveys, tests and other investigations and submit the same to PWD as required for determining the basis to accomplish economic and safe designs. PWD will get the surveys and other investigations done and handover the results/reports to Consultant.
- ii. Planning for the structural arrangements with the Architectural design.
- iii. Co-ordination & finalization of structural arrangement
 - Beam & Column location
 - Beam & Column size finalization
 - Slab profiles
 - All other detailing required for the finalization of design
- iv. Finalization of design basis & structural systems.

(B) Structural Design Development

- i. Design of all the structural and non structural elements
- ii. Getting Proof checking of structural design /drawings, incorporating comments/ advice of proof consultant and preparing "Good for construction" drawings. The



proof checking shall be got done by the Consultant from a reputed institution as approved by PWD/AUD. These institutions will include IIT Delhi, IIT Roorkee, Delhi Technological University, NIT Kurukshetra or any other agency as approved by PWD.

- iii. Preparation of detailed structural analysis and structural design calculations (including seismic design as applicable) based on Design Input and preparation of detailed structural drawing.
- iv. Preparation of Bar Bending schedules and/or detailed reinforcement drawings sufficient to enable the contractor to procure the steel from the market and cutting/bending and placing of the reinforcement.

(C) Drawing Stage

- Foundation plans & details
- Column, walls and beam layout plans
- Floor Framing plans, fully coordinated with all disciplines
- Floor slab structural details
- Column & beam structural details
- Staircases, ramps, lifts shafts and machine room details, rain water harvesting chamber.
- Requirement of Green Building Concept
- All other details and sketches required for proper execution of the works.

3.3.3 Electrical Engineering Services.

The electrical system shall be designed in accordance with "Net Zero energy "and GRIHA norms and it should conform to GRIHA 4/5 Star rating. The services to be provided by Consultant shall include Design Basis Report, Preliminary & Detailed Estimates, Load Calculation, Design and Drawings, Vetting of shop drawings. The consultant will provide specifications etc. and proof checking of designs and systems by third party proof consultant as per requirements of AUD/PWD.

3.3.3.1 (A) Internal and External Electrification

- Design of internal electrification network of building with adequate sizing of cables, wires, switchgears, distribution boards, panels, electrical fittings and fixtures.
- Earthing protection system to be planned in accordance to soil investigation report and conforming to latest IS standards.
- Lifts and escalators shall be designed to make barrier free campus including relevant norms and provisions for Persons with Disabilities (PWD).
- Calculation and Simulation required conforming to GRIHA 4/5 star rating for complete electrical lightning system for the best illumination level (foot candles), uniformity, layout, and aesthetic considerations such as color rendition shall be taken into account.
- Measures for energy conservation –day light harvesting, occupancy sensor etc.
- Liaisoning and approval with other statutory bodies like NDPL/BSES, TPPDL, Delhi Fire Services, Electrical Inspector and other necessary department for obtaining the pre construction and post construction clearances.



- All the staff quarters and faculty housing shall have the provision of communicable electrical billing system.

3.3.3.1 (B) External Electrification- other works

- Design of Sub -Station at various voltage levels in a ring man topology, with a suitable underground power cable distribution network considering the voltage drop as per distance and load calculation. System will have redundancy and should not depend on single power source.
- Design of power backups with Diesel Generator to be planned with Automatic mains failure panel, synchronization scheme and load shedding scheme.
- Street lights and landscape lightning to be provided in accordance with GRIHA.
- Suitable Automatic Power Factor correction system to be provided.

3.3.3.2 Renewable Energy Sources

- Design of alternative renewable energy sources along with solar power generation to minimize the energy requirement from conventional sources.
- Solar power system at desired voltage level shall be in corporate with an import/export power scheme. Automatic transfer scheme from raw power to renewable power shall be provided with a suitable provision in electrical panels.
- Solar Potential Study and recommendations for whole area along with Grid connectivity.

3.3.3.3 Energy/Building management system (BMS)

- Building management system shall be the backbone of services it should be planned on open protocol. It shall integrate all the necessary services of the building for close operation and monitoring of the services from a single window.
- Schematic design of BMS system with complete IO summary showing proper integration of all the services.

3.3.3.4 Sophisticated Control and Data Acquisition System (SCADA)

- Schematic design of SCADA system connecting all the sub stations. System should incorporate control and monitoring of electrical parameters and switch gear in co-operating other energy sources.

3.3.3.5 Telephone, Intercom & Communication System

- Telephone layout and telephone equipment including conduit and accessories layout for the telephone system and any protective devices battery back-up required.
- Design the EPABX/EPBX room. Prepare conduit layout of cables and terminals inclusive of a fiber optic or other special data transmission cables for system required.
- Intercom layout and intercom equipment including conduit and accessories layout for the intercom system and any protective devices required.
- Topology of networking, LAN (Structured Cabling), cables, conduits, raceways, sockets, layout drawings floor wise.
- Prepare the specifications and bills of quantities.



- Check and approve detailed drawings of the suppliers and manufacturers

3.3.3.6 Cable TV/Dish Antenna System.

- Prepare working drawings indicating the locations of TV points, Central panel/racks of dish antenna.
- Prepare specifications and bills of quantities.
- Check and approve the suppliers'/ manufacturers drawings/ documents.

3.3.3.7 Lightning Protection and Earthing System

Lighting protection system shall be an advanced integrated lighting protection system. The work shall include, but not limited to, the following:

- Prepare plans showing internal/external earth grid, earth electrodes and lightning protection with size of conductors and details of each electrical and lightning arrestors along-with details of earthing pits.
- Earth system shall be as per relevant Indian Standards and Indian Electricity rules.

3.3.3.8 External Lighting

- Assess the external lighting requirement for parking, buildings etc.
- Prepare plans indicating the road lighting with circuit details, typical pole detail with type of fixture, cabling, earthing etc.
- Prepare the specifications and bills of quantities;
- Check and approve detailed drawings of the suppliers and manufacturers

3.3.3.9 UPS back-ups

- Prepare the plan indicating the locations of UPS rooms in the buildings, UPS room layout, Floor wise UPS power distribution drawings, Single line diagram/Power flow diagram.
- Prepare specifications and bills of quantities;
- Check and approve detailed drawings of the suppliers/ manufacturers;

3.3.3.10 Solar Heating and R.O. System

- Planning and Installation of Solar Heating System and R.O. System for building.
- Prepare specification and bill of quantities.
- Check and approve detailed drawings of the suppliers/manufacturers.

3.3.3.11 CCTV, Public Address system, Access Control system, Audio- Visual System and Vehicle management System.

- Planning & Designing of CCTV, Public Announcement, Access Control system and Vehicle management System& Equipments with high level integration.



- Audio-Visual system, sound re-enforcement system, conference room projection system, Amplifier speakers, mixers, acoustics, floor use layout control system, drawings and system layout drawings.

3.3.3.12 IT and LAN Networking System

- Design and drawing of multi core optical fiber cable distribution network system for easy and stable accessibility of intranet and internet services of the building.
- The design should incorporate detailed planning of all active and passive components for high level and low level networking.
- Design of LAN network of the building for IT labs, Access points, WI-FI campus.

3.3.4 MECHANICAL ENGINEERING SERVICES

A detailed assessment has to be made for planning the mechanical services of the building conforming to GRIHA 4/5 star accreditation. The system should be capable of handling future expansions in the campus. The services to be provided by Consultant shall include Preliminary & Detailed Estimates, Design Basis Report, Load Calculation, Design and Drawings, Vetting of shop drawings. Also Liasoning, pre construction approval and post construction approvals have to be made from government bodies.

3.3.4.1 Heat Ventilation and Air Conditioning System

- Objective of air conditioning is to provide thermal comfort for the Air-conditioned spaces in a cost-effective manner considering both capital and operation costs. Temperatures and Indoor Air Quality shall be maintained in accordance with standards and practices.
- The heat load calculation in summers and monsoon shall be furnished along with the detailed design and drawing of plant rooms, water piping, air ducts, HVAC equipments, piping and instrumentation drawing.

3.3.4.2 Fire Detection and fire alarm system.

- Design the FDA Control Room layout.
- Prepare working drawings (Floor wise) indicating the zones, location of the fire alarm sensors, Response Indicator, Manual call points, Hooters, their conduits and wiring and location/details of FDA control panels, evacuation plans.

3.3.4.3 Lifts and Escalators

- Specify the capacity and type of lifts/escalators to be provided and prepare layout for the necessary machine areas.
- Finalize the design for lifts and escalators installation as per the Statutory/local regulations.
- Prepare specifications and bills of quantities.
- Lift and escalators shall be designed in accordance with person with disability and old age person to make the campus barrier free.

**3.3.4.4 Water Pumps**

- Specify the type of pumps for water supply & d-watering purpose.
- Prepare specifications and bills of quantities.
- Check and approve the suppliers'/ manufacturers drawings/ documents.

3.3.4.5 Fire Fighting & Fire Suppression System

- Design and prepare working drawings for internal and external fire protection and suppression system including hydrant, sprinkler system, CO₂ flooding system, pressurization system, fire extinguisher system, Underground Tanks, fire pump rooms etc. in line with the statutory requirements.
- Size all equipment required and prepares detailed specifications and bill of quantities.
- Obtain necessary license/permissions from the statutory/local fire authority /bodies etc. as required.
- Check and approve detailed drawings and data sheet of suppliers/ manufacturer

3.3.4.6 Plumbing and Integrated Water Management System

- Design and drawing of plumbing system for internal and external. It shall include comprehensive design concepts and installation guidelines for energy conservation and water harvesting.
- Integrated and sustainable water management focusing on least anthropogenic water discharge from human activities should be pursued.
- The use of water conservation fixtures, landscaping, rain water harvesting, aquifer recharging and waste-water recycling need to be given due consideration.
- Involve use of efficient building and plumbing services components and fixtures tailor-made to meet sustainability objectives and creating sufficient awareness among the users of building facility and its services, during the occupancy stage.
- Ensure potable quality of water for drinking and washing as per the prescribed standards and to ensure that treated waste water is meeting the desired standards for reuse or disposal.
- Minimize the consumption of mains supply potable water and minimize the volumes of urban storm water run-off.
- Consider natural storm water filtration and absorption schemes which employ engineered, landscaping devices such as swales, rain gardens and infiltration ponds.

3.3.5 PUBLIC HEALTH ENGINEERING

- (A) All the design and drawings should be well coordinated with Architecture, structure and other services drawings.
- (B) All designs shall be as per the latest Indian Standards, Local bye-laws and statutory norms/regulation.
- (C) Design of Public Health & Engineering services taking into account various topographical, meteorological, Hydrological etc. reports, identify the source and quality of water, conduct survey of existing water supply system, Sewerage system, Drainage system, Fire-fighting system,

other site development works etc. for planning of services. These existing systems are to be augmented with proposed (Required) system.

(D) The services shall include following major components as discussed in detail:

- (i) Water Supply System
- (ii) Internal Sanitary Installations
- (iii) Sewerage System
- (iv) Drainage System

(i) Water Supply System

- If required by AUD/PWD, Consultant will check and examine the ground water quality at site. In case, the ground water is found unsuitable for campus use, then a suitable Water Treatment Plant may be designed after proper investigations/ Study Reports etc.
- Calculation of water requirements for domestic, non-domestic and other services.
- Design and prepare working drawings of internal and external water supply system including Underground tank, Overhead tank, Water treatment plant, Pumping stations, rising mains, distribution system and internal plumbing, recycling of treated waste water etc.
- Prepare specifications and bill of quantities.
- Check and approve detailed shop drawings and data sheets of suppliers/ manufacturers.

(ii) Internal Sanitary Installations

- Design and prepare working drawings of internal sanitary installations.
- Identify, design and prepare working drawings of handicapped friendly toilets and sanitary installations, if required.
- Prepare specifications and bill of quantities.
- Check and approve detailed shop drawings and data sheets of supplies / manufacturers.

(iii) Sewerage System and Sewage Treatment Plant

- Calculation for quantity of waste water generated from different sources and design waste water treatment plant
- Design and prepare working drawings for internal and external soil/waste disposal systems including sewage treatment plant and treated water usages, etc.
- Obtain approval from statutory and local bodies for waste disposal
- Prepare specifications and bill of quantities
- Check and approve detailed shop drawings and data sheets of suppliers/ manufacturers

(iv) Drainage

- Design and prepare working drawings for storm water drainage including roof drainage, service area drainage and surface drainage.
- Design and prepare working drawings for rain water harvesting system.
- Obtain approval from statutory and local bodies for drainage connections and rainwater harvesting scheme etc.



- Prepare specifications and bill of quantities
- Check and approve detailed shop drawings and data sheets of suppliers/ manufacturers.

3.3.7 Site development Works

- (i) Design and prepare working drawings (longitudinal & cross section) for roads/ footpaths/ parking areas etc.
- (ii) Design and prepare working drawings of irrigation system for horticulture
- (iii) Prepare specifications and bill of quantities.
- (iv) Check and approve detailed drawings of suppliers/ manufacturers.

3.4 CONSTRUCTION STAGE

During the construction/ implementation of the project, the Consultant will provide the following services:

- a) Deploy on full-time basis one Civil Engineer, One Electrical Engineer and one Architect at the Project Site Office, having qualification and at least 8 years of work, during the entire period of construction.
- b) *Review and certification of detailed Conceptual design* of each of the constituent components for construction or development within the campus, before approval by the statutory authorities.
- c) Inspect the works and attend meetings during execution to give clarifications, if any, and to modify the drawings as per the site/ construction requirements.
- d) Supplying to the PWD such further drawings, specifications or details which may be required for proper execution of work.
- e) *Obtaining the PWD/AUD approval for any material deviation in design, cost, working drawings, schedule and specifications* from the approved scheme.
- e) Rendering timely advice for implementing special measures for effecting cost / quality / time benefit for the project.
- f) Interact and Liaise with AUD to understand, integrate and link the services to the building services.
- g) *Provide detailed justification for necessity of changes in terms of design, quantities, and specifications etc., and obtain approval thereof from PWD/AUD.*
- h) Provide quick clarifications to designs or details that have been provided vide drawings or immediate solutions to the clarifications sought by the Vendors / Contractors.
- b) Prepare and submit required number of copies of monthly progress accomplishment reports of the project including photographs, videos and virtual walkthroughs depicting progress of project, info-graphics etc. The Consultant will make presentations about the project during the construction stage as per requirement of PWD/AUD.

**3.5 POST COMPLETION STAGE**

- a) Consultant shall obtain necessary completion certificates/ no-objection certificate from statutory bodies for the whole campus to enable AUD to occupy the campus.
- b) Consultant shall attend Review Meetings during defect liability period as required by PWD/AUD.
- c) The Consultant is required to submit a formal documentation of the project in form of a Coffee Table Book which will systemically present the idea of the project , execution, novel concepts incorporated in the design, energy efficiency measures, modern technology features etc. The coffee table book is supposed to serve as a conceptual chronological document for development of design of campus marking important features and methods.
- d) Ensure the preparation of AS-BUILT drawings and record all approved deviations and changes in drawings.



3.6 Time Schedule for Stage Wise Activities of Consultant

S. No.	Activities	Period of Completion of Stage Wise activity (In weeks)	Cumulative Period from the date of commencement (in weeks)	Remarks
A	PRELIMINARY STAGE			
A.1	Preparation and submission of Conceptual scheme, Master Plan, preliminary project report, basic scheme of the overall project including preliminary design & drawings of individual buildings and internal/external services, preliminary cost estimates of all project components and approvals from PWD/AUD	12	12	
B	Municipal and Statutory Approvals Stage			
B.1	Preparation and Submission of all necessary municipal drawings, reports & document of complete project for review and approval of PWD/AUD and approval thereafter by all the concerned Municipal and Statutory authorities for commencing the construction works.	14	26	This activity can start after Master Plan and building drawings are approved by PWD/AUD at stage A.1
C	Detailed Design/ Drawings/ Estimates Stage			
C.1	Preparation of Structural designs/ drawings, getting them checked from Proof Consultants and submitting for approval of PWD	12	26	This activity can start in parallel after Master Plan and building drawings are approved by PWD/AUD at stage A.1
C.2	Preparation and submission of detailed designs/calculations and detailed Architectural drawings of all buildings	18	26	This activity will overlap and run parallel to activities at stage A.1 & B.1
C.3	Preparation and Submission of all internal and external services Drawings	12	26	-do-
C.4	Preparation and Submission of Detailed Estimates & Details of measurements, Analysis of rates, tender drawings, specifications and draft tender documents to PWD.	08	30	This activity will overlap and run parallel with activities in C.1 and C.2



C.5	Submission of Detailed Architectural & Service Drawings "Good for Construction".	10	30	This activity will overlap and run parallel with activities in C.1, C.2 and C.4
C.6	Submission of structural design and drawings "Good for Construction".	08	30	This activity will overlap and run parallel with activities in C.1, C.2 and C.4
D.	CONSTRUCTION STAGE			
D.1	During execution of project intermittent inputs will be required from the consultants in clarifying the technical queries, site visit to make sure that the construction conforms to the design.	(36 months)	Actual period of construction	
E.	POST CONSTRUCTION STAGE			
E.1	Obtaining completion certificate from local bodies.	8	After completion of Stage D-1	
E.2	Submission of As- Built Drawings	12	After completion of Stage E-1	

Signed for and on behalf of
consultant.

Signed for and on behalf of AUD

Executive Engineer,
Housing Project Division-1,
PWD(GNCTD), First Floor,
A- Block, Vikas Bhawan-II,
Civil Lines, Delhi-110054



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CHAPTER 8

FEE FOR COMPREHENSIVE CONSULTANCY SERVICES

**FEE FOR COMPREHENSIVE CONSULTANCY SERVICES**

- 9.1 The Consultant will be paid an approved lump sum fee as per his letter of appointment issued by PWD. The Consultant's fee for the above project shall remain unchanged for the present scope of work even if the total cost of the project increases/decreases subsequently subject to provisions under clause 9.11 of this Chapter for Additions and Alterations.
- 9.2 AUD shall pay the Consultant the fee for the professional services rendered by them for the entire project as per Scope of Comprehensive Consultancy Services detailed in Chapter-7 of this document. The quoted fee should be inclusive of all the costs towards the whole project and no hidden costs/ exclusions should be appended.
- 9.3 The lump sum fee payable to the Consultant shall be inclusive of:
- a. Fee payable by the Consultant to any of its sub-consultant/Associate(s)
 - b. The cost of all visits of the Consultant, their Associates/Employees and sub-consultants to site of work for the preparation of the scheme and approval by all respective agencies/local bodies and also during the construction as and when required by the Engineer-in-Charge. In case, the Consultant or his representatives are required to visit any place outside Delhi to fulfill responsibilities as per the Scope of Comprehensive Consultancy Services then all such expenses on travel, boarding and lodging will be included in the lump sum fee of the Consultant.
 - c. All the expenses incurred by the Consultant in getting the Contour Survey and the Soil Investigation done at site for structural designs of foundations and external services.
 - d. The cost incurred for establishing a permanent office in Delhi/ NCR by the Consultant during the contract period for implementing the project. Further, the cost of the deployment of Engineers and Architect(s) by the consultant on a full time basis during the execution of the works, as stipulated in the scope of Comprehensive Consultancy work in Chapter-7, will be included in the Lump Sum fee of the Consultant. Also, the cost of office expenses of the Consultant/ Sub-Consultants including, stationary, traveling, attending meeting and related expenses shall be deemed to be included in the lump sum fee of the Consultant.
- 9.4 In case, the Consultant is instructed by PWD/AUD to travel within the country for inspection of any project, materials, manufacturers, or to attend a meeting/ conference, then the travel, boarding and lodging expenses will be reimbursed as per GNCTD norms. However, for such travels outside the country the consultant or his representatives will be reimbursed return economy class airfare and stay in a 4-star hotel subject to limits as per GNCTD norms.
- 9.5 The lump sum fees shall also be exclusive of statutory levies imposed by the Government of India such as service tax etc which are the reimbursable by the AUD/PWD to the Consultant, if paid, on



actual basis. Any Statutory payments such as application fee, security fee, development charges, service connection deposit/ charges, premiums etc. for obtaining clearances and approvals by the Consultant from Municipal Authorities shall be payable by the PWD/AUD over and above the Consultant's lump sum fees as per the demand/ rates of the Municipal/Statutory authorities.

- 9.6 No extra fee due to subsequent escalation in cost of services as a result of variations in cost of labour, materials, specifications etc. shall be paid.

9.7 **STAGE WISE FEE PAYABLE TO CONSULTANT**

For each of the services in the scope of Consultant work he shall be paid as per the stages given in Table-3 below. Stage-wise payments will be made to the Consultant "on account" to be adjusted against the final fee payable.

TABLE-3 PAYMENT SCHEDULE

Stage 1: CONCEPTUAL SCHEME & MASTER PLAN After ascertaining AUD's requirements, preparation and submission of conceptual scheme of the new campus, master plan, and its approval from AUD/PWD and thereafter from Statutory/ Municipal Authorities.	5% of the lump sum fee.
Stage2:PRELIMINARY DESIGNS & DRAWINGS Submission of basic schemes/designs and preliminary drawings of individual buildings, external & internal services, fully incorporating the requirements of PWD/AUD and approval by PWD/AUD	10% of the lump sum fee (Less payment already made)
Stage 3: PRELIMINARY COST ESTIMATES On submitting the final approved preliminary drawings/designs and model along with preliminary cost of estimates of the project and its approval by the PWD/AUD/GNCTD	15% of the lump sum fee (Less payment already made)
Stage 4: MUNICIPAL & STATUTORY APPROVALS Preparation and Submission of all necessary municipal drawings, reports & document of complete project for review and approval of PWD/AUD and approval thereafter by all the concerned Municipal and Statutory authorities for commencing the construction works.	25% of the lump sum fee (Less payment already made)
Stage 5: DETAILED ESTIMATES & DRAWINGS Preparation & Submission of Detailed design, calculations, working drawings, specification, detailed estimates, BOQ, Tender Document etc. of all individual buildings, External and Internal systems and services and approval by PWD.	35% of the lump sum fee (Less payment already made)
Stage 6: GOOD FOR CONSTRUCTION DRAWINGS On submission of complete sets of working drawings for	50% of the lump sum fee (Less payment already made)



all the buildings, internal and external services with all the details required for execution of the works and their approval by PWD.	
Stage 7: CONSTRUCTION STAGE Deputing a team of Architect/Engineers at site for inspection, certifying at each stage of progress of construction works (given below) that the work is being done as per approved drawings and specifications, checking and approval of shop drawings submitted by contractors for specialized works, providing clarifications on drawings and additional details required by AUD/PWD during execution of works: i. On completion of 20% of work ii. On completion of 40% of work iii. On completion of 60% of work iv. On completion of 80% of work v. On virtual completion	(i) 55% of the lump sum fee (Less payment already made) (ii) 60% of the lump sum fee (Less payment already made) (iii) 65% of the lump sum fee (Less payment already made) (iv) 70% of the lump sum fee (Less payment already made) (v) 85% of the lump sum fee (Less payment already made)
Stage 8: COMPLETION OF WORKS On submitting Completion Reports & drawings and obtaining completion/occupancy certificate from Statutory authorities wherever required and on issue of as built drawings along with all audio-video documentation as per scope of services.	95% of the lump sum fee. (Less payment already made)
Stage 9: POST COMPLETION On satisfactory commissioning and use of buildings, services and systems in the campus by AUD	5% of the lump sum fee (Retention money against furnishing of bank guarantee of 5% total fee, valid for 3 years from the date of completion certificate).

- 9.8** Payment due to the Consultant against its fee at all stages shall be computed and made as per schedule of payment in Table-3 above. Progressive on account payments shall be made by PWD to Consultant as per sequence of the stages based of work fully completed up to that stage and not for any part thereof.
- 9.9** TDS and statutory deduction, if any shall be deducted as per prevailing Government Rules and Regulations before releasing the payment at each stage to the Consultant. PWD will provide a certificate of TDS deduction made to the Consultant.



- 9.10** No additional fee is payable for deviations in the quantities of any item during actual execution. No extra/substituted items, deviations (plus/minus) shall be considered. Fees will be paid as per design approved by statutory authorities and AUD/PWD.

9.11 Modifications, Additions and Alterations:

- 9.11.1** The AUD/PWD shall have the right to request in writing for additions alterations, modifications or deletions in the design and drawing of any part of the work.
- 9.11.2** The Consultant shall not make any material deviation, alteration, addition to or omission from the work shown and described in the contract document except without first obtaining the written consent of the AUD/ PWD.
- 9.11.3** If the final built up areas or Infrastructure detailed in **Chapter-4** increases or decreases by more than 15% of proposed overall built up area stipulated in this document then the Consultant's fee shall be revised proportionately based on the lump sum fee of the Consultant. Increase or decrease of built up areas up to 15% shall be included in the lump sum fee of the Consultant.



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CHAPTER 9

CONDITIONS OF CONTRACT

**CONDITIONS OF CONTRACT****1. General Provisions:****1.1 Definitions**

Unless the context otherwise requires the following terms whenever used in this contract have the following meanings:

- (a) **"Applicable law"** means the law and any other instruments having the force of law in India, as they may be issued and in force from time to time;
- (b) **"Contract"** means the contract including all Annexes hereto and all documents herein attached and the amendments which the PARTIES may hereafter agree in writing to be made to this CONTRACT;
- (c) **"Effective Date"** means the date on which this contract comes into force and effect pursuant to condition 2.1 below;
- (d) **"Consultant"** - "Consultant" shall mean (name of firm) a firm of Consultants/Engineers & Experts engaged for the project having its registered office at appointed by the PWD for providing the comprehensive consultancy services for the development of AUD campus.
- (e) **"Personnel"** means persons hired by the Consultant or by any sub Consultant as employee and assigned to the performance the services or any part thereof;
- (f) **"Party"** means the PWD or the Consultant, as the case may be and parties mean both of them.
- (g) **"Comprehensive Services"** means the work to be performed by the Consultant pursuant to this contract for the purpose of the project, as described in Chapter-8.
- (h) **"Sub Consultant"** means any entity to which the Consultant sub-contracts any part of the service in accordance with the provisions of Contract Condition no. 3.6;
- (i) **"Third Party"** means any person or entity other than the Government, the PWD, the Consultant or sub Consultant;
- (j) **"AUD"** means "Ambedkar University Delhi"; represented through Director, Campus Development Division, AUD, Delhi or any other official authorized by Vice Chancellor, AUD.
- (k) **"Engineer-in Chief"** means the Engineer-in-Chief, Public Works Department (PWD);
- (l) **"Chief Project Manager"** means the Chief Project Manager of Housing Zone, PWD (GNCTD), Delhi.
- (m) **"Engineer-in-charge"** means Executive Engineer, Housing Project Division -1, PWD (GNCTD), Delhi.
- (n) **"PWD"** means Public Works Department, Govt. of National Capital Territory of Delhi.
- (o) **"GNCTD"** means Government of National Capital Territory of Delhi.
- (p) **"Project"** shall mean the buildings, other facilities and allied works within the plot of Ambedkar University Delhi at Dheerpur Phase-1, Delhi.
- (q) **"Project Cost"** means the assessed cost of the Project excluding the cost of land, Comprehensive Services Consultant's fee and payments made for statutory approvals and construction of the entire campus.

1.2 Relation between the parties

Nothing contained herein shall be construed as establishing a relation of master and servant or of agent and principal as between the PWD/AUD and the Consultant. The Consultant, subject to



this contract, has complete charge of personnel performing the services and shall be fully responsible for the services performed by them on his behalf.

1.3 Law Governing Contract

This contract, its meaning, interpretation, and the relation between the Parties shall be governed by the Applicable Laws of India and Delhi State.

1.4 Language

This contract shall be executed in English, which shall be binding and controlling language for all matters relating to the interpretation of this contract.

1.5 Headings

The headings shall not limit, alter or affect the meaning of this contract.

1.6 Notices

- 1.6.1** Any notice, request or consent required or permitted to be given or made pursuant to this contract shall be in writing. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the party to whom the communication is addressed, or when sent by registered post or facsimile to such party at the address specified below.

Executive Engineer
Housing Project Division-1
PWD (GNCTD), First Floor
A-Block, Vikas Bhawan-II
Civil Lines,
Delhi-110054

For the Consultant	:	_____
Address	:	_____
Attention	:	_____
Telephone No.	:	_____
Mobile Phone No.	:	_____
Facsimile	:	_____
E-mail	:	_____
(Note: Fill in the Blanks)		



1.6.2 Notice will be deemed to be effective as specified below.

- (a) In the case of personal delivery or registered mail, on delivery;
- (b) In the case of telegrams, 48-hours following confirmed transmission; and
- (c) In the case of facsimiles, 48-hours following confirmed transmission.

1.6.3 A party may change its address for notice hereunder by giving the other party notice of such change.

1.7 Authorized Representatives

Any action required or permitted to be taken, and document required or permitted to be executed, under this contract by the PWD/ AUD or the Consultant may be taken or executed by the officials specified below.

For PWD: Executive Engineer, PWD or any other person nominated by the Engineer-In-Charge

For the Consultant :

(Note: Fill in the Blanks)

2. Commencement, Completion, Modification and Termination of Contract

2.1 Effectiveness of Contract

This contract shall come into force and effect from the 10th day from the date of the letter of acceptance of the offer for Comprehensive Consultancy Services.

2.2 Commencement of services

The Consultant shall begin carrying out the services at the end of such time period after the effective date.

2.3 Expiration of contract /Contract Period/ Defect Liability Period

Unless terminated earlier pursuant to condition no. 2.8 of contract conditions hereof, this contract shall expire when services have been completed and all payments have been made at the end of such time period after the effective date or the extended period, if required. Any deficiencies in the project after its completion are to be rectified. Owner will inform the Comprehensive Services Consultant about rectification within 90 days of Consultant submitting that work is over.

2.4 Entire Agreement

This contract contains all covenants, stipulations and provisions agreed by the parties. No agent or representative of either party has authority to make, and the parties shall not be bound by or be liable for, any statement representation, promise or agreement not set forth herein.



2.5 Modification

Modification of the terms and conditions of this contract, including any modification of the scope of the services, may only be made by written agreement between the parties, however each party shall give due consideration to any proposals for modification made by the other party

2.6 Force Majeure

2.6.1 Definition

- a) For the purposes of this contract, "Force Majeure" means an event which is beyond the reasonable control of a party and which makes parties performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible in the circumstances, and includes, but is not limited to, war, riots, civil disorder, earthquake, fire explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action (except where such strikes, lockouts or other industrial action are within the power of the party invoking Force Majeure to prevent), confiscation or any other action by government agencies.
- b) Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a party or such party's sub Consultant or agents or employees, nor (ii) any event which a diligent party could reasonably have been expected to both [A] take into account at the time of the conclusion of this contract and [B] avoid or overcome in the carrying out its obligations hereunder.
- c) Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.
- d) Both parties have to keep a record of such conditions which delay the work and the time period for completion of the project will extend accordingly.

2.6.2 No Breach of Contract

The failure of a party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this contract in so far as such inability arises from an event of Force Majeure, provided that the party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this contract.

2.6.3 Measures to be taken

- a) A party affected by an event of Force Majeure shall take all reasonable measures to remove such party's inability to fulfill its obligations hereunder with minimum of delay.
- b) A party affected by an event of Force Majeure shall notify the other party of such event as soon as possible and in any event not later than fourteen (14) days following the occurrence of such event providing evidence of the nature and cause of such event and shall similarly give notice of the restoration of normal conditions as soon possible.



- c) The parties shall take all reasonable measures to minimize the consequences of any event of *Force Majeure*.

2.6.4 Extension of Time

Any period which a party shall pursuant to this contract complete any action or task shall be extended for a period equal to the time during which such party was unable to perform such action as a result of *Force Majeure*.

2.6.5 Consultation

Not later than thirty (30) days after the award of work, as the result of an event of *Force Majeure*, have become unable to perform a material portion of the services, the parties shall consult with each other with a view to agreeing on appropriate measures to be taken in the circumstances.

2.7 Suspension

The Engineer-in-Charge may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of their obligations under this contract, including the carrying out of the services provided that such notice of suspension (i) shall specify the nature of the failure and (ii) request the Consultant to remedy such failure within the period not exceeding thirty (30) days after the issue of such notice of suspension.

2.8 Termination of Contract

The Engineer-in-Charge may, by not less than thirty (30) days of written notice of termination to the Consultant (except in the event listed in paragraph (f) below, for which there shall be a written notice of not less than forty five (45) days, such notice to be given after the occurrence of the events specified in the paragraph (a) through (f) of this condition no. 2.8), terminate this contract.

- (a) *If the Consultant fails to remedy in the performance of their obligations hereunder, as specified in a notice of suspension pursuant to condition no.2.7 herein above, within thirty (30) day of issue of such notice of suspension or within such further period as the Engineer-In-Charge may have subsequently approved in writing;*
- (b) *If the Consultant become (or, if the Consultant consist of more than one entity, if any of their members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;*
- (c) *If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to condition no. 8 hereof;*
- (d) *if the consultant submits to the Engineer-in-Charge a statement which has a material effect on the right, obligations or interests of the PWD/AUD and which the consultant know to be false;*



- (e) if as the result of force majeure the Consultant is unable to perform a material portion of the services for a period of not less than thirty (30) days or
- (f) if the Engineer-in-Charge, in its sole discretion and for any reason whatsoever, decides to terminate this contract
- (g) if the owner decides to curtail or totally abandon the work, then payment to the consultant will be made up to stage of work completed.

2.8.1 Cessation of Rights and Obligations

Upon termination of this Contract pursuant to Contract Conditions No. 2.8 hereof, or upon expiration of this Contract to Contract Condition no. 2.3 hereof, all rights and obligations of the Parties hereunder shall cease, except:

- (i) Such rights and obligations as may have accrued on the date of termination or expiration;
- (ii) The obligation of confidentiality set forth in Contract Condition no. 3.3 hereof;
- (iii) Any right which a Party may have under the Applicable Law.

2.8.2 Cessation of Services

Upon termination of this Contract by notice pursuant to Contract Conditions No. 2.8 hereof, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Engineer-in-Charge, the Consultant shall proceed as provided, respectively, by Contract Conditions hereof.

2.8.3 Payment upon Termination

Upon termination of this Contract pursuant to Contract Condition no. 2.8 hereof, the Engineer-in-Charge shall make the following payments to the Consultant (after offsetting against these payments any amount that may, be due from the Consultant to the PWD):

- (i) Remuneration pursuant to Contract Condition no. 6 hereof for Services satisfactorily performed prior to the effective date of termination
- (ii) Reimbursable expenditures pursuant to Contract Condition no.6 hereof for expenditures actually incurred prior to the effective date of termination; and
- (iii) Except in the case of termination pursuant to paragraphs (a) through (d) of Contract Condition no. 2.8 hereof, reimbursement of any reasonable cost incident to the prompt and orderly termination of the Contract.

2.8.4 Forfeiture of Performance Guarantee upon termination of contract

In case, the agreement of consultant is terminated due to the default of the consultant, his Performance Guarantee shall be forfeited which shall be absolutely at the disposal of the PWD/AUD.

**2.8.5 Disputes about Events of Termination**

If the consultant disputes whether an event specified in paragraphs (a) through (e) of Contract Condition no. 2.8 hereof has occurred, he may, within 45 days after receipt of notice of termination from the Engineer-in-Charge, refer the matter to arbitration pursuant to Contract Condition no. 8 hereof and this Contract shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

3. Obligations of the Consultant**3.1 General****3.1.1 Standard of Performance**

The Consultant shall perform the services and carry out their obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and consider appropriate advanced technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisors to the PWD/ AUD, and shall at all times support and safeguard the PWD's/ AUD's legitimate interests in any dealings with sub-Consultant or third parties. The Consultant shall also suggest and recommend remedial measures for timely completion of the project.

3.1.2 Law Governing Services

The Consultant shall perform the services in accordance with the Applicable Law and shall take all practicable steps to ensure that any sub-Consultant, as well as the personnel and agents of the Consultant and any sub-Consultant comply with the Applicable Law. If required the Engineer-in-Charge shall advise the Consultant in writing of relevant local customs and the Consultant shall, after such notifications, respect such customs.

3.2 Confidentiality

The Consultant, their sub-Consultant and the personnel of either of them shall not, either during the term or within three (3) years after the expiration of this contract, disclose any proprietary or confidential information relating to the projects, the services provided by him under this contract or PWD/ AUD's operations without the prior written consent of the Engineer-in-Charge.

3.3 Liability of the Consultant

Subject to additional provisions, the Consultant's liability under this contract shall be as provided by the Applicable Law.

- A. Except in case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or firm acting on behalf of the Consultant in carrying out the services, the Consultant with respect to damage caused by the Consultant to the PWD/ AUD, shall not be liable to the PWD/AUD:



- (i) For any indirect or consequential loss or damage; and
 - (ii) For any direct loss or damage that exceeds:
 - a) the total payments for professional Fees and Reimbursable Expenditures made or expected to be made to the Consultant hereunder, or
 - b) the proceeds the Consultant may be entitled to receive from any insurance maintained by the Consultant to cover such a liability, whichever of (A) or (B) is higher.
- B.** This limitation of liability shall not affect the Consultant's liability, if any, for damage to third parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services.

3.4 Professional liability Insurance to be taken by the Consultant

The Consultant shall indemnify and hold harmless PWD/AUD, his agents, representatives and employees against any suit, damages, demands, claims, costs etc. arising out of or in any way connected with the negligent acts or omissions of the Consultant, his employees, agents, representatives in the performance of the CONSULTANT's obligations under this contract and for this purpose shall take out and maintain a Professional Indemnity-Insurance Policy with a Nationalized Insurance Company by paying a premium limited to 0.2% of the fee per annum till the currency of the agreement or period of 10 years whichever is earlier. A copy of the policy shall be deposited with the Engineer-in-Charge.

3.5 Consultant's Actions requiring PWD (GNCTD)'s prior Approval

The consultant shall obtain prior approval of the Engineer-in-Charge in writing before entering into a subcontract for the performance of any part of the Services, it being understood

- (a) That the selection of the sub-consultant and the terms and conditions of the subcontract shall have been approved in writing by the Engineer-in-Charge prior to the execution of the subcontract.
- (b) That the Consultant shall remain fully liable for the performance of the Services by the sub-consultant and its Personnel pursuant to this Contract.

3.6 Reporting Obligations

The consultant shall submit to the Engineer-in-Charge the reports and documents specified in Scope of Comprehensive Consultancy Services, in the form, in the numbers and within the time periods as specified.

3.7 Documents prepared by the Consultant to be the property of the PWD (GNCTD)/AUD

All plans, drawings, specifications, designs, reports and other documents prepared by the Consultant in performing the services shall become and remain the property of the AUD/ PWD, and the Consultant shall, not later than upon termination or expiration of this contract, deliver all such documents to the Engineer-in-Charge, together with a detailed inventory thereof. The consultant may retain a copy of such documents. The Consultant shall not use these documents for purposes unrelated to this contract without the prior written approval of the PWD/AUD.

**3.8 Material furnished by the Engineer-In-Charge**

The material made available to the Consultant by the Engineer-In-Charge shall be the property of the Engineer-In-Charge and shall be marked accordingly. Upon termination or expiration of this agreement, the consultants shall furnish forthwith to the Engineer-In-Charge, an inventory of such materials and shall dispose of such materials in accordance with the instructions of the Engineer-In-Charge.

3.9 PERFORMANCE GUARANTEE

- i) The Consultant shall submit an Irrevocable Performance Guarantee of 5 % (Five Percent) of the tendered amount as per proforma at Annexure-O in the form of Bank Guarantee in addition to other deposits mentioned elsewhere in the contract for his proper performance of the contract agreement, (not withstanding and /or without prejudice to any other provisions in the contract) within 15 days from the date of issue of letter of acceptance. This period can be further extended by the Engineer-in-Charge at the written request of the consultant, stating the reason for delays in procuring the Performance Guarantee to the satisfaction of Engineer-in-charge, for a maximum period of 7 days with late fee @ 0.1% per day of performance guarantee amount. This guarantee shall be in the form of Deposit at Call receipt of any scheduled bank/ Banker's cheque of any scheduled bank/Demand Draft of any scheduled/Pay order of any scheduled bank or Government Securities or Fixed Deposit Receipts or Guarantee Bonds of any Scheduled Bank or the State Bank of India in accordance with the form annexed hereto. In case a fixed deposit receipt of any Bank is furnished by the consultant to the Government as part of the performance guarantee and the Bank is unable to make payment against the said fixed deposit receipt, the loss caused thereby shall fall on the consultant and the consultant shall forthwith on demand furnish additional security to the Government to make good the deficit.
- ii) The Performance Guarantee shall be initially valid up to stipulated date of completion plus 60 days beyond the contract period. In case the time for completion of work gets enlarged, the consultant shall get the validity of Performance Guarantee extended to cover such enlarged time for completion of work. After recording of the completion certificate for the consultancy work by the competent authority, the performance guarantees shall be returned to the consultant, *without any interest.*
- iii) The Engineer-in-charge/PWD shall not make a claim under the performance guarantee except for amounts to which PWD is entitled under the contract (not withstanding and /or without prejudice to any other provisions in the contractors agreement) in the event of :
 - (a) Failure by the consultant to extend the validity of the Performance Guarantee as described herein above, in which event the Engineer-in-charge may claim full amount of the performance Guarantee.
 - (b) Failure by the consultant to pay PWD any amount due, either as agreed by the consultant or determined under any of the Clauses/conditions of the agreement, within 30 days of the service of notice to this effect by Engineer-In-Charge.



- iv) In the event of the contract being determined or rescinded under provision of any of the Clause/Condition of the agreement, the performance guarantee shall stand forfeited in full and shall be absolutely at the disposal of the PWD

v) **Forfeiture of Performance Guarantee**

If the agency withdraws his offer or make any changes in his offer after award of consultancy work, 100 % of the performance guarantee will be forfeited by the department.

Further, if the consultant does not start the work after award of work, the performance guarantee submitted by him/her will be forfeited by the department. In the above eventuality, the consultant will be debarred from participation in retendering process of this work. (Refer to Annexure-N for an undertaking to be submitted in this regard)

4. Consultant's Personnel

4.1 General

The Consultant shall employ and provide such qualified and experienced personnel as are required to carry out the services.

4.2 Description of Personnel

- (a) The titles, job descriptions, minimum qualification and estimated periods of engagement in carrying out of the services of each of the consultant's Key personnel as described in Technical proposal. If any of the key personnel has already been approved by the Engineer-In-Charge, his/her name is listed as well.
- (b) If required to comply with the provisions of this contract, adjustments with respect to the estimated periods of engagement of key personnel set forth in Technical proposal may be made by the Consultant by written notice to the Engineer-in-Charge provided; (i) that such adjustments shall not alter the originally estimated period of engagement of any individual by more than 10% or one week whichever is larger. Any other such adjustments shall only be made with the written approval of the Engineer-in-Charge.
- (c) If the additional work is required beyond the scope of the services specified in Terms of reference, the estimated periods of engagement of key personnel set forth in Technical proposal may be increased by agreement in writing between the Engineer-in-Charge and the consultant.

4.3 Approval of personnel

The key personnel and sub Consultant listed by title as well as by name in Technical Proposal and accepted by the Engineer-in-Charge shall deem to be approved by the Engineer-In-Charge. In respect of other Key Personnel that the Consultant propose to use in carrying out of the service, the Consultant shall submit to the Engineer-in-Charge for review and approval a copy of their biographical data. If the Engineer-in-Charge does not object in writing (stating the reasons for the objection) within twenty one (21) calendar days from the date of receipt of such biographical data and (if applicable) such certificate, such key personnel shall be deemed to have been



approved by the Engineer-in-Charge.

4.4 Removal and/or Replacement of Personnel

1. Except as the Engineer-in-Charge may otherwise agree, no changes shall be made in the Key Personnel. If, for any reasons beyond the reasonable control of the consultant, it becomes necessary to replace any of the personnel, the consultant shall forthwith provide as a replacement another person of equivalent or better qualifications.
2. If the Engineer-in-Charge (i) finds that any of the personnel has committed serious misconduct or has been charged with having committed a criminal action or (ii) has reasonable cause to be dissatisfied with the performance of any of the personnel, then the Consultant shall at the written request of the Engineer-in-Charge specifying the grounds therefore, forthwith provide as a replacement a person with qualification and experience acceptable to the Engineer-in-Charge.

5. Obligations of the Engineer-in-Charge

5.1 Changes in the Applicable law

If after the date of this contract, there is any change in the Applicable Law with the respect to taxes and duties which increase or decrease the cost or reimbursable expenses incurred by the Consultant in performing the services then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the parties hereto.

5.2 Payment

In consideration of the services performed by the Consultant under this Contract, the PWD shall make to the Consultant such payments and in such manner as is provided this Contract.

6. Payments to the Consultant

6.1 Currency of Payment

All payments shall be made in Indian Rupees.

7. Fairness and Good Faith

7.1 Good Faith

The parties undertake to act in good faith with respect to each other's rights under this contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

7.2 Responsibility for accuracy of project proposal

The consultant shall be responsible for accuracy of the data collected and the designs, drawings



prepared by him as a part of the project. He shall indemnify the department through the performance guarantee, already submitted by him before award of work, and through Security Deposit to be deducted as per this agreement against any action arising out of such inaccuracies in the work which might surface at any time at a later date of implementation of the project.

7.3 Release of Performance Guarantee

The performance guarantee shall be refunded to the consultant soon after the completion of the work and recording of the completion certificate.

7.4 COMPENSATION /LIQUIDATED DAMAGES AND PENALTIES

7.4.1 The time allowed for carrying out the work shall be strictly observed by the consultant and shall be deemed to be the essence of the contract on the part of the consultant. The work shall, throughout the stipulated period of the contract be proceeded with all diligence and in the event of failure of the Consultant to complete the work within time schedule, as specified in the document or within the validity of extended time period, the consultant liable for a compensation at the rate of 1.5% of agreed fee per month of delay to be computed on per day basis subject to maximum of ten percent of agreed fee shall be levied on the consultant. The decision of the Engineer-in-Charge of concerned project as to the period of delay on the part of the consultant and the quantum of compensation for such delay shall be final and binding on the consultant.

7.4.2 Liquidated Damages

7.4.2.1 The detailed estimate for the work prepared by the consultant should be accurate. It is a term of the agreement that on completion of work, the final cost of work should not deviate more than 10% of the estimate prepared by the consultant. It is also a term of the agreement that quantity of individual item on completion of work should not exceed by more than 30% of the quantity worked out by the consultant in the detailed estimate. If the overall deviation, due to default / wrong estimation of the consultant is more than 10% or deviation of any individual item is more than 30%, then the consultant is liable to pay a compensation @ 2% of such deviation (beyond agreement quantity). The maximum compensation payable on this account will be 10% of the total fee payable to the consultant. The decision whether the deviation are due to default of the consultant or due to genuine reason on account of authorized deviation by Engineer-in-Charge shall be final and binding on the consultant.

7.4.2.2 The detailed estimate prepared by the consultant for call of tender should be complete in all respect to achieve the completion of project as conceptualized. However in case during execution of works it is observed that a certain essential items which are required to complete the work as conceptualized, are missing which force Engineer-in-Charge to get them executed through extra item to executing agency or through separate work order / agreement, then the compensation @ 5% of cost of such missing items shall be levied on the consultant. The decision of the Engineer-in-Charge with respect to missing items shall be final and binding on the consultant.



- 7.4.2.3 The compensation to be levied on consultant in different clause mentioned herein above is independent to compensation to be levied under other clauses.

7.5 FAIRNESS AND GOOD FAITH

7.5.1 Good Faith

The Parties undertake to act in good faith with respect to each other's rights under this Agreement and to adopt all reasonable measures to ensure the realization of the objectives of this Agreement.

7.5.2 Operation of the Agreement

The Parties recognize that it is impractical in this Agreement to provide for every contingency which may arise during the life of the Agreement, and the Parties hereby agree that it is their intention that this Agreement shall operate fairly as between them, and without detriment to the interest of either of them, and that, if during the term of this Agreement either Party believes that this Agreement is operating unfairly, the Parties will use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness, but failure to agree on any action pursuant to clauses of this document.

7.5.3 Warning / Debarring

In addition to the Compensation as mentioned in Para 7.3 and 7.4, warning may be issued to the erring Consultant for minor deficiencies. In the case of major deficiencies in the Feasibility- cum-Preliminary Design Report causing adverse effect on reputation of the PWD/AUD, other penal action including debarring the Consultant for certain period may also be initiated as per policy of PWD.

8.0 SETTLEMENT OF DISPUTES & ARBITRATION

Except where otherwise provided in the contract, all questions and disputes relating to the meaning of the specifications, design, drawings and instructions here-in before mentioned and as to the quality of workmanship or materials used on the work or as to any other question, claim, right, matter or thing whatsoever in any way arising out of or relating to the contract, designs, drawings, specifications, estimates, instructions, orders or these conditions or otherwise concerning the works or the execution or failure to execute the same whether arising during the progress of the work or after the cancellation, termination, completion or abandonment thereof shall be dealt with as mentioned hereinafter:

- (i) If the consultant considers any work demanded of him to be outside the requirements of the contract, or disputes any drawings, record or decision given in writing by the Engineer-in-Charge on any matter in connection with or arising out of the contract or carrying out of the work, to be unacceptable, he shall promptly within 15 days request the Chief Project Manager, PWD in writing for written instruction or decision. Thereupon, the Chief Project Manager, PWD shall give his written instructions or decision within a period of one month from the receipt of the Consultant's letter.



If the Chief Project Manager, PWD fails to give his instructions or decision in writing within the aforesaid period or if the consultant is dissatisfied with the instructions or decision of the Chief Project Manager, PWD the consultant may, within 15 days of the receipt of Chief Project Manager, PWD decision, appeal to the Engineer-in-Chief, PWD who shall afford an opportunity to the Consultant to be heard, if the latter so desires, and to offer evidence in support of his appeal. The Engineer-in-Chief, PWD shall give his decision within 30 days of receipt of consultant's appeal.

If the consultant is dissatisfied with the decision of the chief Engineer, the consultant may within 30 days from receipt of the Engineer-in-Chief's, PWD decision, appeal before the Dispute Redressal Committee (DRC) along with a list of disputes with amounts claimed in respect of each such dispute and giving reference to the rejection of his disputes by the Engineer-in-Chief, PWD. The Dispute Redressal Committee (DRC) shall give its decision within a period of 90 days from the receipt of Consultant's appeal.

The constitution of the Dispute Redressal Committee (DRC) is as follows:-

Constitution of Dispute Redressal Committee (DRC)	Competent Authority to appoint DRC.
A. <u>DRC for total claims more than Rs. 25 Lacs:</u> - Chairman - Chief Project manager (Other Projects), PWD (GNCTD). - Member - Director (Office of Pr. Chief Engineer, Projects), PWD (GNCTD) - Member – SE/ Project Manager, under any CPM(Projects), PWD, GNCTD - Member Secretary- Executive Engineer Housing Project Division-1. (No part in decision making, only to present the case)	Principal Chief Engineer, (Projects), PWD, Delhi
B. <u>DRC for total claims up to Rs. 25 Lacs:</u> - Chairman - Director (Office of Pr. Chief Engineer, Projects), PWD (GNCTD) - Member – Any Two Executive Engineers from Projects other than Executive Engineer, Housing-1, PWD, GNCTD - Member Secretary- Executive Engineer Housing Project Division-1. (No part in decision making, only to present the case).	Principal Chief Engineer, (Projects), PWD, Delhi

If the Dispute Redressal Committee (DRC) fails to give its decision within the aforesaid



period or any party is dissatisfied with the decision of the Dispute Redressal Committee (DRC), then either party may within a period of 30 days from receipt of the decision of the Dispute Redressal Committee (DRC) give notice to the Principal Chief Engineer(Projects) for appointment of arbitrator on prescribed Performa as per Annexure-P, failing which the said decision shall be final binding and conclusive and not referable to adjudication by the arbitrator.

It is a term of contract that each party invoking arbitration must exhaust the aforesaid mechanism of settlement of claims/disputes prior to invoking arbitration.

- (ii) Except where the decision has become final, binding and conclusive in terms of Sub Para above, disputes or difference shall be referred for adjudication through arbitration by a sole arbitrator appointed by the Principal Chief Engineer (Projects), PWD, in charge of the work or if there be no Chief Engineer, the Engineer in Chief, PWD or if there be no Engineer in Chief, PWD then the Principal secretary, PWD. If the arbitrator so appointed is unable or unwilling to act or resigns his appointment or vacates his office due to any reason whatsoever, *another sole arbitrator shall be appointed in the manner aforesaid. Such person shall be entitled to proceed with the reference from the stage at which it was left by his predecessor.* It is a term of this contract that the party invoking arbitration shall give a list of disputes with amounts claimed in respect of each such dispute along with the notice for appointment of arbitrator and giving reference to the rejection by the Principal Chief Engineer (projects) of the appeal. It is also a term of this contract that no person, other than a person appointed by such Principal Chief Engineer (Projects), PWD or Engineer in Chief, or Principal Secretary, PWD, as aforesaid, should act as arbitrator and if for any reason that is not possible; the matter shall not be referred to arbitration at all. It is also a term of this contract that if the consultant does not make any demand for appointment of arbitrator in respect of any claims in writing as aforesaid within 90 days of receiving the intimation from the Engineer-in-charge that the final bill is ready for payment, the claim of the consultant shall be deemed to have been waived and absolutely barred and the Government shall be discharged and released of all liabilities under the contract in respect of these claims.
- (iii) The arbitration shall be conducted in accordance with the provisions of the **Arbitration and Conciliation Act, 1996 (26 of 1996)** or any statutory modifications or re-enactment thereof and the rules made there under and for the time being in force shall apply to the arbitration proceeding under this clause. It is also a term of this contract that the arbitrator shall adjudicate on only such disputes as are referred to him by the appointing authority and give separate award against each dispute and claim referred to him and in all cases where the total amount of the claims by any party exceeds Rs. 1, 00,000/-, the arbitrator shall give reasons for the award. It is also a term of the contract that if any fees are payable to the arbitrator, these shall be paid equally by both the parties. It is also a term of the contract that the arbitrator shall be deemed to have entered on the reference on the date he issues notice to both the parties calling them to submit their statement of claims and counter statement of claims. The venue of the arbitration shall be such place as may be fixed by the arbitrator in his sole discretion. The fees, if any, of the arbitrator shall, if required to be paid before the award is made and published, be paid half and half by each of the parties. The cost of the reference and of the award (including the fees, if any, of the arbitrator) shall be in



the discretion of the arbitrator who may direct to any by whom and in what manner, such costs or any part thereof shall be paid and fix or settle the amount of costs to be so paid.

9.0 Foreclosure

- 9.1** The PWD may, by not less than thirty (30) days of written notice of foreclosure (the expiry of the notice period whereof being the date of termination) to the Consultant, without assigning any reason whatsoever at any stage of the contract, terminate the contract.
- 9.2** Upon termination of this contract, the Consultant shall take necessary steps to bring the work to a close in a prompt orderly manner and shall handover all the documents/ reports prepared by the Consultant up to and including the date of termination to the Engineer-in-Charge.

The Consultant shall be duly paid for the works carried out and services rendered till the date of termination. The Consultant shall also be reimbursed for reasonable demobilization expenses, if the contract is terminated.



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CHAPTER 10

AGREEMENT



The agreement made this _____ day of _____ Two Thousand Sixteen between the Public Works Department (PWD), Government of National Capital Territory of Delhi and _____ (name of consultant) on the other hand, hereinafter known as the Consultant, which includes its authorized representatives, and legal heirs, for the work **"Providing Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I"** at tendered amount of Rs. (Rupees.....)

And whereas the PWD has invited the Bids from eligible Consultants fulfilling the eligibility criteria for providing comprehensive consultancy services for implementation of the aforementioned Project and whereas the PWD has accepted the offer of the consultant on the terms and conditions hereafter appearing.

NOW, THEREFORE, THIS AGREEMENT WITNESSES AS FOLLOWS:-

1. In this agreement words and expressions shall have the same meaning as are respectively assigned to them in the conditions of contract (herein after referred to as the conditions of contract).
2. *The following documents shall be deemed to form and be read and construed as part of this agreement namely:*
 - (a) Press Notice(Chapter-1)
 - (b) Notice Inviting bid for Comprehensive Consultancy Services (Chapter-2)
 - (c) Information and Instructions for Bidders for E-Tendering and Submission of Documents(Chapter-3)
 - (d) Introduction- Ambedkar University Delhi (Chapter-4)
 - (e) Technical Bid Stage-I & Presentation (Technical Bid Stage-II)- Process and Evaluation(Chapter-5)
 - (f) *The Site (Chapter-6)*
 - (g) Scope of Comprehensive Consultancy Services (Chapter-7)
 - (h) Fee for Comprehensive Consultancy Services (Chapter-8)
 - (i) Conditions of Contract(Chapter-9)
 - (j) **Agreement (Chapter-10)**
 - (k) Financial Proposal and Abstract of Consultancy Fee (Annexure-N & M)
 - (l) Any other document like minutes of the pre-bid meeting, letter of extension of validity of offer, etc (to be decided at the time of award)
3. In consideration of the fee to be paid by the PWD to the Consultant as agreed to between the parties, *the consultant hereby covenants with the PWD to provide the consultancy services in conformity in all respect with the provision of this contract.*
4. The PWD hereby covenants to pay the consultancy in consideration of the provision of consultancy services the contract fee at times and in the manner prescribed by the contract.

CONSULTANT

WITNESS:

1.

2.

Executive Engineer,

Housing Division-1,

PWD (NCTD), Vikas Bhawan-II, Civil Lines,
Delhi-110054

APPENDIX- I

TECHNICAL PROPOSAL



DETAILS OF SIMILAR PROJECTS COMPLETED

(As per the definition of similar projects used in this document during the last 7 years)

Sl. No.	Name of project & location	Owner or sponsoring organization	Cost of project in crores/ Total Built Area of the project (excluding basement etc.)	Date of commencement as per contract.	Stipulated date of completion	Actual date of completion	Name & address/ telephone No. of Officer to whom reference may	Remarks
1	2	3	4	5	6	7	8	9

Signature of Bidder



Annexure - B

PROJECTS UNDER EXECUTION OR AWARDED

Sl. No	Name of Project & location	Owner or sponsoring organization	Cost in crore/ Total Built Area of the project (excludi	Date of commence ment as per contract	Stipulated date of completion	Up to date percentage progress of project	Slow progress/ if any and reasons thereof	Name & address/ Telephone No. of Officer to whom reference may be made	Remarks
1	2	3	4	5	6	7	8	9	10

Signature of Bidder

PERFORMANCE REPORT OF PROJECTS REFERRED TO
IN ANNEXURE- A AND ANNEXURE- C

- 1) Name of Project and Location:
- 2) Agreement No.:
- 3) Estimated Cost:
- 4) Tendered Cost:
- 5) Date of Commencement:
- 6) Date of Completion:
- a) Stipulated date of completion:
- b) Actual date of completion:
- 7) Amount of compensation levied for delayed Completion, if any:
- 8) Performance Report:

Dated:

EMPLOYER

ORGANISATIONAL DESCRIPTION AND DETAILS

(1) Name & Address of the Bidder with Telephone No./Fax No.

(2) Firm Inception Details

a) Year of Establishment

b) Date & year of commencement of practice

(3) Legal status of the Bidder (attach copies of original document defining the legal status)

a) An individual

b) A proprietary firm

c) A firm in partnership

d) A limited company or Corporation

(4) Particulars of registration with various Government bodies (attach attested photo-copy)

Organization/Place of registration

Registration No.

a)

b)

(5) Names and Titles of Directors & Officers with designation to be concerned with this project.

(6) Designation of individuals authorized to act for the organization.

(7) Was the Bidder ever required to suspend the project for a period of more than six months continuously after you commenced the planning? If so, give the name of the project and reasons of suspension of project.

(8) Has the Bidder or any constituent partner in case of partnership firm, ever abandoned the awarded project before its completion? If so, give name of the project and reasons for abandonment.

(9) Has the Bidder, or any constituent partner

in case of partnership firm, ever been

debarred/ blacklisted for competing in any

organization at any time? If so, give details.

(10) Has the Bidder or any constituent partner

in case of partnership firm, ever been convicted

by a court of law? If so, give details.

11) In which field of Consultancy the Bidder has

specialization? List the specialization areas for

which the firm has in-house capability?

12) Any other information considered necessary but not included above.

Signature of Bidder

Marking Scheme for Organization Structure and Capability of the Bidder (Section-II of**Table 1 of Clause B.3.2)**

Sl. No.	Field of Specialization/ Personnel	Desired No. available with Bidder <u>exclusively</u>	Experience (Max. Marks)
1	Lead/ Senior Architect/ Team Leader	1	Mandatory requirement. Refer to Note (ii) below;
2	Architect	1	2.00 marks (minimum experience of 10years)
3.	Landscape Architect/ Consultant	1	4.00 marks (minimum experience of 10years)
4.	Urban Designer	1	1.00 marks (minimum experience of 10years)
5.	Interior Designer/ Consultant	1	3.00 marks (minimum experience of 10years)
6.	Structural Engineer/ Consultant	1	4.00 marks (minimum experience of 10 years)
7.	Electrical Engineer/ Consultant	1	4.00 marks (minimum experience of 10 years)
8.	Fire Fighting and Fire Alarm Expert/ Consultant	1	3.00 marks (minimum experience of 10 years)
9.	HVAC/ Mechanical Engineer	1	4.00 marks (minimum experience of 10 years)
10.	Public Health Engineer/ Consultant	1	4.00 marks (minimum experience of 10 years)
11.	Environmental Design and Energy Consultant	1	3.00 marks (minimum experience of 08 years)
12.	Project Engineer (Civil)	1	2.00 marks (minimum experience of 08 years)
13.	Project Engineer (Services)	1	2.00 marks (minimum experience of 08 years)
14	Audio & Audio- Visual System Expert/ Consultant	1	1.00 marks (minimum experience of 08 years)
15	Network and LAN Engineer/ Consultant	1	1.00 marks (minimum experience of 08 years)
16	Acoustics Engineer/ Consultant	1	2.00 marks (minimum experience of 08 years)
	Total		40 Maximum Marks

Note:

- (i) All the bidders are expected to have at least one Lead/ Senior Architect/ Team Leader who will be responsible for the overall designing and development of the project. This Lead/Senior Architect/ Team Leader will have minimum experience of 15 years and he/she will be assisted by the team as given in the Table above. It may be noted that since this is a mandatory requirement, hence, no separate marks are to be given for the same. The capability of the



bidders will be judged by the availability of Team Leader as well as the Team which would assist him/her for which marks are given in Table 1 above.

- (ii) The bidder will submit the CV of each of the above Technical Personnel. Each CV shall be signed in blue ink by the key personnel and countersigned by the authorized officials of the Firm. Photocopy or unsigned /non-countersigned CVs shall be rejected. Digitalized signatures/ scanned copy of the signatures on CVs of the key personnel duly countersigned by authorized signatory of the lead consultant shall also be acceptable.
- (iii) Each CV shall contain the proof of age and qualification as well as an undertaking from the key personnel about his availability for the duration prescribed in Chapter-8. The key personnel proposed should not have attained the age of 70 years at the time of submitting the proposal.
- (iv) The personnel proposed should possess good working knowledge of English Language. At least 25% of the personnel proposed for the project should be under the permanent employment with firm(s) on the date of submission of the proposal. Necessary proof in this connection shall be submitted.
- (v) In case a firm is proposing key personnel from educational / research institutions, a 'No Objection Certificate' from the concerned institution shall be enclosed with his CV.

Undertaking: Integrity Pact	PWD

UNDERTAKING FOR INTEGRITY PACT

To,

Executive Engineer,

Dear Sir,

I/We acknowledge that PWD is committed to follow the principles thereof as enumerated in the Integrity Agreement enclosed with the tender/bid document.

I/We agree that the Request For Proposal (RFP) is an invitation to offer made on the condition that I/We will sign the enclosed integrity Agreement, which is an integral part of tender documents, failing which I/We will stand disqualified from the tendering process. I/We acknowledge that THE MAKING OF THE BID SHALL BE REGARDED AS AN UNCONDITIONAL AND ABSOLUTE ACCEPTANCE of this condition of the RFP.

I /We confirm acceptance and compliance with the Integrity Agreement in letter and spirit and further agree that execution of the said Integrity Agreement shall be separate and distinct from the main contract, which will come into existence when RFP is finally accepted by PWD. I/We acknowledge and accept the duration of the Integrity Agreement, which shall be in the line with Article I of the enclosed Integrity Agreement.

I/We acknowledge that in the event of my/our failure to sign and accept the Integrity Agreement, while submitting the RFP, PWD, shall have unqualified, absolute and unfettered right to disqualify the Bidder and reject the RFP in accordance with terms and conditions of the RFP.

Yours faithfully

(Duly authorized signatory of the Bidder)



Annexure-I

Integrity Pact	PWD

To be signed by the Bidder and same signatory competent/authorized to sign the relevant contract on behalf of PWD.

INTEGRITY AGREEMENT

This Integrity Agreement is made at -----**----- on this -----**---- day of -----**-----20-----**-----
BETWEEN

PWD, GNCTD represented through Executive Engineer, Housing Project Division-1, PWD, Govt. of NCT of Delhi, Vikas Bhawan-II, Civil Lines, Delhi-110054

-----**-----

PWD, GNCTD., -----**-----, (Hereinafter referred as the (Address of Division)

PWD, which expression shall unless repugnant to the meaning or context hereof include its successors and permitted assigns)

AND

-----**-----

(Name and Address of the Consultant / Firm/Company)

Through -----**----- (Hereinafter referred to as the
(Details of duly authorized signatory)

"Bidder/Consultant" and which expression shall unless repugnant to the meaning or context hereof include its successors and permitted assigns).

Preamble

WHEREAS the PWD has floated the RFP (RFP No. -----**-----) (hereinafter referred to as "RFP/Bid") and intends to award, under laid down procedure, contract for -----
**-----

(Name of work)

Hereinafter referred to as the "Contract"

AND WHEREAS PWD values full compliance with all relevant laws of the land, rules, regulations, economic use of resources and of fairness/ transparency in its relation with its Consultant(s)

AND WHEREAS to meet the purpose aforesaid both the parties have agreed to enter into this Integrity Agreement (hereinafter referred to as "Integrity Pact" or "Pact"), the terms and conditions of which shall also be read as integral part and parcel of the Tender/Bid documents and Contract between the parties.

****to be filled by Executive Engineer**

NOW, THEREFORE, in consideration of mutual covenants contained in this Pact, the parties hereby agree as follows and this Pact witness as under:

Article 1: Commitment of PWD

- I. The PWD commits itself to take all measures necessary to prevent corruption and to observe the following principles:
 - (i) No employee of the PWD, personally or through any of his/her family members, will in connection with the Tender, or the execution of the Contract, demand, take a promise for or accept, for self or third person, any material or immaterial benefit which the person is not legally entitled to.
 - (ii) The PWD will, during the Tender process, treat all Bidder(s) with equity and reason. The PWD will, in particular, before and during the Tender process, provide to all Bidder(S) the same information and will not provide to any Bidder(s) confidential /additional information through which the Bidder(s) could obtain an advantage in relation to the Tender process or the Contract execution.
 - (iii) The PWD shall endeavor to exclude from the Tender process any person, whose conduct in the past has been of biased nature.
 - (iv) If the PWD obtains information on the conduct of any of its employees which is a criminal offence under the Indian Penal code (IPC) /Prevention of Corruption Act, 1988 (PC Act) or is in violation of the principles herein mentioned or if there be a substantive suspicion in this regard, the PWD will inform the Chief Vigilance Officer and in addition can also initiate disciplinary actions as per its internal laid down policies and procedures.

Article 2: Commitment of the Bidder(s)/Consultant(s)

- I. It is required that each Bidder/Consultant (including their respective officers, employees and agents) adhere to the highest ethical standards, and report to the Government/Department all suspected acts of fraud or corruption or Coercion or Collusion of which it has knowledge or becomes aware, during the tendering process and throughout the negotiation or award of a contract.
- II. The Bidders(s)/Consultant(s) commit himself to take all measures necessary to prevent corruption. He commits himself to observe the following principles during his participation in the Tender process and during the Contract execution:
 - (i) The Bidder(s)/Consultant(s) will not, directly or through any other person or firm, offer, promise or give to any of the PWD employees involved in the Tender process or execution of the Contract or to any third person any material or other benefit which he/she is not legally entitled to, in

order to obtain in exchange any advantage of any kind whatsoever during the Tender process or during the execution of the Contract.

- (ii) The Bidder(s)/Consultant(s) will not enter with other Bidder(s) into any undisclosed agreement or understanding, whether formal or informal. This applies in particular to fee, specifications, certifications, subsidiary contracts, submission or non-submission of bids or any other actions to restrict competitiveness or to cartelize in the bidding process.
- (iii) The Bidder(s)/Consultant(s) will not commit any offence under the relevant IPC/PC Act. Further the Bidder(s)/Consultant(s) will not use improperly, (for the purpose of competition or personal gain), or pass on to others, any information or documents provided by the PWD as part of the business relationship, regarding plans, technical proposals and business details, including information contained or transmitted electronically.
- (iv) The Bidder(s)/Consultant(s) will, when presenting his bid, disclose any and all payments he has made, is committed to or intends to make to agents, brokers or any other intermediaries in connection with the award of the Contract.
- (v) The Bidder(s)/Consultant(s) will not instigate third persons to commit offences outlined above or be an accessory to such offences.
- (vi) The Bidder(s)/Consultant(s) will not, directly or through any other person or firm indulge in fraudulent practice means a willful misrepresentation or omission of facts or submission of fake/forged documents in order to induce public official to act in reliance thereof, with the purpose of obtaining unjust advantage by or causing damage to justified interest of others and /or to influence the procurement process to the detriment of the Government interests.
- (vii) The Bidder(s)/Consultant(s) will not, directly or through any other person or firm use Coercive Practices (means the act of obtaining something, compelling an action or influencing a decision through intimidation, threat or the use of force directly or indirectly, where potential or actual injury may befall upon a person, his/her reputation or property to influence their participation in the tendering process).

Article 3: Consequences of Breach

Without prejudice to any rights that may be available to the PWD under law or the Contract or its *established policies and laid down procedures*, the PWD shall have the following rights in case of breach of this Integrity Pact by the Bidder(s)/Consultant(s) and the Bidder/Consultant accepts and undertakes to respect and uphold the PWD's absolute right:

- I. If the Bidder(s)/Consultant(s) either before award or during execution of Contract has committed a transgression through a violation of Article 2 above or in any other form, such as to put his reliability or credibility in question, the PWD after giving 14 days notice to the consultant shall have powers to disqualify the Bidder(s)/Consultant(s) from the Tender process or terminate/determine the Contract, if already executed or exclude the Bidder/Consultant from future contract award processes. The imposition and duration of the exclusion will be



determined by the severity of transgression and determined by the PWD. Such exclusion may be forever or for a limited period as decided by the PWD.

- II. **Forfeiture of EMD/Performance Guarantee/Security Deposit:** If the Principal/Owner has disqualified the Bidder(s) from the Tender process prior to the award of the Contract or terminated/determined the Contract or has accrued the right to terminate/determine the Contract according to Article 3(1), the PWD, apart from exercising any legal rights that may have accrued to the AUD, may in its considered opinion forfeit the entire amount of Earnest Money Deposit, performance Guarantee and Security Deposit of the Bidder/Consultant.
- III. **Criminal Liability:** If PWD obtains knowledge of conduct of a Bidder or Consultant, or of an employee or a representative or an associate of Bidder or Consultant which constitutes corruption within the meaning of IPC Act, or if the PWD has substantive suspicion in this regard, the PWD will inform the same to law enforcing agencies for further investigation.

Article 4: Previous Transgression

- I. The Bidder declares that no previous transgressions occurred in the last 5 years with any other Company in any country confirming to the anticorruption approach or with Central Government or State Government or any other Central/State Public Sector Enterprises in India that could justify his exclusion from the Tender process.
- II. If the Bidder makes incorrect statement on this subject, he can be disqualified from the Tender process or action can be taken for banning of business dealings/holiday listing of the Bidder/Consultant as deemed fit by the PWD.
- III. If the Bidder/Consultant can prove that he has resorted/ recouped the damage caused by him and has installed a suitable corruption prevention system, the PWD may, at its own discretion, revoke the exclusion prematurely.

Article 5: Equal Treatment of all Bidders/Contractors/Subcontractors

- I. The Bidder(s)/Consultant(s) undertake(s) to demand from all subcontractors a commitment in conformity with this Integrity Pact. The Bidder/Consultant shall be responsible for any violation(s) of the principle laid down in this Agreement/Pact by any of its Sub-contractors /sub-vendors.
- II. The PWD will enter into Pacts on identical terms as this one with all Bidders/Consultants and Contractors.
- III. The PWD will disqualify Bidders, who do not submit, the duly signed Pact between the Employer and the Bidder, along with the Tender or violate its provisions at any stage of the Tender process, from the Tender process.

Article 6- Duration of the Pact

This Pact begins when both the parties have legally signed it. It expires for the Contractor/Vendor 09



(Nine) months after the completion of work under the contract or till the continuation of defect liability period, whichever is more and for all other Bidders, till the Contract has been awarded.

If any claim is made/lodged during the time, the same shall be binding and continue to be valid despite the lapse of this Pact as specified above, unless it is discharged/determined by the Competent Authority, PWD.

Article 7- Other Provisions

- I. This Pact is subject to Indian law, place of performance and jurisdiction is the Head quarters of the Division of the PWD, who has floated the Tender.
- II. Changes and supplements need to be made in writing. Side agreements have not been made.
- III. Should one or several provisions of this Pact turn out to be invalid; the remainder of this Pact remains valid. In this case, the parties will strive to come to an agreement to their original intentions.
- IV. It is agreed term and condition that any dispute or difference arising between the parties with regard to the terms of this Integrity Agreement/Pact, any action taken by the PWD in accordance with this Integrity Agreement/Pact or interpretation thereof shall not be subject to arbitration.

Article 8 – LEGAL AND PRIOR RIGHTS

All rights and remedies of the parties hereto shall be in addition to all the other legal rights and remedies belonging to such parties under the Contract and/or law and the same shall be deemed to be cumulative and not alternative to such legal rights and remedies aforesaid. For the sake of brevity, both the Parties agree that this Integrity Pact will have precedence over the Tender/Contract documents with regard any of the provisions covered under this Integrity Pact.

IN WITNESS WHEREOF the parties have signed and executed this Integrity Pact at the place and date first above mentioned in the presence of following witnesses:

(For and on behalf of PWD)

(For and on behalf of Bidder/Consultant/ Contractor)

Witnesses:

- I. _____
(SIGNATURE, NAME AND ADDRESS)
- II. _____
(SIGNATURE, NAME AND ADDRESS)

Place:

Dated:

**AFFIDAVIT FOR SIMILAR WORK EXPERIENCE**

To,

Executive Engineer,

I/We undertake and confirm that eligible similar works(s) has/have not been got executed through another Consultant on back to back basis. Further that, if such a violation comes to the notice of Department, then I/we shall be debarred for tendering in CPWD/PWD in future forever. Also, if such a violation comes to the notice of PWD before date of start of work, the Engineer-in-Charge shall be free to forfeit the entire amount of Performance Guarantee.

Yours faithfully

(Duly authorized signatory of the Bidder)

**Annexure-K****Curriculum Vitae (CV) for each staff member
(To be deployed on the Project)**

Proposed Position on this work: _____
Name of Firm: _____
Name of staff: _____
Nationality: _____
Profession: _____
Year with the Firm: _____
Details of tasks Assigned: _____

Qualification:

(Summarize College/ University and other specialized education of staff member giving names of college/ institution, year of passing and degree obtained in about Quarter of a page)

Language:

(Include proficiency in speaking, reading and writing each language by a degree of (Excellent/Good/Fair or Poor)

Employment Record & Present Commitments:

(Starting with present position, list in reversed order, and every employment held since graduation, giving dates, names of employing organization, title of position held and location of assignments. For experience in last ten years, also give type of activities performed and client references, where appropriate. The information to be provided will include the position, commitment in man-days for this project along with all other ongoing projects, project brief including location, cost, duration of assignment & current status etc.)

Particular Experience under this heading: Give outline of staff member's experience and training pertinent to this work. Describe degree of responsibility held by staff member on relevant previous assignment and give dates and locations in addition academic qualifications (in about half a page)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this bio-data correctly describes my qualification, my experience and me.

Date: Day/Month/Year: _____
Signature of staff member: _____
Authorized Official from the firm: _____

**Note:**

(i) Please attach proposed "Work Program" and time schedule for technical personal for all ongoing projects including this project in man-days.

(ii) The above information should be factually correct, providing false or incorrect information will be considered very seriously and Bidder providing false information may be disqualified. The each CV will be countersigned by the proprietor of Consultancy firm in blue ink.



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APPENDIX- II

FINANCIAL OFFER

**CONFIRMATION FOR SUBMISSION FINANCIAL BID**

To:

Executive Engineer,
Housing Division-1,
PWD (NCTD), Vikas Bhawan-II, Civil Lines,
Delhi-110054

Subject: Providing Comprehensive Consultancy Services for Planning, Designing & Development of
New Campus of Ambedkar University Delhi at Dheerpur, Phase-I.

Sir

I/We _____ Consultant have uploaded financial bid for
the evaluation of our firm as Consultant for above work as per the scope of work given under terms of
reference.

Yours faithfully,

Signature

Full Name _____
Designation _____
Address _____
Tele Nos: (O) _____ (R) _____
E-mail: _____
Fax No: _____

(Authorized Representative of the Consultant)



ABSTRACT OF CONSULTANCY FEE

S. No.	Description	Qty.	Unit	Quoted Rates (in Rs.)	
				Rates (in figures)	Rates (in words)
1.	Providing Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi at Dheerpur, Phase-I as per terms and conditions stipulated in the RFP document.	Complete Job	1	Online Submission Only	
	Total				



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APPENDIX-III

OTHER DOCUMENTS

**Annexure-N****UNDERTAKING**

I/We have read and examined the Technical Bid (Stage-I & II) and Financial Bid documents.

I/We hereby tender for the execution of the work: **Providing Comprehensive Consultancy Services for Planning, Designing & Development of New Campus of Ambedkar University Delhi (AUD) at Dheerpur, Phase-I** within the specified time frame for various activities in all respects and as per terms and condition of agreement and as per instruction given by Engineer-in-Charge (PWD).

We agree to keep the tender open for ninety days (90) days from the date of opening of financial bid and not to make any modifications in its terms and conditions.

If I/We fail to furnish the prescribed Performance Guarantee within prescribed period, I/We agree that the said 'Employer'/AUD/PWD or his successors in office shall without prejudice to any other right or remedy be at liberty to forfeit the said money absolutely. Further, if I/We fail to commence work as specified, I/WE agree that the said PWD or his successors in office shall without prejudice to any other right or remedy available in law, be at liberty to forfeit the said performance guarantee absolutely, *otherwise money shall be retained by him towards security deposit to execute all the works referred to in the tender documents upon the terms and conditions contained or referred to therein.* Further, I/We agree that in case of forfeiture of earnest money or both Earnest Money & Performance Guarantee as aforesaid, I/We shall be debarred for participation in the re-tendering process of the work.

I/We hereby declare that I/we shall treat the tender documents drawings and other records connected with the work as secret/confidential documents and shall not communicate information/derived there from to any person other than a person to whom I/we am/are authorized to communicate the same or use the information in any manner prejudicial to the safety of the state.

Dated -----

Signature of Consultants

Postal Address

Witness:

Address:

Occupation:

PROFORMA FOR PERFORMANCE GUARANTEE**(BANK GUARANTEE BOND)**

In consideration of the having offered to accept the terms and conditions of the proposed agreement be PWD and (Hereinafter called the said Consultant(s) for the work (Hereafter called the said agreement) having agreed to production of a irrevocable bank guarantee for Rs. (Rs. only) as a security/ guarantee from the contractors (s) for compliance of his obligations in accordance with the terms and conditions in the said agreement.

1. We (Hereinafter referred to as the Bank) hereby (indicate the name of the bank) undertake to pay to the PWD an amount not exceeding Rs. only on demand by the PWD.
2. We do hereby undertake to pay the amounts due (indicate the name of the bank) and payable under this guarantee without any demure, merely on a demand from the PWD stating that the amount claimed is required to meet the recoveries due or likely to be due from the said Consultant(s). Any such demand made on the bank shall be conclusive as regards the amount due and payable by the bank under this guarantee. However, our liability under this guarantee shall be restricted to an amount not exceeding Rs. (Rs. only)
3. We, the said bank further undertake to pay to the PWD any money so demanded notwithstanding any dispute or disputes raised by the Consultant(s) in any suit or proceeding pending before any court or tribunal relating thereto, our liability under this present being absolute and unequivocal. The payment so made by us under this bond shall be a valid discharge of our liability for payment there under and the Consultant(s) shall have no claim against us for making such payment.
4. We further agree that the guarantee herein (indicate the name of the bank) contained shall remain in full force and effect during the period that would be taken for the performance of the said agreement and that it shall continue to be enforceable till all the dues of the PWD under or by virtue of the said agreement have been fully paid and its claims satisfied or discharged or till Engineer-in-Charge on behalf of the PWD certified that the terms and conditions of the said agreement have been fully and properly carried out by the said Consultant(s) and accordingly discharges this guarantee.
5. We (indicate the name of the bank) further agree with the PWD that the PWD shall have the fullest liberty without our consent and without effecting in any manner our obligations hereunder to vary any of the terms and conditions of the said agreement or to extend time of performance by the said Consultant(s) from time to time or to postpone for any time or from time to time any of the powers exercisable by the PWD against the said Consultant(s) and to forbear or enforce any of the terms and conditions relating to the said agreement and we shall not be relieved from our liability by reason of any such variation, or extension



being granted to the said contractor(s) or for any forbearance, act of omission on the part of the PWD or any indulgence by the PWD to the said Consultant(s) or by any such matter or thing whatsoever which under the law relating to sureties would, but for this provision, have effect of so relieving us.

6. This guarantee will not be discharged due to the change in the constitution of the bank or the Consultant(s).
7. We _____ (Indicate the name of the bank) lastly undertake not to revoke this Guarantee except with the previous consent of the PWD in writing.
8. This guarantee shall be valid up to _____ unless extended on demand by PWD. Notwithstanding anything mentioned above, our liability against this guarantee is restricted to Rs. _____ (Rupees _____ only) and unless a claim in writing is lodged with us within Six months of the date of expiry or the extended date of expiry of this guarantee, all our liabilities under this guarantee shall stand discharged.
9. Dated the _____ day of _____ for
_____ (Indicate the name of bank) Dated: _____

Signed for and behalf of the Consultant /Firm

Witnesses:

(Authorized signature of the firm)

1. _____

(Name and Address)

2. _____

(Name and Address)

Annexure-P**NOTICE FOR APPOINTMENT OF ARBITRATOR**

To,
The Principal Chief Engineer (Projects)
PWD, GNCTD,
9th Floor, MSO Building,
I.P. Estate,
New Delhi-110002.

Dear Sir,

In terms of Arbitration clause of the agreement, particulars of which are given below, I /we hereby give notice to you to appoint an arbitrator for settlement of disputes mentioned below:

1. Name of Bidder
2. Whether Bidder is Individual/ Prop. Firm/ Partnership Firm/Ltd. Co
3. Full address of the Bidder
4. Name of the work and contract number in which arbitration sought
5. Name of the Division which entered into contract
6. Contract amount in the work
7. Date of contract
8. Date of initiation of work
9. Stipulated date of completion of work
10. Actual date of completion of work (if completed)
11. Total number of claims made
12. Total amount claimed
13. Date of intimation of final bill (if work is completed)
14. Date of payment of final bill (if work is completed)
15. Amount of final bill (if work is completed)
16. Date of request made to SE for decision
17. Date of receipt of SE's decision.
18. Date of appeal to you.
19. Date of receipt of your decision.

Specimen signature of the Bidder
(only the person/authority who
signed the contract should sign)



I/We certify that the information given above is true to the best of my/our knowledge. I/We enclose following documents.

1. Statement of claims with amount claims.
- 2.
- 3.

Yours faithfully,

(Signature)

Copy in duplicate to: Executive Engineer, Housing Project Division-1, PWD (GNCTD), Vikas Bhawan-2, Civil Lines, Delhi-110054.

Annexure- Q

RECOMMENDATIONS OF SOIL INVESTIGATION REPORT OF THE SITECHAPTER-6
RECOMMENDATION

Based on field investigation, laboratory test results and analysis presented above, net bearing capacity values for shallow footing (i.e. isolated square footing) is indicatively analyzed and presented below.

It is observed that the top sub soil layers up to 5.0 m depth are very loose. The ground water level at the project site is very high even in the pre monsoon season. It is also possible that the major portion of the site may become waterlogged during heavy rain fall in monsoon season. The allowable bearing capacity comes out to be very poor hence it is suggested to adopt bored cast in situ pile foundation instead of shallow footing. The load carrying capacity of bored cast in situ pile foundation is given below

The shallow footing for proposed boundary wall is analyzed at 1.50 m to 2.0 m depth with size ranging 1.0 m, 1.5 m and 2.0 m depending on the load coming on the foundation and other functional requirement.

In view of high water table, it may be necessary to make pumping out arrangement for execution of foundation trenches if shallow footing is adopted.

6.1 ALLOWABLE BEARING CAPACITY :-

The allowable bearing pressure shall be lower of the values as obtained from above two consideration (i.e. shear failure criteria or settlement consideration) as per following table.

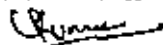
PROJECT - CONST. OF DR. B.R. AMBEDKAR UNIVERSITY AT DHEERPUR ON OUTER RING ROAD, DELHI.			
ALLOWABLE BEARING CAPACITY LOWER OF THE TWO CONSIDERATION ,			
DEPTH OF FOOTING Below EGL (m)	WIDTH OF FOOTING (m)	LENGTH OF FOOTING (m)	NET ALLOWABLE BEARING CAPACITY (T/M ²)
			ISOLATED SQUARE FOOTING (T/M ²)
1.50	1.00	1.00	5.30
1.50	1.50	1.50	5.30
1.50	2.00	2.00	4.57
2.00	1.00	1.00	6.90
2.00	1.50	1.50	6.68
2.00	2.00	2.00	4.88

PWD

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APR

FOR APPROVED SIGNATURES


 Engg. In Chg.



6.2 : PILE FOUNDATIONS

NORMAL BORED CAST - IN - SITU PILE FOUNDATIONS:-

Normal bored cast - in - situ RCC pile foundations is analyzed & the safe load carrying capacity is determined in compression and uplift as per IS 2911, (Part - 1 / section - 2) - 1979. The effective length of pile has been considered below the cutt of level. The cutt of level of pile has been considered at 1.0 m below existing G.L. considering pile cap etc depending upon plinth level .

Normal bored cast - in - situ RCC piles having stem dia. Equal to 30 cm and 45.0 of lengths 8.00 m to 12.0 m were selected.

The value of safe load carrying capacities of pile based on soil properties in compression & uplift has been tabulated below.

SUB SOIL PARAMETER, PROJECT - CONST. OF DR. B.R. AMBEDKAR UNIVERSITY AT DHEERPUR ON OUTER RING ROAD, DELHI.

Depth Below Existing G.L. (m)	Layer Thickness (cm)	SPT Values	N	Cohesion (Kg/cm ²)	Angle of Internal Friction	Bulk Density (T/m ³)
0L	4.00	400.00	4 to 6	0.0	25.5	1.62
4.00	7.00	300.00	6 to 12	0.0	26.5	1.65
7.00	11.00	400.00	16 to 18	0.0	27.0	1.67
11.00	13.50	250.00	18 to 26	0.0	29.5	1.70

PROJECT - CONST. OF DR. B.R. AMBEDKAR UNIVERSITY AT DHEERPUR ON OUTER RING ROAD, DELHI.

Stem Dia of Pile (cm)	Length of pile below cutt off level (m)	Use full Length of pile within virgin strata (m)	Cutt Off Level below Existing GL (CM)	safe load carrying capacity of single pile			
				Depth of Fixity (Cm)	Net Safe comp (Kg)-Safe comp-Dead Weight (T.)	In uplift (T.)	Lateral Load (T)
30.00	8.00	5.00	100.00	495.98	8.02	3.70	0.58
30.00	10.00	7.00	100.00	495.98	11.91	5.83	0.58
30.00	12.00	9.00	100.00	495.98	16.75	8.42	0.58
45.00	8.00	5.00	100.00	615.68	14.77	5.56	1.53
45.00	10.00	7.00	100.00	615.68	20.34	8.74	1.53
45.00	12.00	9.00	100.00	615.68	27.34	12.64	1.53

NOTE :- THE FACTOR OF SAFETY IN UPLIFT CAPACITY HAS BEEN TAKEN AS 5 (A PER IRC-78-2000) . THE LATERAL LOAD CAPACITY OF PILE IS CALCULATE CONSIDERING M35 GRADE CONCRETE. The Net safe compression has been worked out by deducting Pile weight .

PWD

AFA

**Note :-**

6.2.1 The safe load carrying capacity of piles have been worked out on the basis of IS: 2911(Part- I/Sec 2) - 1978 & IS: 2911 part - III - 1980 as per the assumptions and specification. The safe loads obtained above are only an assessment based on soil characteristics obtained from the test locations. Accordingly, as per IS specification & as per clause 5.3.1.2. of IS 2911(Part - I - sec. 2) - 1979 & 5.2.3.2. of IS 2911(Part - III/ Sec. 2) - 1980 for the final design / construction of foundations, the safe / allowable load carrying capacity of these piles should be taken by conducting actual initial load tests on these piles casted in representative area.

6.2.2 The piles should have necessary structural strength to transmit / sustain the design loads.

6.2.3. The safe load capacity of piles in up lift will be limited to the structural capacity of the piles in tension due to uplift if the same is lower.

The above recommendations are based on the field data collected from the various limited test locations and result of laboratory test carried out on the soil sample recovered from test bore holes. In case the proposed structure are located away from the tests location and/ or the actual subsoil conditions varied during the excavation for various foundation and found to be different from what has been reported above, additional investigation would be needed prior to taking up to actual construction work at site.

For approval (R. S. Kesharwani)

(R.S. Kesharwani)
M.E. (Soil)
Consulting Engineer

PWD

AFa

Annexure- RHYDROLOGICAL REPORT OF THE SITERECOMMENDATIONS AND CONCLUSIONS

1. As per the hourly rainfall data of Palam and Safdarjang and daily rainfall at Delhi University obtained from IMD for 41 to 58 years, the highest 1-day annual maximum rainfall observed at Palam, Safdarjang and Delhi University are 346.7 mm, 180.9 mm and 250 mm respectively. The one hour rainfall estimated for the Dheerpur Phase-I area for 2, 10 and 25 year return periods are 40.6 mm, 60.5 mm and 71.9 mm, respectively. The estimated rainfall value for two return periods is used to estimate corresponding peak flood rate using the rational formula.
2. The topographic survey of Dheerpur Campus area was carried out by Unique Surveyors, Peera Garhi, Delhi and the datum is converted to Mean Sea Level (MSL) datum. The Digital Elevation Model (DEM) of the Dheerpur site area is prepared from the topographic data using ArcGIS. The higher elevations of around 207.7 m are on the existing roads, where as the ground elevations are in the range of 205.6 m to 206.5m.
3. The Pre-Project drainage patterns in the area are delineated from the field survey and DEM. The temporal analysis of satellite images clearly shows the gradual development of two depression area/ water body over the years. The existing drainage system connects the two water bodies and flows to the Jahangir Puri Outfall through a culvert, which connects to Najafgarh drain.
4. The rational formula method is selected for estimating peak runoff rate for various return periods. However, the drains should be designed to safely carry the runoff generated from 2 year return period rainfall. In pre-project condition the estimated discharge is about 0.68 m³/s, which directly flows in to Jahangir Puri Outfall through a culvert.
5. The storm water drainage system drains should be designed for post-project scenario, where about 47% of the area will become impervious due to developmental activities. The proposed drains may be aligned along the proposed road network and outflow to the proposed wetland park area. The peak runoff from the area after development activities will increase to 1.07m³/s. However, this will not directly flow into the existing Jahangir Puri Outfall. Further, planning for preservation and protection of site features including wetlands, drainage ways, etc. in the concept of Low Impact Development (LID) should be made.
6. Hydro-geologically, the area is comprised of alluvium. The aquifers (sand bodies) in the sub-surface are thin. The area is dominated by clays. The ground water quality in the shallow aquifers is poor, i.e., not suitable for drinking, because of high F, NO₃, SO₄ and TDS. Groundwater quality of deeper aquifers is also not good and the water is having high TDS.
7. The recharge in the area is mostly through rainfall, but some areas are getting recharged from the drains in the northern and north-western part of the Rohini Campus. From the point of view of the availability of groundwater, the area already lies in the overexploited zone. Based on the above observations, it is concluded that the area is not suitable from the point of view of groundwater availability.

PWD

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END of the Document



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Status of Campus Development at Dheerpur and Rohini**(A) Dheerpur****A.1 Construction of Boundary Wall – Civil Works**

It was reported in the last meeting of BOM that the boundary wall was expected to be completed by 30th November 2016 barring a 90 meter section where the accumulated rain water would take some time for drying. The boundary wall has now been completed with barbed wire fencing on the 90 meter section to safeguard the plot. The permanent boundary wall on this section will be constructed at a later stage when the earth filling on this low lying is done. In addition, a portion of the wall measuring about 125 meter is required to be raised as its effective height is about 600mm above the newly constructed road by DDA. The PWD has started the work of raising the height of the boundary wall in this section and this work is expected to be completed by the end of February 2017.

A.2 Flood-Lighting of the boundary wall

The agency assigned to execute the work by PWD has commenced the foundation work for erecting poles for high mast lights. It is expected that this work will be completed by 28th February 2017.

A.3 Shifting of Over Head 33/11 KV HT/LT Power Lines

It was reported in the last meeting of the BoM that 90% of the underground cabling work has been completed and M/s TPDDL was in the process of installing one new tower inside the AUD plot. It was also reported that some technical issues were being resolved in regard to the erection of 2nd tower outside AUD plot. As per the current status, the entire cabling work has been completed. Foundation pillars have been laid for erecting the tower inside AUD plot. M/s TPDDL as per their revised plan raised the demand for an area measuring 15×15 meter for erecting the 2nd tower outside AUD plot for which a request has been sent to DDA. DDA authorities have assured that necessary land for this purpose would be allotted by 15th February 2017. Once this area is allotted, erection of both the towers would be taken up by M/s TPDDL simultaneously and completed within 45 days.

A.4 Area under litigation

The position in regard to the area of 0.95 hectare remains unchanged as no decision of the Hon'ble High Court has been announced. The matter is nevertheless being pursued in the court as well as with concerned DDA authorities for allotment of this area to AUD once the court decision is pronounced in favour of DDA.

A.5 External Services In Dheerpur Phase I

DDA is gradually taking up the laying of external services in Dheerpur Phase-I. As a part of this, a new road has already been laid. The matter is being pursued with DDA for early laying of external services before the project work commences at the site.

A.6 Hydrological Studies

As reported in the last BoM meeting, the draft final report submitted by NIH, Roorkee had been shared with experts for their opinion. Since there has been no adverse comment from the experts NIH is being asked to submit the final report for Dheerpur and Rohini separately. These reports will be made available to the PWD/ Consultants for design and development of the new campuses.

A.7 Security of the Plot

A revised security proposal is being forwarded to DHE for their consideration and approval. In the revised proposal the number of security guards at the site is proposed to be increased keeping in view the size of the plot and also that the development work is likely to commence soon.

(B) Rohini – Civil Works

B.1 Repair of existing boundary wall

As reported in the last meeting of BoM, the Campus Development Division has invited tenders for all the additional works required to strengthen the existing boundary wall. As funds for the purpose have already been allocated by DHE, the work is expected to be awarded by 20th March 2017 and completed by 15th May 2017.

B.2 Flood Lighting of the Boundary Wall

Two high mast towers have since been installed and are functional. This has enhanced the security of the plot to considerable extent.

B.3 Contour Survey

The Contour Survey of the plot has since been got completed and the agency which was assigned the work has submitted its report. This report will be shared with NIH, Roorkee and PWD/ Consultant for planning and development of the new campuses.

B.4 Hydrological Studies at Rohini

NIH has been requested to complete the hydrological studies at the site as the contour survey of the plot is now available. NIH is expected to complete the studies and submit its report by 31st March 2017.

B.5 Security of the Plot

For increasing the security arrangements at the site, it was felt necessary to increase the number of security guards. A revised proposal in this regard has already been submitted and is being forwarded to DHE for AA & ES.

B.6 Amalgamation of the two plots allotted to AUD at Sector-3, Rohini

Consequent upon the deliberations in the University Court in its Sixth Meeting held on 18 November 2016, the Lt. Governor's Secretariat and the Delhi Development Authority (DDA) have been communicated the reiteration of the earlier request made by the University to amalgamate the two plots of land allotted to AUD in Sector-3, Rohini. The request of the University is under active consideration.

(C) Monitoring Mechanism for new Campuses

As reported in last meeting of BOM, the Steering Committee headed by the VC, AUD is reviewing the progress of the new campuses on a regular basis. Technical Inputs being provided by the Steering Committee have yielded desirable results and the projects are now expected to take off shortly.

(D) Karampura Campus

Renovation plans of the Main Block have been prepared and submitted to PWD for preparing detailed preliminary estimates. Once these preliminary estimates are sent to DHE for AA & ES, necessary tendering process would be initiated by PWD to award the work to successful bidders for execution. In order to ensure the execution before the commencement of next academic session 2017-2018 by 31st July 2017, PWD has been requested to start the tendering process after firming up the preliminary estimates and await the approval of DHE/AUD for award of work. It is expected that renovation plans would be completed in time enabling commencement of the academic session by its due date.

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Appendix-7

GOVT. OF N.C.T. OF DELHI
DIRECTORATE OF HIGHER EDUCATION
B WING, 2ND FLOOR, 5 SHAM NATH MARG, DELHI-54

No.DHE-20(15)/AUD/2013-14 / 5257

Dated: 16.12

To

✓
The Registrar,
Dr.B.R.Ambedkar University
Lothian Road, Kashmere Gate,
Delhi-110006.

Office of the Registrar
By: No. 753
Date: 22/12/16

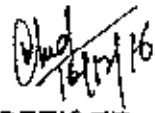
Sub: Forwarding of Notification regarding "The Bharat Ratna Dr. B. R. Ambedkar Viswavidyalaya (Amendment) Act, 2016".

Sir,

Please find enclosed herewith the copy of Delhi Gazette notification dated 25.11.2016 on the subject cited above, for necessary & appropriate action at your end.

Yours faithfully,

Encl: As stated


ADMINISTRATIVE OFFICER - I


22/12/16

AR / Gov

रजिस्ट्री सं. डी.एल.-33002/99

भारत सरकार

REGISTERED No. D.L.-33002/99

GOVERNMENT OF INDIA

दिल्ली राजपत्र Delhi Gazette



सत्यमेव जयते

असाधारण

EXTRAORDINARY

प्राधिकार से प्रकाशित

PUBLISHED BY AUTHORITY

सं. 245] दिल्ली, शुक्रवार, नवम्बर 25, 2016/अग्राहायण 4, 1938 [स.रा.रा.क्षे.दि. सं. 241
No. 245] DELHI, FRIDAY, NOVEMBER 25, 2016/AGRAHAYANA 4, 1938 [N.C.T.D. No. 241

भाग—IV

PART—IV

राष्ट्रीय राजधानी राज्य क्षेत्र दिल्ली सरकार

GOVERNMENT OF THE NATIONAL CAPITAL TERRITORY OF DELHI

विधि, न्याय एवं विधायी कार्य विभाग

अधिसूचना

दिल्ली, 24 नवम्बर, 2016

सं. फा. 14(24)/एलए-2016/cons2law/149-158.—राष्ट्रीय राजधानी क्षेत्र दिल्ली की विधानसभा के निम्नलिखित अधिनियम ने सप्त-राज्यपाल की सहमति दिनांक 15 नवम्बर, 2016 को प्राप्त कर ली है और इसको जन साधारण की जानकारी के लिये प्रकाशित किया जाता है :-

भारत रत्न डॉ. बी. आर. अम्बेडकर विश्वविद्यालय (संशोधन) विधेयक, 2016
(2016 का दिल्ली अधिनियम 06)

(24 अगस्त, 2016 को राष्ट्रीय राजधानी क्षेत्र दिल्ली की विधानसभा द्वारा यथा पारित)

[15 नवम्बर, 2016]

भारत रत्न डॉ. बी.आर. अम्बेडकर विश्वविद्यालय अधिनियम, 2007 में पुनः संशोधित करने के लिए एक अधिनियम।

यह राष्ट्रीय राजधानी क्षेत्र दिल्ली विधानसभा द्वारा भारतीय गणराज्य के 67 वें वर्ष में निम्नप्रकार अधिनियमित किया जाए

1 (1) संक्षिप्त शीर्षक एवं प्रारंभ	इस अधिनियम को भारत रत्न डॉ० बी० आर० अम्बेडकर विश्वविद्यालय (संशोधन) अधिनियम, 2016 कहा जाएगा।
(2)	यह 30 जुलाई, 2008 से लागू समझा जायेगा।
2. धारा 1 में संशोधन	भारत रत्न डॉ० बी० आर० अम्बेडकर विश्वविद्यालय अधिनियम, 2007 (इसके पश्चात् मूल अधिनियम के रूप में संदर्भित) की धारा 1 में, उपधारा (1) के स्थान पर निम्नलिखित को प्रतिस्थापित किया जायेगा, अर्थात्—

	"(1) इस अधिनियम को डॉ० बी० आर० अम्बेडकर विश्वविद्यालय दिल्ली अधिनियम, 2007 कहा जायेगा।"
3. धारा 2 में संशोधन	मूल अधिनियम की धारा 2 में खंड (V) के स्थान पर निम्नलिखित खंड को प्रतिस्थापित किया जायेगा, अर्थात्:-
	"(V) "विश्वविद्यालय" का अर्थ है इस अधिनियम के अन्तर्गत यथानिर्गमित डॉ० बी० आर० अम्बेडकर विश्वविद्यालय दिल्ली, तथा"
4. धारा 3 में संशोधन	मूल अधिनियम की धारा 3 में उपधारा (1) के स्थान पर निम्नलिखित को प्रतिस्थापित किया जायेगा, अर्थात्:-
	"(1) सरकार द्वारा यथानिर्धारित तारीख से सरकारी राजपत्र में अधिसूचना द्वारा "डॉ० बी० आर० अम्बेडकर विश्वविद्यालय दिल्ली" के नाम से विश्वविद्यालय की स्थापना की जाएगी, जिसमें कुलाधिपति, कुलपति, न्यायालय के प्रथम सदस्य, विश्वविद्यालय का प्रबंधन बोर्ड तथा शैक्षणिक परिषद् तथा ऐसे सभी सदस्य सम्मिलित होंगे जो यहां बाद में ऐसे कार्यालय या ऐसे सदस्यों के रूप में नियुक्त किए जा सकते हैं जब तक वे ऐसे कार्यालय या सदस्यता में बने रहेंगे।"

दयल सिंह रजावत, अतिरिक्त सचिव

DEPARTMENT OF LAW, JUSTICE AND LEGISLATIVE AFFAIRS

NOTIFICATION

Delhi, the 24th November, 2016

No. F. 14(24)/LA-2016/cons2law/149-158.—The following Act of the Legislative Assembly of the National Capital Territory of Delhi received the assent of the Lt. Governor of Delhi on the 15th November, 2016 and is hereby published for general information:-

"The Bharat Ratna Dr. B. R. Ambedkar Vishwavidyalaya (Amendment) Act, 2016"

(DELHI ACT 06 OF 2016)

(As passed by the Legislative Assembly of the National Capital Territory of Delhi on the 24th August, 2016)

[15th November, 2016]

An Act to further to amend the Bharat Ratna Dr. B. R. Ambedkar Vishwavidyalaya Act, 2007

Be it enacted by the Legislative Assembly of National Capital Territory of Delhi in the Sixty seventh Year of the Republic of India as follows:-

1. **Short title and Commencement.**—(1) This Act may be called The Dr. B. R. Ambedkar University (Amendment) Act, 2016

(2) It shall be deemed to have come into force on 30th July, 2008.

2. **Amendment Section 1.**—In the Bharat Ratna Dr. B. R. Ambedkar Vishwavidyalaya Act, 2007 (hereinafter referred to as the principal Act), in section 1 for sub-section (1) the following shall be substituted, section-1 namely:-

"(1) This Act may be called the Dr. B. R. Ambedkar University Delhi Act, 2007."

3. **Amendment Section 2.**—In the principal Act, in section 2 for clause (v), the following clause shall be, substituted, of namely:-

"(v) "University" means, the Dr. B. R. Ambedkar University Delhi as incorporated under this Act, and"

4. Amendment Section 3.- In the principal Act, in section 3, for sub-section (1), the following shall be substituted, of namely:-

"(1) With effect from such date as the Government may, by notification in the official Gazette, appoint, there shall be established a University by the name of "Dr. B.R. Ambedkar University Delhi", comprising the Chancellor and the Vice-Chancellor, the first members of the Court, the Board of Management and the Academic Council of the University and all such persons as may hereinafter be appointed at such office or as members so long as they continue to hold such office or membership".

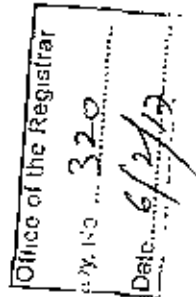
PAWAN SINGH RAJAWAT, Addl. Secy.

AUD Centre for Incubation,
Innovation &
Entrepreneurship

Appendix-8

Ref ACIIE/20-10/2016-17/AUD/31

Date:06 Feb.2017



To,
The Registrar,
Ambedkar University Delhi

Sub:- Status in respect of setting up of Incubation Centre & Submission of Utilization Certificate.

Dear Sir,

This has reference to letter No - F. No. AUD/1-14(24)/2013 Dated 03/02/2017, regarding Action Plan and financial statement indicating utilization of fund under various heads of ACIIE for the current financial year 2017-17 and Annual Work Plan and Budget for the next Financial Year 2017-18.

As desired, please find enclosed a copy of Utilization Certificate up to December 2016 and for the month of January 2017 for the amount received from DHE, along with a status report and for the remaining period of the current financial year and Annual Work Plan of financial year 2017-2018.

Also please find enclosed copies of minutes of Executive Board meetings held so far.

Sincerely,

M. S. Farooqi
Executive Director, ACIIE

AUD Centre for Incubation, Innovation and Entrepreneurship (ACIIE)

Summary of Activities & Expenditure

A. Activities Implemented upto 31st January 2017

	Activities	Time Line	Expenditure (INR)
1	Setting-Up of ACIIE as Section 8 Company	Jan 2016	201000
2	Infrastructure & Facilities	Aug-Dec 2016	4316387
3	Staff on Board	Nov 2016	1380947
4	Constitution of Advisory Council	Dec 2016	-
5	Network of Mentors and Experts	Nov-Dec 2016	-
6	Incubation (4 Incubatees)	Jan 2017	-
7	Seminars/ Workshops (Conducted 5)	July-Nov 2016	82401
8	Promotion & Awareness Building	July-Nov 2016	30000

B. Activities Projected

	Activities	Time Line	Estimate (INR)
1	Engagement of Professional Associate	Feb 2017	1200000
2	Incubation (Additional 6) Financial Assistance shall be utilized for incorporation, prototyping & Pilot run, HR, procurement of services, travel and logistics, etc	Dec 2017	15000000
3	Seminars/ Workshops (16 to be Conducted)	Feb-Mar 2018	850000
4	Structured Programme in Social Entrepreneurship	May 2017	900000
5	Promotion & Awareness Building (Website Development)	Feb 2017	300000

AUD Centre for Incubation, Innovation & Entrepreneurship (ACIIE)

Introduction

AUD Centre for Incubation, Innovation & Entrepreneurship (ACIIE) has been registered as a Not-for-Profit organisation under section 8 of the Companies Act 2013 with the main objectives of (i) translating theoretical and conceptual learning into socially useful practice, and (ii) to reach out to the less-privileged section of society at the bottom of the pyramid who may not otherwise have access to new knowledge and contemporary practices. The centre will facilitate technical mentorship and assist to generate financial support from angel investors, venture capital funding, CSR and other governmental and corporate sources to nurture potentially viable ideas to be set up as viable enterprises in the social sector.

In the 17th Meeting of the Board of Management held on the 7th of October 2014 (Item No. 4), the BoM, AUD had resolved that (i) AUD may provide necessary space, infrastructure, furniture, fixtures, equipment and other facilities to set up ACIIE and (ii) AUD will extend full financial assistance to pay the emoluments of the core staff of ACIIE in the initial phase of 5 years.

AUD – ACIIE Interface

In order to ensure autonomy while at the same time maintaining direct interface with AUD, it was decided that the Director/ Dean, School of SBPPSE and the Dean, SDes shall be ex-officio first Directors promoting the Incubation Centre as a section 8 company holding 5000 shares each on whose behalf AUD shall invest a total of Rs 100, 000/- towards a total of 10000 shares as equity capital. In other words, the SBPPSE and SDes are the initial investors of ACIIE, as a section 8 company. It was also decided that the position of the Director, Board of ACIIE, shall be coterminous with the position of Director/ Dean of the School, SBPPSE and SDes respectively, who will be Members on the Board of ACIIE. In other words, as soon as an incumbent relinquishes the position of the Director/Dean of the above mentioned schools, he/she shall cease to be the Director on the ACIIE Board and the new incumbent will become the Director in place of the outgoing Director/ Dean of the school.

The AUD Centre for Incubation, Innovation & Entrepreneurship (ACIIE) was registered with Certification of Incorporation No. U74999DL2016NPL289333 dated 5th Day of January 2016 issued by the Registrar of Companies, N.C.T. of Delhi & Haryana approving the Memorandum and Articles of Association of the Company.

Moreover, while ACIIE will function as an independent entity as a Not-for-Profit company, it was further decided to create a special arrangement by constituting an Executive Board, for the supervision and management of the day-to-day operations of the Centre.

Progress Report

Formation of the Executive Board

The Executive Board headed by the Vice Chancellor AUD or his nominee and comprising Dean, School of Business, Public Policy & Social Entrepreneurship, Dean, School of Design and the Dean of a third School of AUD, was constituted to manage and supervise the overall functioning of the Centre.

The Executive Board comprise the following members:

1. Executive Chairperson – Vice Chancellor, AUD or his Nominee
2. Vice Chairperson – Dean SBPPSE/ Dean SDes AUD
3. Member - Dean SBPPSE/ Dean SDes AUD (one who is not the Vice Chairperson)
4. Member – Dean of one of the Schools of AUD
5. Member – Executive Director, ACIE

The Executive Board has been constituted in conjunction, but in addition to the Board of Directors of the incubation centre as a company.

Prof. Kuriakose Mamkoottam was nominated by the Vice Chancellor AUD, as the Executive Chairperson, of the Centre. Prof. Kuriakose also continues to provide directional advice to the Centre, in lieu of the suggestion made by the BoM-AUD.

Incorporation

The Incubation centre was registered as a not-for-profit company under section 8 of the Companies Act, in January 2016. The registered name of the Centre is AUD Centre for Incubation, Innovation and Entrepreneurship (ACIE).

Receiving of Funds

ACIE, received a grant of Rs 1.5 crore as seed money from the government of the NCT of Delhi in February 2016 to meet the initial expenses of the incubation centre including infrastructural expenses and manpower costs. It is also given to understand that on spending the initial grant of 1.5 crore during the current financial year (2016-2017), the government of the NCT of Delhi is likely to advance more funds for the incubation centre.

Allotment of Space

ACIE has been allotted an exclusive built space of around 3000 sq. ft., within the present campus of the Ambedkar University Delhi at Kashmere Gate, Delhi. The space has also been renovated and appropriately furnished.

Engagement of Core Executive Team

The following staff has been engaged at the Centre to conduct its regular activities:

- a. Executive Director
- b. Manager (Admin. & Accts.)
- c. MTS (on part-time basis)

Setting-Up of Facilities

The Centre has acquired and installed primary office facilities and equipment for proper functioning. The present facilities are suitable for 4-5 staff members and 12 incubatees.

Promotion and Awareness Building

Since the first week of August 2016, ACIE has been making efforts to interact with the students of AUD, especially those who are in the final year of studies in various programmes, to communicate the objectives and proposed activities of ACIE and to attract and motivate students to get engaged with the Centre. Several rounds of interactive sessions were organized for which limited response was received from the students.

Workshops/ Seminars

The following 5 workshops and seminars were organized for the student community of AUD, with the objective of mobilizing and drawing a larger candidate base for the Centre as well as providing useful inputs to those considering initiatives in Social Development/ Entrepreneurship:

- i. Entrepreneurial Ideation Workshop, conducted by Dinesh Korjan.
- ii. Social Entrepreneurship in UK, Talk by Belinda Bell
- iii. Imagining Alternatives Workshop, conducted by Saif Ali.
- iv. Business Model Generation Workshop, conducted by Abhishek Dwivedi.
- v. Social Entrepreneurship Case Presentation by Sahil Dharia, Soothe Healthcare.

Incubation

The Centre has short-listed 4 candidates for incubation, as mentioned below:

- i. **Ajay Etikala**, has completed a 9 months start-up fellowship programme at the School of Social Entrepreneurs, India. Ajay has been working on connecting organic farmers to urban customers and is in the process of registering his initiative as a Pvt. Ltd. Company.
- ii. **Siddhant Khurana**, has also been part of the start-up fellowship programme of the School of Social Entrepreneurs, India. Siddhant has

already founded a Pvt. Ltd. Company with the objective of providing mental health care services to the marginalized section of society.

- iii. **Saurabh Lahoti**, has been going through entrepreneurial grooming under the PVC Partners, a venture accelerator and investment firm based in Delhi. Saurabh is engaged in creating a web based application that will provide integrated and comprehensive support in managing diabetes to those affected by the disease.
- iv. **Itticha Sarah**, is a final year student of MDes Social Design programme from AUD and close to completing her academic tenure. Itticha has proposed to set up a collective business enterprise involving grassroots level e-waste recyclers, to manage e-waste using safe practices.

As part of its present offerings, ACIE has outlined a comprehensive support system including the following, for start-up social enterprises:

- a. Seed funding of up to a maximum of Rs. 10 Lac. This funding can be used for conducting user study, pilot run, prototyping, test marketing, procurement of basic equipment, machinery, raw material or any other facilities needed to set-up a given enterprise.
- b. Infrastructure, space and other basic facilities to operate at ACIE.
- c. Resources and expertise available at the Ambedkar University at large.
- d. Domain specific expertise and mentorship from outside ACIE, if required.
- e. Legal expertise, direction and facilitation necessary for registering the enterprise of incubate, in the desired manner.
- f. Any other technical input that may be needed from time to time, by way of expertise, information, exposure, experiment, etc.
- g. Mobilization and networking with potential investors and agencies, for setting-up the enterprise of incubate.
- h. The facilities of the ACIE will be made available to incubate, for a period of 12 to 18 months, from the point of induction.

Based on the approval of the Executive Board, ACIE, the above support and facilities of the Centre were made available to individuals recommended by organizations based in the NCT of Delhi and engaged with grooming, mentoring and coaching of fresh or practicing entrepreneurs focused on social change and development.

The recommended candidates were further shortlisted based on the merit of their respective proposals, by an expert panel constituted by the ACIE.

The short-listing was based on the following criteria:

- The project is in its early stages as a start-up.
- The subject matter of the project is such that the existing experience, expertise, research, knowledge base and resources available to AUD

Incubation Centre could be optimally utilized towards providing mentorship, and other supports. .

- The project location has proximity to Delhi to facilitate and mobilize the required support with minimal logistical challenges.
- The project is not infrastructure intensive requiring only financial assistance.
- The project allows possibility for any of our students from the existing programmes of Ambedkar University Delhi, to affiliate/ attach as interneers, providing field-based learning opportunities.
- The project is in an area of education, mental health, environment, water and sanitation, marketing and branding or skill development leading to livelihood generation.

Summary of Activities & Expenditure
ACIE

A. Activities Implemented upto 31st January 2017

	Activities	Time Line	Expenditure (INR)
1	Setting-Up of ACIE as Section 8 Company	Jan 2016	201000
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3	Staff on Board	Nov 2016	1380947
4	Constitution of Advisory Council	Dec 2016	-
5	Network of Mentors and Experts	Nov-Dec 2016	-
6	Incubation (4 Incubatees)	Jan 2017	-
7	Seminars/ Workshops (Conducted 5)	July-Nov 2016	82401
8	Promotion & Awareness Building	July-Nov 2016	30000

B. Activities Projected

	Activities	Time Line	Estimate (INR)
1	Engagement of Professional Associate	Feb 2017	1200000
2	Incubation (Additional 6) Financial Assistance shall be utilized for incorporation, prototyping & Pilot run, HR, procurement of services, travel and logistics, etc.	Dec 2017	15000000
3	Seminars/ Workshops (16 to be Conducted)	Feb-Mar 2018	850000
4	Structured Programme in Social Entrepreneurship	May 2017	900000
5	Promotion & Awareness Building (Website Development)	Feb 2017	300000

Head-Wise Expenditure & Projection, ACIE

Particulars	Expenditure (INR)	(A) Projection (INR)	(B) Projection (INR)	(A) + (B)
	1.1.2016 to 31.12.2017	1.2.2017 to 31.3.2017	1.4.2017 to 31.3.2018	Total
A Non-Recurring				
1. Renovation of Building & Interiors	1127755	-	300000	300000
2. Furniture & Fixtures	1624018	60000	200000	260000
3 Teaching-Learning Material, Computers & Peripherals	1423895	500000	500000	1000000
4. Office Equipment	140719	50000	200000	250000
Total	4316387	610000	1200000	1810000
B Recurring				
1. Incubation Support	-	3000000	12000000	15000000
2. Seminars/ Workshops	82401	250000	1500000	1750000
3 Professional Fee	933720	600000	1900000	2500000
4. Staff Salary, Emoluments & Allowances	1380947	575000	4500000	5075000
5. Travel & Local Conveyance	168568	140000	800000	940000
6. Stationary & Printing	44093	30000	200000	230000
7. Digital & Postal Communication	41684	50000	300000	350000
8. Miscellaneous & Contingency	61816	40000	600000	640000
Total	2718229	4685000	21800000	26485000
Grand Total	7034616	5295000	23000000	28295000

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Comprehensive Progress Report & Projections

AUD Centre for Incubation, Innovation and Entrepreneurship

	Particulars	December 2015 – January 2017		February 2017 – March 2018	
		Time Line	Expenditure (INR)	Time Line	Expenditure (INR)
A	Setting-Up of ACIE				
	1. <u>Executive Board</u> An Executive Board headed by the Vice Chancellor AUD or his nominee and comprising Dean, School of Business, Public Policy & Social Entrepreneurship, Dean, School of Design and the Dean of a third School of AUD, was constituted to manage and supervise the overall functioning of the Centre.	December 2015	-	-	-
	2. <u>Incorporation</u> ACIE has been registered as a not-for-profit company under section 8 of the Companies Act.	January 2016	2,01,000	-	-
	3. <u>Executive Staff</u> The following staff has been engaged at the Centre to conduct its regular	Executive Director,	13,80,947	Professional	50,75,000

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AAM

	activities. a. Executive Director b. Manager (Admin. & Accts.) c. MTS (on part-time basis) d. Professional Associate	Manager and MTS were engaged between June to November 2016		Associate shall be engaged by February 2017	
	4. <u>Infrastructure & Facilities</u> AUD has allotted a build space area of approx. 2000 sq ft to the Centre. The space has been renovated and suitably furnished with basic office facilities adequate to house 10-12 incubatees at a given time. The Centre has workspace for 5 staff members and common areas to conduct meetings and workshops.	Concluded by January 2017 with the Centre being fully operational.	43,16,387	Spread through the year for additional equipment and facilities	18,10,000
	5. <u>Professional Services</u> The Centre has appointed a statutory Auditor and a Company Secretary to provide related services, as required. The Centre also draws on other external services concerning corporate law, IPR, etc. Prof. Kuriakose Mamkoottam was nominated by the Vice Chancellor AUD, as the Executive Chairperson, of the Centre. Prof. Kuriakose continues to provide directional advice and visionary	On-going and Need-Based	9,33,720	Spread through the year	22,00,000

	leadership to the Centre, in lieu of the recommendation made by the BoM-AUD.				
B	Activities				
	1. <u>Incubation</u> The Centre has short-listed 4 candidates for incubation, as mentioned below: i. Ajay Elikala, has completed a 9 months start-up fellowship programme at the School of Social Entrepreneurs, India. Ajay has been working on connecting organic farmers to urban customers and is in the process of registering his initiative as a Pvt. Ltd. Company. ii. Siddhant Khurana, has also been part of the start-up fellowship programme of the School of Social Entrepreneurs, India. Siddhant has already founded a Pvt. Ltd. Company with the objective of providing mental health care services to the marginalized section of society. iii. Saurabh Lahoti, has been going through entrepreneurial grooming under the PVC Partners, a venture accelerator and investment firm based in Delhi. Saurabh is engaged in creating a web based application that will provide integrated and comprehensive support in managing diabetes to those affected by the disease. iv. Itticha Sarah, is a final year student of MDes Social Design programme from AUD and close to completing her academic tenure. Itticha has proposed to set up a collective business.	First 4 Incubatees inducted in December 2016	-	Total Incubatees to be raised to 6 by May 2017 And further raised to 10 by December 2017	1,50,00,000

	enterprise involving grassroot level e-waste recyclers, to manage e-waste using safe practices.				
	2 <u>Seminars/ Workshops</u> The following 5 workshops and seminars were organized for the student community of AUD, with the objective of mobilizing and drawing a larger candidate base for the Centre as well as providing useful inputs to those considering initiatives in Social Development/ Entrepreneurship: i. Entrepreneurial Ideation Workshop, conducted by Dinesh Korjan. ii. Social Entrepreneurship in UK, Talk by Belinda Bell iii. Imagining Alternatives Workshop, conducted by Saif Ali. iv. Business Model Generation Workshop, conducted by Abhishek Dwivedi v. Social Entrepreneurship Case Presentation by Sahil Dharja, Soothe Healthcare.	Organized between October to December 2016	82,401	16 Workshops/ Seminars are planned in different subject areas, to be organized on a monthly basis during the year.	8,50,000
	3. <u>Promotion/ Awareness Building</u> i. Promotional Material ii. Website Design & Development iii. Mobilizing talks, interactions and seminars		30,000	Website Development and Additional Promotional Material to be	3,00,000

				ready by February 2017	
	4. <u>Structured Programme in Social Entrepreneurship</u> The Centre intends to introduce a structured programme in Social Entrepreneurship with an objective to provide necessary inputs and orientation to those already having a specific domain expertise and aspiring to explore their own ventures.				9,00,000
C	<u>Miscellaneous Expenditure</u> Travel, Local Conveyance and Office Overheads, Publicity & Promotion		90,161		21,60,000
	Total		70,34,616		2,82,95,000

Resolution No. 10.3/BoM(21)/13.02.2017**Broad framework for utilization of the University Development Fund (UDF)**

Ref.: 18th Meeting of the BoM dated 08.10.2015 & 02.11.2015 (Resolution No. 7C)
 19th Meeting of the BoM dated 19.04.2016 (Resolution No. 4.5)

The Board of Management in its meeting held on 08.10.2015 & 02.11.2015 approved the creation of a 'University Development Fund' by setting aside the unutilized portion from the amount collected as fee from the students and constitution of a Managing Committee for this Fund , comprising the following :

- (i) Vice Chancellor (Chair)
- (ii) Pro Vice Chancellor (Member)
- (iii) Dean, Student Services (Member-Secretary)
- (iv) Dean, Planning (Member)
- (v) Dean, Academic Services (Member)
- (vi) Registrar (Member)
- (vii) Controller of Finance (Member)

Subsequently, the Board of Management in its 19th meeting considered the recommendations of the Finance Committee (14th meeting held on 11.04.2016) regarding a broad framework for utilization of the University Development Fund (UDF) as recommended by the UDF Managing Committee in its meeting held on 31.03.2016. The BoM noted that the UDF Managing committee had resolved that the funds under UDF as reflected in the books of accounts 2015-16 be divided into the following four broad corpuses (sub-heads) of 25% each of the total amount to support various academic activities where adequate GIA support from the sources may not always be available:

- (i) Student Travel and Exchange Programme Fund: To support AUD students to pursue excellence and exploration leading to professional and personal development, including support of student travel and exchange programmes.
- (ii) Academic Chairs Fund: To create Academic Chairs such as the Ambedkar 125th Anniversary Chair.
- (iii) Research Endowments: To create research endowments to promote research among AUD faculty and students.
- (iv) Central Pool of UDF: To accumulate residual fee and other revenues generated from the students to be utilized for various development activities to enhance quality and effectiveness of academic and research activities of the University.

The BoM also resolved and approved the recommendations of the UDF Managing Committee that the corpus against each of the Funds at sl. No. (i) to (iii) above would be administered and managed by a separate Sub-Committee comprising AUD faculty members and eminent external experts to be constituted by the Vice-Chancellor. However, the recommendations of these Sub-Committees against each Fund would be considered by the UDF Managing Committee from time to time.

2. The UDF Managing Committee in its 5th meeting held on 27 October 2016 implemented the decision of the BoM and transferred funds to each of the corpuses i.e. (i) Student Travel and Exchange fund (ii) Academic Chairs fund and (iii) Research Endowments fund is Rs 46,900,000/- . The balance fund of Rs 46,834,195 has been transferred to the UDF central pool.

3. Based on the recommendations of the UDF- MC the Vice Chancellor has approved and constituted the Sub-Committee comprising the following AUD faculty members and eminent external experts to manage and administer each of the three corpuses

- (i) **Sub Committee of UDF on Academic Chairs Fund**
 Professor Salil Misra, Professor SLS – Chairperson
 Professor Varginius Xaxa, Tezpur University, External Member
 Professor Radharani Chakravarty, Member
 Professor Anup Dhar, Member
 Mr Benil Biswas, Member
- (ii) **Sub-committee of UDF on Research Endowments**
 Chairperson, ACRPM (Ex-officio) - Chairperson
 Professor Shail Mayaram, CSDS, External Member
 Professor Surinder S Jodhka, JNU, External Member
 Professor Chandan Mukherjee, Member
 Professor Anup Dhar, Member
 Dr Arindam Banerjee, Member
 Dr Anita Elizabeth Cherian, Member
- (iii) **Sub-committee of UDF on Student Travel and Exchange programme Fund**
 Dean, Student Services (Ex-Officio) – Chairperson
 Professor Krishna Menon, Member
 Dr Kartik Dave, Member
 Dr Ravikant Sharma, Associate Professor, CSDS, External Member
 Dr Rohit Negi, Member
 Dr Yogesh Snehi, Member

The above sub-committees have been notified.

4. The following recommendations of these above Sub-Committees were considered by the UDF Managing Committee in its 7th meeting held on 12 January 2017

(I) The Academic Chairs committee had its first meeting on 22 December 2016 and the following recommendations of the committee have been considered and approved by the UDFMC:

- (i) Institute an Academic Chair at AUD and it be named "Ambedkar Chair".
- (ii) Professors, eminent scholars, distinguished experts from the field of academia or public service are to be invited to the Chair. The age of the occupants of the Chair to be broadly within the range of 50-70. The experts, invited to occupy the Ambedkar Chair, be normally invited for a period of one year.
- (iii) The institution of the Ambedkar Chair be notified in journals like EPW and other media platforms and be advertised at the time of the filling of the Chair. The selection of the Professorial Fellow is to be done by a Search Committee, constituted by the Vice-Chancellor.
- (iv) The Professorial Fellow for the Chair be invited from fields like Constitution Studies, Social Justice, Minority Studies, Social Movements, Literature, Culture and Aesthetics, Nationalism, Gender, Education and Affirmative Action, among others.
- (v) The committee also deliberated on a number of names to be considered as the first occupant of the Ambedkar Chair. It was recommended to invite Prof. Valerian Rodrigues, Professor (retired) at the Centre for Political Studies (CPS), JNU as the Professorial Fellow to be the first occupant of the Ambedkar Chair.
- (vi) At the end of the term, the Professorial Fellow is expected to produce a monograph or produce some output of a scholarly and creative nature, in accordance with the area of expertise.
- (vii) Some faculty member, whose research interests coincide with those of the Professorial Fellow of Chair, be asked to coordinate the functioning of the Ambedkar Chair during the period of the occupancy of the Chair by the incumbent. The Professorial Fellow to be provided with a research assistant and given other secretarial assistance.

Accordingly, a formal letter has been sent to Professor Valerian Rodrigues, Professor (retired) at the Centre for Political Studies (CPS), JNU as the Professorial Fellow to be the first occupant of the Ambedkar Chair. Professor Valerian Rodrigues has accepted the offer.

(II) Research Endowment Funds had its first meeting on 5 December 2016 and the following recommendations of the committee have been considered and approved by the UDFMC:

- (i) Research be included in work-load estimates to incentivize research.
- (ii) Set up interdisciplinary/ inter-school research collaborates to have cross linkages around a theme.
- (iii) After six semesters, provision be made for one semester off from teaching to enable faculty to do research. The faculty be advised to come out with a working paper and that be published.
- (iv) A small research grant be given uniformly to every faculty member to pursue research activity and a report required on its utilization after a year. This be done initially to create a culture of research and later be granted on a selective basis.
- (v) Revive the Friday seminar series by the faculty on their respective areas.
- (vi) A web space be created for faculty to upload their published work.
- (vii) Centres to come together for joint research. The Centre for Development Practice and Centre for Community Knowledge is presently working on a joint research project on 'River Yamuna'.
- (viii) The PhD scholars be involved in assisting the faculty in development of research proposals.

(III) Student Travel and Exchange Funds Sub-Committee had its first meeting on 14 December 2016 and the following recommendations of the committee have been accepted by the UDFMC:

- (i) The funds available be utilised for student exchange programmes both within India and abroad. The office of the Dean Students Services be advised to explore possibilities of student exchange programmes with institutions of high repute within India such as TISS, IIM, Azim Premji, Ashoka, SNU and other government institutions. This be initiated at the earliest as the UGC has already implemented the Choice Based Credit system at the UG level and associating with other institutions should not be a problem.
- (ii) Explore possibilities of connecting with the institutions of neighbouring countries such as Bangladesh, Tibet, etc. to enhance learning in the South Asian community that promotes an understanding of different perspectives and strengthens regional cooperation.
- (iii) To enhance leadership and ownership among students and provide support and funds for student driven activities such as conferences, festivals, workshops and lecture series by students. There could be a series of lectures on "Indian thought" with students' initiative.
- (iv) Support be extended to students for participation in Global Initiative of Academic Networks (GIAN) and other similar opportunities.
- (v) Explore possibilities of supporting cultural activities and art and theatre workshops for students wherein the students from other institutions be invited for participation.

In addition to this, the sub-committee was recommended to explore the possibility of sending the students, particularly the BA Students to spend their summers in some of our ongoing research areas/locality such as Kesla, Madhya Pradesh where our MPhil Development Practice students are doing their research or Sheopur, Madhya Pradesh where the School of Human Ecology students go for their field work

The BoM may kindly note the above recommendations.

Copies of the extracts of the following relevant documents are enclosed herewith (**Annexure**) for reference of the BoM.

Details of Annexure:

- (i) BoM Resolution No. 7C dated 8.10.2015 & 02.11.2015 (**Enclosure-I**).
- (ii) BoM Resolution No. 4.5 dated 19.04.2016 (**Enclosure-II**).
- (iii) Minutes of the UDF Managing Committee dated 27 October 2016, 29 November 2016 & 12 January 2017 (**Enclosure-III**).

6. To consider the revised norms of payment for the Visiting Faculty
Resolved to approve the revised norms of payment for the Visiting Faculty, vide Appendix - 7.

- 7 A. To consider the note on the rationale for registering the "AUD Centre for Incubation, Innovation & Entrepreneurship" (ACIIE) as a company, under Section 8 of the Companies Act, 2013

Resolved to approve the proposal for registering the "AUD Centre for Incubation, Innovation & Entrepreneurship" (ACIIE) as a company, under Section 8 of the Companies Act, 2013

Also, resolved that the proposed AUD Incubation Centre will be the anchor for inviting and nurturing entrepreneurial ideas from students of all programmes offered at AUD. The School of Business, Public Policy & Social Entrepreneurship along with the School of Design will prepare and offer courses which could be chosen by interested second year students of other academic programmes of AUD.

The Board further resolved that the facilities of the Incubation Centre should be restricted to students of AUD or other universities of Delhi region during the initial 3-5 years; later on they could be open to outsiders at large. The Incubation Centre will initially seek seed capital and infrastructural support from AUD and the Government of the NCT of Delhi, but will subsequently generate its own capital from public sector banks, angel investor, grants from government schemes and other sources.

The note on the rationale for registering the "AUD Centre for Incubation Innovation & Entrepreneurship" (ACIIE) as a company, under Section 8 of the Companies Act, 2013 approved by the Board is at Appendix - 8.

- 7B. To consider the establishment of the Centre for Urban Ecology and Sustainability (CUES) under Statute 12B of the University and constitution of an Advisory Board for the CUES

Resolved to approve the establishment of the Centre for Urban Ecology and Sustainability (CUES) under Statute 12B of the University and the constitution of an Advisory Board for the CUES, vide Appendix - 9

- 7C. To consider the creation of a 'University Development Fund' by setting aside the unutilized portion from the amount collected as fee from the students and constitution of a Managing Committee for this Fund

Resolved to approve the creation of a 'University Development Fund' by setting aside the unutilized portion from the amount collected as fee from the students and constitution of a Managing Committee for this Fund, vide Appendix- 10

Resol. No.7(C)/BoM(18)/08.10.15 & 02.11.15

Resolved to approve the creation of a 'University Development Fund' by setting aside the unutilized portion from the amount collected as fee from the students and constitution of a Managing Committee for this Fund

The Board of Management of AUD has approved a flexible and dynamic fee policy, which is revised @5% every year. Based on the approved fee policy, students pay as of this year an amount ranging from Rs1050/- to Rs 2100/- per credit that they have to secure in a given programme.

In order to achieve the larger mission of AUD, it is the stated policy of the University that no deserving applicant, as far as is possible, is denied the opportunity of studying at AUD merely due to her/his inability to pay the fees. For this purpose, the University has instituted several schemes including a fee waiver policy, merit scholarship and a student welfare fund.

As approved by the Board of Management, twenty per cent of the total fee collected is set aside for the purpose of granting partial or full fee waivers. Ten per cent of the fee collected in each school is earmarked towards award of scholarships and 25% of the total fee collected net of fee waiver, is set aside to be utilized for supporting activities under 'Learning Enhancement' which includes field based learning. The remaining portion of the amount collected as fee remains with the University.

The Board approved that aforesaid portion out of the amount collected as fee may be put into an account created as 'University Development Fund' which could be used for various developmental activities and infrastructural development to enhance quality and effectiveness of academic and research activities of the University.

The Board accorded its approval to the creation of 'University Development Fund' by setting aside the unutilized portion from the amount collected as fee from the students.

Further, the Board of Management constituted a Managing Committee for the 'University Development Fund,' comprising the following:

Vice Chancellor (Chair)
Pro Vice Chancellor (Member)
Dean Student Services (Member-Secretary)
Dean Planning (Member)
Dean Academic Services (Member)
Registrar (Member)
Controller of Finance (Member)

11.04.2016 for the introduction of Revised Medical Attendance and Treatment Regulations for the employees of AUD, vide **Appendix - 6**

The BoM also accepted the recommendation of the Finance Committee to extend the Scheme to the contractual employees once their service conditions are suitably modified based on the recommendations by the Establishment Committee

4.4 **Creation of one post each of Medical Officer and Staff Nurse for AUD Main Campus**

The BoM considered the recommendation by the Finance Committee in its 14th Meeting held on 11.04.2016 for the creation of one post each of Medical Officer and Staff Nurse for AUD Main Campus to be filled through fixed contractual tenure as detailed below

- i) Medical Officer (1 post), Group-A in PB-3 Rs.15600-39100 + GP Rs 5400/-
- ii) Staff Nurse (1 post), Group-B in PB-2 Rs 9300-34800 + GP Rs 4200/-

The BoM noted that the above proposal was also duly considered and recommended by the Establishment Committee in its 15th Meeting held on 9 March 2016. The approximate financial implication for the creation of one post each of Medical Officer and Staff Nurse is worked out to Rs.18,89,100/- (Rupees eighteen lakh eighty nine thousand one hundred only) per annum.

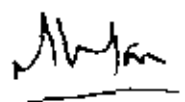
After discussion, the BoM resolved to approve the creation of one post each of Medical Officer and Staff Nurse for AUD Main Campus alongwith the Recruitment Rules of these posts recommended by the Establishment Committee, vide **Appendix - 7**

The BoM further resolved that the University may take up the matter with the Directorate of Higher Education, GNCTD seeking necessary concurrence/approval for the creation of these two posts as required under the pattern of assistance for release of additional Grant-in-aid to AUD.

4.5 **Broad framework for utilization of the University Development Fund in pursuance of the decision of the Board of Management in its 18th Meeting held on 8 October 2015**

The BoM considered the recommendation by the Finance Committee in its 14th Meeting held on 11.04.2016 regarding a broad framework for utilization of the University Development Fund (UDF) as recommended by the UDF Managing Committee in its meeting held on 31.03.2016.

The BoM noted that the UDF Managing Committee had resolved that



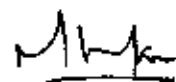
the funds under UDF as reflected in the books of accounts 2015-16 be divided into the following four broad corpuses (sub-heads) of 25% each of the total amount to support various academic activities where adequate GIA support from the Government sources may not always be available

- (i) **Student Travel and Exchange Programme Fund.** To support AUD students to pursue excellence and exploration leading to professional and personal development, including support of student travel and exchange programmes
- (ii) **Academic Chairs Fund** To create Academic Chairs such as the Ambedkar 125th Anniversary Chair.
- (iii) **Research Endowments** To create research endowments to promote research among AUD faculty and students. These endowments will also include the university-share (50%) of the overhead charges generated from the various externally funded research projects (amounting to Rs 28,57,954/- as of 31st of December, 2015)
- (iv) **Central Pool of UDF** To accumulate residual fee and other revenues generated from the students to be utilized for various developmental activities (including infrastructure development if necessary) to enhance quality and effectiveness of academic and research activities of the University.

The BoM noted that the original proposal for the creation of University Development Fund was approved by the Board in its 18th Meeting held on 8 October 2015, by setting aside the unutilized portion from the amount collected as fee from the students, to be used for various developmental activities, including infrastructural development, to enhance quality and effectiveness of academic and research activities of the University. The BoM also constituted a Managing Committee to administer the UDF under the Chairpersonship of the Vice Chancellor.

After detailed deliberations, the BoM resolved to approve the above recommendations of the UDF Managing Committee as recommended by the Finance Committee in its 14th Meeting held on 11 April 2016.

The BoM also resolved to approve the recommendation of the UDF Managing Committee that the corpus against each of the Funds at Sl. No (i) to (iii) above would be administered and managed by a separate Sub-Committee comprising AUD Faculty Members and eminent external experts to be constituted by the Vice-Chancellor. However, the



recommendations of these Sub-Committees against each Fund would be considered by the UDF Managing Committee from time to time.

After detailed deliberations, the BoM approved the above recommendations of the Finance Committee for the creation of Corpuses on Student Travel and Exchange Programme Fund, Academic Chairs Fund, Research Endowments and Central Pool of UDF.

The Board suggested that the University may also utilize the UDF for its new initiatives such as enhancement of University leadership role, excellence in Higher Education, etc. and this would help the University to improve its institutional ranking.

4.6 Proposal submitted by the University to the Government of NCT of Delhi, Directorate of Higher Education for the establishment of Karampura Campus along with the details of creation of teaching and administrative posts and tentative Budget Estimates(B.E) for the FY 2016-17 & 2017-18

The Board of Management (BoM) considered the proposal for the setting up of a new campus of the University at Karampura, presently occupied by the Deen Dayal Upadhyay College (University of Delhi) based on the offer of the Directorate of Higher Education, Govt. of NCT of Delhi, vide letter dated 23.02.2016. According to the proposal sent by the University to the DHE, vide letter dated 11.03.2016, the University proposes to start new programmes from the academic year 2016-17. The BoM noted that the University is going to establish and operationalize the two new Schools namely (a) the School of Law, Governance and Citizenship, and (b) the School of Vocational Studies, replicate some existing undergraduate programmes, and launch new undergraduate, postgraduate and 5 year integrated programmes including Certificate and Diploma programmes. The total student strength is expected to reach over 2000 by the academic session of 2019-20.

The BoM also noted that the Finance Committee in its 14th Meeting held on 11 April 2016 considered the above proposal submitted by the University to the Government of NCT of Delhi for the establishment of Karampura Campus along with the details of creation of teaching and administrative posts and tentative Budget Estimates. The details of expenditure on various heads proposed by the University and approved by its Finance Committee are as under.



अम्बेडकर विश्वविद्यालय दिल्ली

Ambedkar University Delhi

27 October 2016

**5th Meeting of the University Development Fund Managing Committee
3:00 p.m.: 27 October 2016**

MINUTES

The 5th meeting of the University Development Fund Managing Committee was held at 3:00 pm on 27 October 2016 in Committee Room 1, Kashmere Gate campus, Ambedkar University Delhi.

The following members were present: :

1. Professor Shyam B Menon - Chairperson
2. Dr M A Sikandar – Registrar- Member
3. Dr Praveen Singh - Dean (Officiating) Planning - Member
4. Shri J Ernest Samuel Ratna Kumar – Controller of Finance
5. Professor Salil Misra – Special Invitee
6. Professor Venita Kaul- Special Invitee
7. Professor Sanjay Sharma – Dean SS, Member-Secretary

Ms Bindu Nair, Assistant Registrar (SS) assisted the committee in its deliberations.

Item 1: To confirm the minutes of the 4th meeting of the UDF managing committee meeting held on 28 September 2016

The Controller of Finance apprised the members that as decided and approved by the committee, the funds have been transferred to the respective UDF sub heads. The actual fund transferred to each of the three corpuses i.e. (i) Student Travel and Exchange fund (ii) Academic Chairs fund and (iii) Research Endowments fund is Rs 46900000/- . The balance fund of Rs 46834195 has been transferred to the UDF central pool. The Committee took cognizance of the details given by the CoF and resolved to confirm the Minutes of the 4th Meeting of the UDF managing Committee held on the 28th of September, 2016, as circulated.

Item 2: To report the creation of sub-committees for the three corpuses approved by the Board.

The Committee noted that as approved by the Board of Management in its 19th meeting held on 19 April 2016, the corpuses against each of the funds would be administered and managed by separate sub-committees comprising AUD faculty members and eminent external experts to be constituted by the Vice Chancellor. The committee also took note of the following names proposed for the sub-committees:

- (i) **Sub Committee of UDF on Academic Chairs Fund**
Professor Salil Misra, Professor SLS – Chairperson
Professor Varginius Xaxa, Tezpur University, External Member



Professor Radharani Chakravarty, Member
 Professor Anup Dhar, Member
 Mr Benil Biswas, Member

- (ii) Sub-committee of UDF on Research Endowments
 Chairperson, ACRPM (EX-officio) – Chairperson
 Professor Peter deSouza, CSDS, External Member
 Professor Sunnder S Jodhka, JNU, External Member
 Professor Chandan Mukherjee, Member
 Professor Anup Dhar, Member
 Dr Arindam Banerjee, Member
 Dr Anita Elizabeth Cherian, Member
- (iii) Sub-committee of UDF on Student Travel and Exchange programme Fund
 Dean, Student Services (Ex-Officio) – Chairperson
 Professor Krishna Menon, Member
 Dr Kartik Dave, Member
 Dr Ravikant Sharma, Associate Professor, CSDS, External Member
 Dr Rohit Negi, Member
 Dr Yogesh Snehi, Member

The committee resolved to consider the proposed names for the Sub- committees and recommended that the names be proposed to the Vice Chancellor for approval.

Item 3 To report the fund available from the interest yielded on the capital amount invested in the bank for each of the corpuses

The Controller of Finance apprised the members that the interest yielded on the capital amount invested in the bank for each of the corpuses will be Rs 8,50,062/- in each quarter of the year. The first quarterly interest will be available for utilization in the month of January 2017.

Item 4 To report the fund available from the fee collected in the current semester to be transferred to the UDF account.

The Committee noted that the total fee collected in the Monsoon semester 2016 is Rs 28578490/- . The balance fund available after setting aside the 10% of the total fee collected for Scholarship and 25% for the learning Enhancement is Rs 19381883/- (Rupees one crore ninety three lakhs, eighty one thousand eight hundred eighty three only) which may be transferred to the UDF account. The committee after due deliberations resolved that the balance tuition fee be transferred to the UDF account towards the end of the financial year as by then the winter semester fee collection will be over and the balance fee after fee-waiver, scholarship and Learning Enhancement will also be available for transfer to UDF.

The next meeting of the UDF managing Committee will be held on 29 November 2016.

The meeting ended with the vote of thanks.



29 November 2016

6th Meeting of the University Development Fund Managing Committee
11:00 a.m.: 29 November 2016

MINUTES

The 6th meeting of the University Development Fund Managing Committee was held at 11:00 a.m. on 29 November 2016 in Committee Room 1, Kashmere Gate campus, Ambedkar University Delhi

The following members were present:

1. Professor Shyam B Menon - Chairperson
2. Dr M A Sikandar - Registrar- Member
3. Dr Praveen Singh - Dean (Officiating) Planning - Member
4. Shri J Ernest Samuel Ratna Kumar - Controller of Finance
5. Professor Salil Misra - Special Invitee
6. Professor Venita Kaul- Special Invitee
7. Professor Sanjay Sharma - Dean, SS, Member-Secretary

Ms Bindu Nair, Assistant Registrar (SS) assisted the committee in its deliberations.

Item 1: To discuss and prepare the action plan for the UDF Sub-Committees.

The Dean Student Services informed the committee that one of the proposed external member for the sub-committee of UDF on Research Endowments, Professor Peter de Souza from CSDS, Delhi has expressed his inability to be part of the sub-committee. Professor Peter deSouza has proposed the name of Professor Shail Mayaram, an Anthropologist at CSDS to be part of this committee. Accordingly, Professor Mayaram was contacted by the Chairperson ACRPM, who has kindly agreed to be part of this committee.

After deliberations the committee resolved:

- (i) Professor Shail Mayaram be the external member for the research endowments sub-committee.
- (ii) The sub-committees be notified at the earliest.
- (iii) The TA/DA and other expenses related to the meetings of the Sub-committee be met out the appropriate heads of account of 'GIA'.
- (iv) The sub-committees to have their meetings at the earliest to come out with the action plan of activities /schemes for the current financial year.

The next meeting of the UDF managing Committee will be held on 12 January 2017 at 11 a.m. The sub-committees were requested to make a presentation mentioning the activities/schemes for the current financial year. The Academic Chair's committee may propose names for the Academic Chairs.

The meeting ended with the vote of thanks.



12 January 2017

**7th Meeting of the University Development Fund Managing Committee
2:00 p.m.: 12 January 2017**

MINUTES

The 7th meeting of the University Development Fund Managing Committee was held at 2:00 p.m. on 12 January 2017 in Committee Room 1, Kashmere Gate campus, Ambedkar University Delhi.

The following members were present:

1. Professor Shyam B. Menon - Chairperson
2. Dr M A Sikandar – Registrar- Member
3. Dr Praveen Singh - Dean (Officiating) Planning - Member
4. Shri J Ernest Samuel Ratna Kumar – Controller of Finance
5. Professor Salil Misra – Special Invitee
6. Professor Anup Dhar- Special Invitee
7. Professor Sanjay Sharma – Dean, SS, Member-Secretary

Shri P. K. Katarmal, Senior Consultant, Academic Services, Dr Sunita Tyagi, AR (Coordination) and Ms Bindu Nair, Assistant Registrar (SS) assisted the committee in its deliberations.

Item 1: To confirm the minutes of the 6th meeting of the UDF Managing Committee meeting held on 29 November 2016

The Committee resolved to confirm the Minutes of the 6th Meeting of the UDF managing Committee held on the 29th November, 2016, as circulated.

Item 2: To consider the report/presentation mentioning the activities/schemes planned for the current financial year by:

- (I) Chairperson, Academic Chairs Fund
- (II) Chairperson, Research Endowment funds
- (III) Chairperson, Student Travel and Exchange programme fund

(I) Professor Salil Misra, Chairperson, Academic Chairs Fund apprised the members that the Academic Chairs committee had its first meeting on 22 December 2016 and the following were the recommendations of the committee:

- (i) Institute an Academic Chair at AUD and it be named "Ambedkar Chair".
- (ii) Professors, eminent scholars, distinguished experts from the field of academia or public service are to be invited to the Chair. The age of the



occupants of the Chair to be broadly within the range of 50-70. The experts, invited to occupy the Ambedkar Chair, be normally invited for a period of one year.

- (iii) The institution of the Ambedkar Chair be notified in journals like EPW and other media platforms and be advertised at the time of the filling of the Chair. The selection of the Professorial Fellow is be done by a Search Committee, constituted by the Vice-Chancellor.
- (iv) The Professorial Fellow for the Chair be invited from fields like Constitution, Social Justice, Minority Studies, Social Movements, Literature, Culture and Aesthetics, Nationalism, Gender, Education and Affirmative Action, among others.
- (v) The committee also deliberated on a number of names to be considered as the first occupant of the Ambedkar Chair. It was recommended to invite Prof. Valerian Rodrigues, Professor (retired) at the Centre for Political Studies (CPS), JNU as the Professorial Fellow to be the first occupant of the Ambedkar Chair.
- (vi) At the end of the term, the Professorial Fellow is expected to produce a monograph or produce some output of a scholarly and creative nature, in accordance with the area of expertise.
- (vii) Some faculty member, whose research interests coincide with those of the Professorial Fellow of Chair, be asked to coordinate the functioning of the Ambedkar Chair during the period of the occupancy of the Chair by the incumbent. The Professorial Fellow to be provided with a research assistant and given other secretarial assistance.

The Academic Chairs sub-committee also made the following suggestions:

- i. Special efforts are to be made to enrich the AUD library with literature on Ambedkar and other themes to be explored by the occupants of the Ambedkar Chair. The University library be equipped with a separate section on Dalit Studies, which should include writings by and on Ambedkar across languages, disciplines and creative/activist practices. Eventually it should develop into a separate Ambedkar Studies Resource Centre, to be housed with the Library.
- ii. The Ambedkar Chair to consider organizing annual public events around the chosen thematic areas. These events can be academic, semi-academic, or performative.
- iii. In order to make the Ambedkar Chair sustainable, the University should explore the possibility of hiring some residential space to accommodate the occupant of the Chair. Funds for residential accommodation can be made available from the Ambedkar Chair grant.



The UDF-MC considered the recommendations of the Sub-committee on Academic Chairs and resolved that:

1. A formal letter be sent to Professor Valerian Rodrigues, Professor (retired) at the Centre for Political Studies (CPS), JNU as the Professorial Fellow to be the first occupant of the Ambedkar Chair. This be notified and informed to the AUD faculty.
2. The Academic Services Division to inform about the salary and terms of reference for engagement of Professor Rodrigues as the occupant of Ambedkar Chair for a period of one year.

The Vice Chancellor apprised the members that the Board of Management in 8th meeting held on 16 July 2010 and 16th meeting held on 4th April 2014 has already approved the proposal to lease in a reasonable number of apartments for use by new appointed faculty, visiting faculty and officers and a guest house and residential accommodation for a limited number of faculty and officers as and when needed. The process of putting this in place be initiated by the Registry on a priority basis. The expenditure for this purpose be met out the appropriate heads of account 'GIA' as approved by the BoM.

(II) Professor Anup Dhar, Chairperson Research Endowment Funds, apprised the members that the Sub- committee had its first meeting on 5 December 2016 and the following were the recommendations of the committee:

- (i) Research be included in work load estimates to incentivize research.
- (ii) Set-up interdisciplinary/ inter-school research collaborates to have cross linkages around a theme.
- (iii) After six semesters, provision be made for one semester off from teaching to enable faculty to do research. The faculty be advised to come out with a working paper and that be published.
- (iv) A small research grant be given uniformly to every faculty member to do research activity and a report required on its utilization after a year. This be done initially to create a culture of research and later be granted on a selective basis.
- (v) Revive the Friday seminar series by the faculty on their respective areas.
- (vi) A web space be created for faculty to upload their published work.
- (vii) Centres to come together for joint research. The Centre for Development Practice and Centre for Community Knowledge is presently working on a joint research project on 'River Yamuna'.
- (viii) The PhD scholars be involved in assisting the faculty in development of research proposals.



The UDF-MC resolved to accept the recommendations of the Sub-committee on Research Endowments and authorised the sub-committee to initiate the action to promote research by the faculty.

(III) Professor Sanjay Sharma, Chairperson, Student Travel and Exchange Funds apprised the members that the Sub-Committee had its first meeting on 14 December 2016 and the following were the recommendations of the committee:

- (i) The funds available be utilised for student exchange programmes both within India and abroad. The office of the Dean Students Services be advised to explore possibilities of student exchange programmes with institutions of high repute within India such as TISS, IIM, Azim Premji, Ashoka, SNU and other Government institutions. This be initiated at the earliest as the UGC has already implemented the Choice Based Credit system at the UG level and associating with other institutions should not be a problem.
- (ii) Explore possibilities of connecting with the institutions of neighbouring countries such as Bangladesh, Tibet, etc. to enhance learning in the South Asian community that promotes an understanding of different perspectives and strengthens regional cooperation.
- (iii) To enhance leadership and ownership among students and provide support and funds for student driven activities such as conferences, festivals, workshops and lecture series by students. There could be a series of lectures on "Indian thought" with students' initiative.
- (iv) Support be extended to students for participation in Global Initiative of Academic Networks (GIAN) and other similar opportunities.
- (v) Explore possibilities of supporting cultural activities and art and theatre workshops for students wherein the students from other institutions be invited for participation.

The UDF-MC resolved to accept the recommendations of the Sub-committee on Student Travel and Exchange fund. In addition to this the sub-committee was recommended to explore the possibility of sending the students, particularly the BA Students to spend their summers in some of our ongoing research areas/locality such as Kasia, Madhya Pradesh where our MPhil Development Practice students are doing their research or Sheopur, Madhya Pradesh where the School of Human Ecology students go for their field work.

Item 3: A presentation by the Controller of Finance on institutional structures and processes that we may explore for raising funds other than the GIA

The Controller of Finance gave a presentation on institutional structures and processes that we may explore for raising funds other than the GIA. The following are the salient features of the presentation of CoF, on the present status of the accrual of funds, through interests available for the first quarter interest transferred on 15th Jan. 2017 under the four different heads, viz., Academic Chairs; Research Endowment, Student Travel and Exchange Funds and Central Pool (UDF):



अम्बेडकर विश्वविद्यालय दिल्ली

Ambedkar University Delhi

- 1 Rs.8,50,062/-
- 2 Rs.8,50,062/-
- 3 Rs.8,50,062/-
- 4 Rs.8,48,869/-

Further, the presentation included the various alternate source of generation of Funds:

1. Participation in NSDL - Students Scholarship Program
2. Generation of funds from Corporate-CSR based sources after studying the experiences of other institutions like Azim Premji, TISS etc.

The Committee noted the details given by the Controller of Finance and resolved that Dean Planning and CoF must visit the Investment Team of the Azim Premji University and TISS to understand their model of raising funds.

The next meeting of the UDF managing Committee will be held on 23 March 2017 at 2 p.m. The sub-committees will submit a report on utilization of funds till March 2017 from the respective corpuses.

The meeting ended with the vote of thanks.

Sanjay Sharma
Dean, Student Services
& Member-Secretary

**Report of the Task Group Constituted by the Vice
Chancellor to deliberate on the concept of Multi-
Campus University with regard to AUD**

The Task Group

Professor A. R. Khan (Member)

Dr. Pravcen Singh (Member)

Dr. Nidhi Kaicker (Member-Secretary)

Professor Kuriakose Mamkoottam (Chairperson)

February 2017

ACKNOWLEDGEMENTS

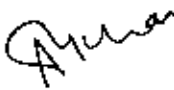
Professor Shyam Menon, Vice Chancellor, constituted a Task Group to examine the concept of Multi-campus University with special reference to AUD. The Task Group has made sincere efforts to respond to the Terms of Reference by proposing its recommendations, which are presented in this report.

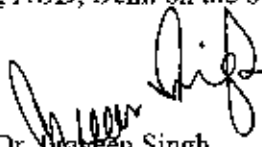
As a first step, the Task Group examined in detail the various documents such as the AUD Act, Statutes and Ordinances, the Mid-Term Review Committee Report, Draft Report of the N.R. Madhava Menon Committee etc. which enabled it to appreciate better the vision and objectives of AUD as well as the existing organisational structures, administrative procedures and the underlying governance issues. Secondly, to understand the concept of a Multi-campus university, the Task Group deliberated on the literature and experiences of multi-campus universities in India and abroad. Thirdly, consultative meetings were held with different stakeholders of AUD, including the Vice Chancellor, Registrar, Controller of Finance, Deans/ Directors of Schools/ Centres and heads of divisions, executive members of AUDFA, faculty and staff to solicit their views and concerns.

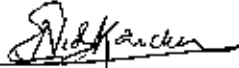
An Interim Report was submitted to the Vice Chancellor in December 2016, which was subsequently presented in a meeting of the Senior Management Team (SMT) on 24th January 2017. The Task Group is happy to submit the final Report, which has attempted to incorporate the views and concerns of all stakeholders as well as the observations on the Interim Report received during the presentation in the meeting of the SMT.

The members of the Task Group express gratitude to the Vice Chancellor for entrusting this task and reposing faith in us, to the senior management, faculty and staff, for sharing their views during various rounds of interactions and to SMT providing feedback on the Interim Report.

Submitted to the Vice Chancellor, AUD, Delhi on the 6th Day of February 2017


Professor A. R. Khan
(Member)


Dr. Indren Singh
(Member)


Dr. Nidhi Kaicker
(Member-Secretary)

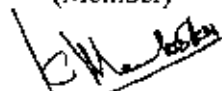

Professor Kuriakose Mamkoottam
(Chairperson)

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**Report of the Task Group Constituted to deliberate on the Concept of
Multi-Campus University with reference to AUD**

I. Introduction

Ambedkar University Delhi (AUD) was established in 2007 by the Government of the National Capital Territory of Delhi (GNCTD) through an Act of Legislature and was notified in July 2008. Mandated to focus on research and teaching in the social sciences, humanities and liberal arts, and guided by Dr. Ambedkar's vision of combining equality and justice with excellence, AUD considers it to be its mission to create sustainable and effective linkages between access to and success in higher education. AUD is presently functioning from its campus on Lothian Road in Kashmere Gate. It offers a few undergraduate programmes in the Karampura Campus, which has been recently transferred to AUD by the government of Delhi through its Directorate of Higher Education.

Two plots of land have been allotted by the Government of NCT of Delhi for setting up campuses of AUD—one in Dheerpur and the other in Rohini. While preparations are underway to start construction on both sites, there are a few other buildings/ campuses that are likely to be handed over to AUD in the near future. AUD has experienced substantial growth in the last eight years, and is likely to have 5-7 campuses with 17,000 students by 2021-22. This rapid diversification and expansion are expected to have implications on the administrative procedures, organizational structures impacting on governance issues, intercampus relationships, faculty and staff deployment, ICT infrastructure and other aspects of the university.

Given the above scenario, a Task Group was constituted by the Vice Chancellor, with the following members, to deliberate on the concept of Multi-campus University with reference to AUD.

1. Prof Kuriakose Mamkoottam, Executive Chairperson, ACIE (*Chairperson*)



2. Prof AR Khan, IGNOU (*Member*)
3. Dr Praveen Singh, Dean, Planning (*Member*)
4. Dr Nidhi Kaicker, Deputy Dean, Planning (*Member Secretary*)

The Task Group was entrusted with the following Terms of Reference (ToR):

1. Examine the existing organizational and administrative structures as provided for in the Act of AUD and the Statutes and ordinances emanating from it, and to suggest changes, if any, required in them;
2. Recommend modalities of staff deployment in different campuses;
3. Examine the governance issues in a multi-campus, unitary university system, and recommend changes within the existing statutory provisions, in the governance structures of the University;
4. Examine the existing system of concurrent appointment of faculty and recommend changes, if any, required in the system of faculty recruitment;
5. Recommend structures, systems and procedures which will ensure integration of multi campuses while enabling a decentralized and efficient functioning of the University on academic, administrative and financial domains; and
6. Review and recommend administrative and governance structures associated with Campus Development Division in view of the enormity of the task associated with development and establishment of new campuses.

II. Vision and Concept

AUD is a public University with a unitary structure, and aspires to become a multi-campus University of the city of Delhi with a non-affiliating character and non-hierarchical culture. The guiding principles in a multi-campus set up will be to ensure speed and efficiency along with transparency, accountability, involvement and ownership in the process of decision-making and implementation. In a multi-campus set up, each campus should have a character of its own, while maintaining the dominant (core) values of AUD. The defining 'essence' of AUD must be allowed to be nurtured in all campuses. Rather than creating one 'main' campus and other (subsidiary) campuses, AUD may be

visualized to comprise several hubs around which multiple campuses are spread across the city of Delhi, with each hub acting as administrative center for smaller campuses/sites in the vicinity.

III. Research and Consultative Processes

The Task Group had several rounds of deliberations on the concept of multi-campus university with reference to AUD and recommendations are drawn after discussions with various stakeholders of the University and detailed scrutiny of various documents including the AUD Act, the statutes and ordinances emanating from it, the recommendations of the Mid-Term Review Committee and the National Assessment and Accreditation Council (NAAC) peer team, reports of other working groups on participative management, on concurrent faculty appointments etc., and literature on experiences of multi-campus university systems existing in various parts of the world.

The stakeholder meetings included those with University officials, the Vice Chancellor, Registrar, Controller of Finance, Deans/Directors of Division / School/ Centre and with the larger faculty and staff community both at the Kashmere Gate campus and Karampura campus. In view of the fact that AUD, which was envisioned as a multi-campus unitary University, is growing and spreading its physical presence faster than what was anticipated, the views and thoughts of all stakeholders were sought on the following issues in particular.

- Existing organizational design, governance structures and administrative and financial procedures in terms of (a) efficiency and speed, (b) transparency and accountability, (c) involvement and ownership in decision making, (d) procedures leading to avoidable bureaucracy, (e) difficulties in implementation / execution of decisions
- Suggestions on alternate structures and procedures, which may be required to govern and manage AUD with as many as 5-7 campuses spread across the city of Delhi by 2020.

- Issues and concerns related to Campus Development division, especially with regard to its enormity
- Administration of academic activities in a multi-campus context especially when programmes and Schools are expected to have presence in multiple campuses.
- Faculty and staff appointment and deployment in various campuses
- Student services, activities and facilities, including mobility of students across campuses.

The details of dates and stakeholders with whom consultative discussions were held are provided in Annexure 1, and a summary of discussion is provided in Annexure 2.

IV. Issues and Concerns

The broad issues and concerns raised in the consultative meetings are briefly summarized in this section. While there was a general enthusiasm among all about the prospect of AUD operating out of multiple campuses, certain concerns were raised which the Task Group has taken note of.

1. There should be clarity on our vision of a multi-campus University. As AUD becomes multi-campus, the core vision should be retained in all campuses.
2. In a multi-campus scenario, possibility of creating 'main' campus and 'subsidiary' campuses should be avoided. Campuses should not be made to compete, but must complement; and steps must be taken to avoid creation of hierarchy of ranking among campuses.
3. All decision-making bodies should have representation from all campuses. There should be transparency in decision-making and decentralization of administrative procedures. The culture of AUD supports decentralisation (in line with the principles of non hierarchy and equity). However, the first step in decentralisation requires procedural clarity.

4. Adequate administrative support and access to resources should be made available in all campuses. All services such as student services, academic services, library & IT, and grievance redressal mechanisms should be present in all campuses.
5. Replication of same programmes in different campuses must be avoided, as far as possible. If necessary, in case of popular programmes, different variations of the same programme may be offered in different campuses.
6. Not only should campuses have programmes at all levels: UG, PG & Research, but faculty of all three levels (Professor, Associate Professors and Assistant Professors) should also be present in all campuses.¹
7. Interdisciplinary character of programmes and concurrent engagement of faculty should not be diluted; and boundaries between campuses should be porous. However, while encouraging faculty mobility, it should not become a wasteful process involving undue effort and time creating avoidable stress. AUD's success should not be contingent on faculty mobility; rather this could be an added advantage.
8. Steps must be taken to create possibilities of student mobility across campuses.

V. Recommendations

Based on the interaction with various stakeholders, the concerns and issues raised by them, and several rounds of internal deliberations, the Task Group is of the view that in a multi-campus based unitary university system such as AUD it is important to create structures to maintain uniformity of the central values of the University while allowing each of its campuses to develop uniqueness by providing flexibility of practice. The Task Group, therefore, proposes that while policy formulation may happen through single / central representative bodies, implementation should happen at lower / local level.

Keeping the above fundamental principle in view, the Task Group has made recommendations with respect to: (a) Governance Structures, Administrative Procedures and Organisational Design, (b) Finance and Budgeting, (c) Undergraduate Studies, (d) Faculty appointment and deployment, (e) Student services, facilities and mobility, (f) Campus Development, (g) Campus Maintenance and (h) Academic Planning Board

a. Governance Structures, Administrative Procedures and Organisational Design

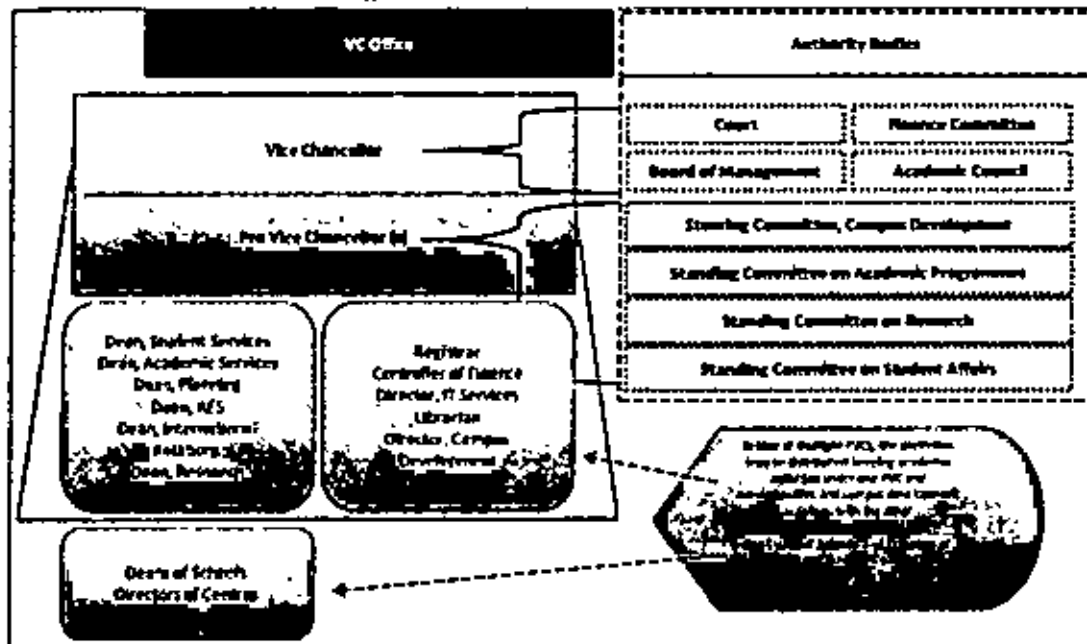
It goes without saying that academic programmes and research occupy the central stage of AUD. Therefore, Schools and Centres, where research and teaching are located, are considered to be the core institutional components of the University. In order to maintain the integrity of the core values of AUD as a unitary University, which is geographically spread across various parts of the city of Delhi, the Task Group has visualized AUD at three layers, namely (i) the Vice Chancellor's office, (ii) the School / Centre office and (iii) the Campus (administrative) Office. It is further proposed that major policy making and larger vision building may be carried out around the office of the Vice-Chancellor and his team through a participative process, while the interpretation of the larger vision and implementation of the University policies through research and academic programmes may be executed at the level of Schools/ Centres, which will have presence in multiple campuses. It is also the considered opinion of the Task Group that the office of the Vice Chancellor and that of the Schools should be viewed as virtual spaces, where larger policies regarding research and teaching are formulated, while their administration and execution will be carried out in the geographically dispersed physical spaces of campuses.

(i) The Vice Chancellor's Office

The Vice Chancellor along with his team consisting of the statutory bodies should be seen as the coordinating body to create central policies of the University. The Vice Chancellor's office may be physically located in one campus or other, but not necessarily designated as the main campus.

- The Vice Chancellor, who is the principal academic and executive officer of the University, shall be supported by one or more Pro-Vice Chancellor/s (PVC). As the University is growing in terms of programmes, Schools, teachers, students and multiple campuses, and as the AUD Act provides for multiple PVCs, possibility of appointing more than one PVC may be explored, if found necessary (Section 11(2) and Section 13 of the Act). The VC may allocate portfolios of responsibilities for each PVC as deemed fit (Clause 2f of the Statute 6).

Figure 1: Vice Chancellor's Office



- In addition to the Pro-Vice Chancellor and the Registrar, the VC Office should consist of a full team of senior officers representing all the important aspects and activities of the University, including the Controller of Finance, Dean (Student Services), Dean (Academic Services), Dean (Planning), Dean (Assessment, Evaluation and Student Progression), the Librarian and Director (IT). It is recommended that the office of the Dean (International Relations) and Dean (Research) be created under Statute 7(A) and the powers and functions of the Deans appointed under this statute may be prescribed by Regulations. An Ordinance prescribing the functions and power of Dean (AES) also has to be created. Further, Ordinance 8 under Statute 7 (related to Dean, Academic Services) may be revised to include coordinating, in consultation with School Deans, faculty allocation for different campuses / programmes.
- In order to ensure that all activities relating to research and academic programmes are conducted within the larger vision of AUD following its central policy, the Task Group recommends that all the central decision making bodies, such as Board of Management (BoM), Academic Council (AC), Senior Management Team (SMT) should be single. However, care may be taken to have adequate representative

participation of faculty engaged in different programmes and campuses, to the extent possible, in all the important central decision making bodies of the University. In view of the composition, powers and functions of the authority bodies of the university given in Section 21 and 22 of the AUD Act (for Board of Management), and Section 23 and 24 of the AUD Act (for the Academic Council), and in view of the recommendations of the N.R. Madhava Menon Committee, the Task Group recommends that they may be reviewed to ensure adequate representation and participation in all the decision making bodies of AUD. The Task Group further recommends that in case of larger campuses, campus-wise Standing Committees may be created for Academic Council/ School based research bodies/ Councils.

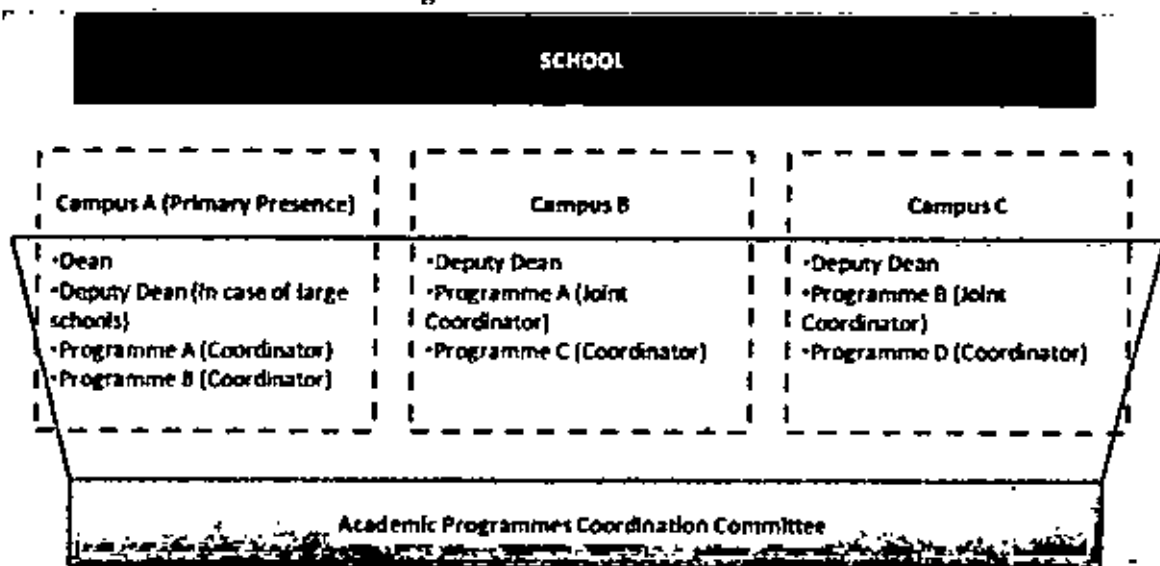
(ii) *The School / Centre Office*

As highlighted earlier, Schools and Centres are considered to be the most important institutional components, based on which AUD is created as a unitary University. As AUD expands and diversifies (grows), it is thought important that academic planning and its structures should be centralized at the School level.

- Each School/ Centre should be headed by one Dean/ Director, although it may have operations in multiple campuses. It is proposed that a Deputy Dean may be appointed for a given School in a specific campus provided that the School has a minimum number of faculty members, programmes and students enrolled in that campus. Similarly, a Deputy Director may be appointed for a given Centre provided that Centre has sufficient activities and personnel present in that campus. Schools with smaller programmes and students could be administered in local campuses by a faculty Programme Coordinator. While Schools are visualized as virtual spaces, each School may have a primary location where the Dean's office may be located. Appropriate regulations may be created to decentralize certain decisions to the Deputy Dean, so as to avoid multiple layers of approval process for day-to-day operations.
- The Dean's Office should be supported by the Board of Studies, with adequate representation from all campuses, Academic Programmes Coordination Committee comprising the Dean, Deputy Dean/s (if any) and Programme Coordinators of all the

programmes offered by the School. When the same programme is offered in multiple campuses, there will be separate Programme Coordinators for each campus. It is recommended that the position of Deputy Dean and Programme Coordinator may be made a statutory position by creating regulations regarding their powers and functions.

Figure 2: School Office



- Thus, the above construct of the School should also enable inter-campus linkages through its academic activities, which will be managed by Deputy Deans and/or Programmes Coordinators located in different campuses, but anchored at the School.
- It is proposed that, as far as possible, the same programme should not be offered in multiple campuses. However, replication may become inevitable in case of popular programmes. Here again, attempt should be made to create a niche in each campus by creating variations in the popular programmes, while retaining the core. This could be made possible through a process of consultative meetings by involving internal and external subject experts to review and evaluate existing programmes when they are being offered in new campuses thereby ensuring a deeper level of ownership.
- In order to maintain the integrity of the School and intercampus linkages, it is recommended that there should be one Board of Studies for the School irrespective of

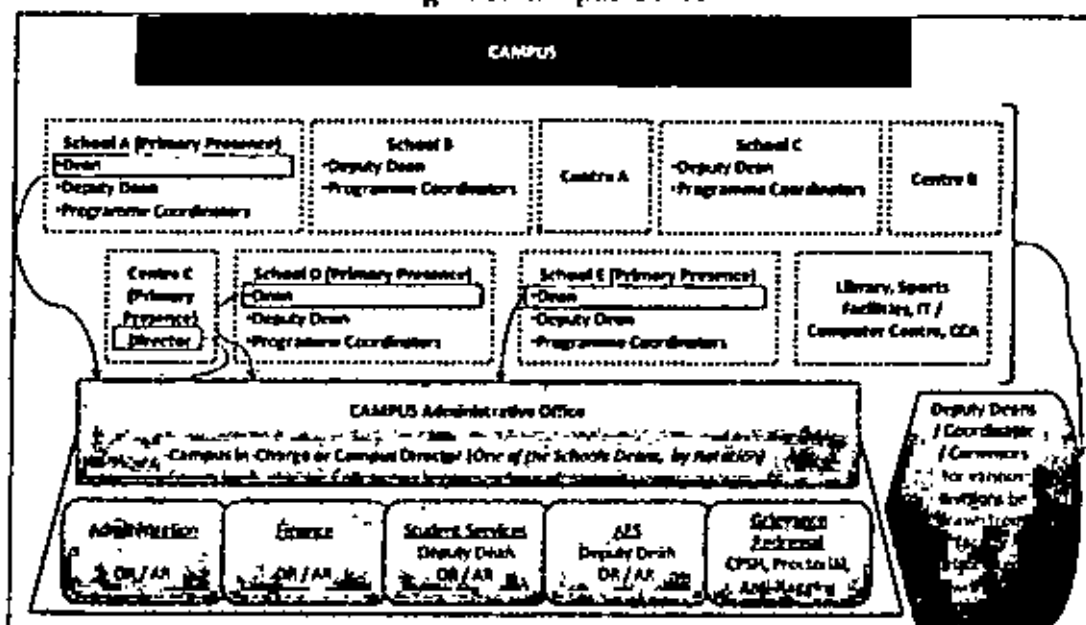
the number of campuses in which it may operate. The constitution, powers and functions of the Board of Studies is prescribed under Clause 4-8 of Statute 12A.

(iii) *The Campus Office*

A representative structure of all the offices of senior management and administration must be present in each campus, by establishing an Administrative Office in each campus. The Campus (Administrative) office will be required to efficiently take care of all day-to-day routine activities relating to academic programmes, faculty and students located in that campus. These local (campus) offices shall function under the overall coordination and shall be accountable to the Central Office. Each campus is visualized to host multiple Schools and, as far as possible, the School of Undergraduate Studies.

- The Campus Administrative Office may be headed by one of the School Deans as Campus-Director by rotation of seniority whose programmes are located in that campus. The Campus Director will be responsible to ensure that the campus will have adequate resources such as infrastructural facilities and classrooms, library (physical and on-line), IT & computing facilities, campus maintenance / estate, etc.

Figure 3: Campus Office



- The main job of the Campus Director should include coordination of all academic and co-curricular activities, maintenance of estate and other resources, ensure student

discipline and redressal of grievances etc. S/he should be vested with adequate administrative and financial powers

- The office of the Campus Director should be supported by adequate staff to take care of campus maintenance & administration, Finance, Student Services, and AES. It is recommended that campus-based Disciplinary Committee, CPSH etc. may also be created. Each division may be headed by Deputy Deans of the respective division along with adequate administrative support staff at the rank of Deputy Registrar or Assistant Registrar depending on the size of the campus (in terms of number of students and programmes).
- The Task Group is of the view that divisions such as Academic Services, Research, International Relations and Planning should remain at the Vice-Chancellor's (Central) office and need not be replicated at each campus. In order to maintain greater uniformity and integration, faculty may interact with these divisions virtually through their School Deans/ Centre Directors and for routine matters through the office of the Campus Director. *This requires a move towards paperless administration and finance.*
- It is also proposed that attempt should be made to create communities of scholars with similar and related research interest and encourage theme-based team/ collaborative research on priority areas jointly chosen through consultative process. While the office of Dean (Research) may be centralized, it may be a good idea for campuses to create a niche in terms of specific research agenda, and bring together scholars with common research interests. Some part of the central research fund may be earmarked for collaborative research coming out of AUD on themes, which are aligned with AUD's vision.

b. Finance and Budgeting

In order to maintain uniformity and parity in financial matters, it is proposed that AUD should operate under a single budget at the level of the University with a single Controller of Finance.

- However, within AUD, budgeting may be decentralized to Schools, Centres and Campuses. The School budget in turn should further decentralize to take care of requirements spread across campuses.
- Similarly, the campus director should prepare budget proposals for resources such as library, IT, student activities, seminars/ conferences, sports facilities as well as for maintenance. Campuses can disburse funds once the budget has been approved, except for expenditures related to land and building.
- Sub offices of all divisions in each campus should be adequately staffed. A financial manual, including the purchase policy and expenditure norms, laying general financial rules will help to bring uniformity across campuses.
- In the multi-campus context, it is essential that all divisions, activities and services of the university become fully IT enabled to ensure efficient administration of financial systems/services.

c. Undergraduate Studies

- All Campuses should have the presence of the School of Vocational Studies and/or School of Undergraduate Studies, the latter offering SSH programme along with variations of more popular UG honors programmes, even if they are replicated, as the case may be. The special focus of the SSH programme offered in a given campus may be in tune with the PG programmes offered in that campus.
- All schools should offer a basket of courses (leading to a minor in a particular area / subject) at the UG level.
- The current structure of the UG programme may be reviewed to ensure that every UG student has to choose a minimum number of credits from the interdisciplinary basket (offered by different Schools, including SLS).
- Given the unique positioning and importance of the School of Undergraduate Studies, the University may consider re-visiting the structure of SUS.

d. Faculty Appointment and Deployment

- The system of concurrent appointment of faculty has been incorporated into the architecture of the University in the third meeting of the Board of Management held

on 3 November 2008, which states that "Teachers will be appointed to the University and not to a specific School or Centre, and a teacher thus appointed will ordinarily be attached to more than one School or Centre". However, a faculty may be posted to any of the AUD campuses for a semester or more, as and when required. This will support the interdisciplinary character of programmes and Schools, and will also ensure that the very same teachers who undertake postgraduate teaching and research will also teach undergraduate students. This arrangement also enables reconfiguring research-groups and programme-teams periodically, keeping in perspective the fluidity in the contours of knowledge.

- Further, the Mid Term Review Committee (MTR, 2013) commenting on the concurrent appointment system in AUD observed that the system has yet not been formalised administratively and, "concurrency in practice, by and large, is based on voluntarism, informal identification of interests and requests by programme teams from one School to get faculty members from a different School to teach in their programmes or offer electives. Consequently, only a few teachers seem to be teaching across Schools and their workload then is proportionately higher than that of others." The MTR committee noted that the University must proactively pursue operationalization of Concurrent Appointment system within AUD before disciplinary entrenchments become resistant to change and structurally inhibit flexibility. The MTR committee recommended that AUD might make a restatement of the requirement that every faculty member needs to teach in more than one School. Parallel to this, it also recommended administrative restatement and articulation of rules and guidelines facilitating concurrence and bringing transparency in the process of allocation of academic duties and other administrative responsibilities.
- In a multi-campus set up, the system of concurrent appointment gets an added dimension of faculty association with more than one campus as well. It is recommended that faculty may be appointed to AUD with primary association with one programme/ School and secondary affiliation to one or more programmes encouraging faculty mobility across campuses.

- It is proposed that teaching assignment of faculty may be decided at the Academic Programmes Coordination Committee headed by the School Dean/s in consultation with the faculty concerned to ensure concurrent appointment and intercampus mobility.
- A committee (of Deans) may be constituted to look into concurrent association and inter-campus mobility of faculty. Further, creation of discipline / subject groups could facilitate allotment of teaching responsibilities to various UG and PG programmes.
- Incentive structures (beyond monetary) need to be designed to encourage faculty mobility and presence of faculty in multiple Schools and Campuses. Managing faculty mobility across geographically spread campuses could be a challenge; suitable processes may be evolved to smoothen the process.
- It is recommended that the Screening Committee set up at the School level should ensure to follow the same principles/ criteria while shortlisting candidates for faculty selection. The screening process carried out at the School level may be further scrutinized by a Standing Committee for Screening under the supervision of Dean, Academic Services, to ensure uniformity and transparency at the University level.
- Whenever a new campus is being set up, it is important that a core group, consisting of experienced faculty from existing (older) campuses, is deployed to the new campus to initiate academic and administrative systems in accordance with AUD values and norms.
- Each Campus, at any given point in time, should have the presence of faculty at all three levels – Professors, Associate Professors and Assistant Professors

e. Student Services, Facilities and Mobility

- Admissions: Admission process must be decentralised to the School level, and students may be admitted to a given programme, which is located in a given campus. Campus Admission Committees may be set up which will carry out admissions on the basis of common norms, which may be decided at the Central Admission Committee, consisting of adequate representation from across different campuses of the University.

- Student Mobility: A provision could be made for mobility of students across campuses, especially in the last year of the programme. While coordination of timetable across campuses will be a challenge, creation of virtual classrooms may help students across campuses to benefit from courses offered in different campuses. Team based teaching and jointly offered courses (especially in the foundation courses of the UG programme) will assure students that they have equal access to courses and faculty across campuses and thereby reduce/ avoid the possibility of campuses getting ranked in a hierarchy of popularity.
- Students may be admitted to specific campuses (to programmes located there) following the norms of reservation policy. While fee may be collected at campus level and sent to the School headquarters, the disbursement of Learning Enhancement, Fee Waivers, Student Welfare Fund, Scholarships, Co-curricular activities, etc. may be carried out campus-wise. A cohort may be defined as the group of students enrolled in a particular programme in a given campus.
- Disciplinary Issues: A Proctorial (sub-) Committee may be constituted in all the campuses for managing student discipline, which should be under the over-all supervision of the Dean (Student Services). As per Statute 21 (1), "the powers regarding discipline and disciplinary action with regard to the students of the University shall vest in the Vice Chancellor, who may delegate all or any of his powers, as s/he may deem fit". Appropriate regulation may be created within Ordinance 1 under statute 7A on Dean, Student Services, to include the proctorial functions.
- Library and IT Services: Each Campus should have its own library catering adequately to all the programmes, which are offered in that campus. While all e-resources of AUD will be available in all campuses; there should be provision for inter-library lending and borrowing of books. A central library may be located in one of the campuses. Similarly, each campus will have its own computer centre.
- There should be enough opportunities for students to participate in Co-curricular activities (including Sports) in their campus; however, replication of all facilities is not recommended considering the shortage of land.
- Representatives of all grievance redressal bodies should be present in all campuses.

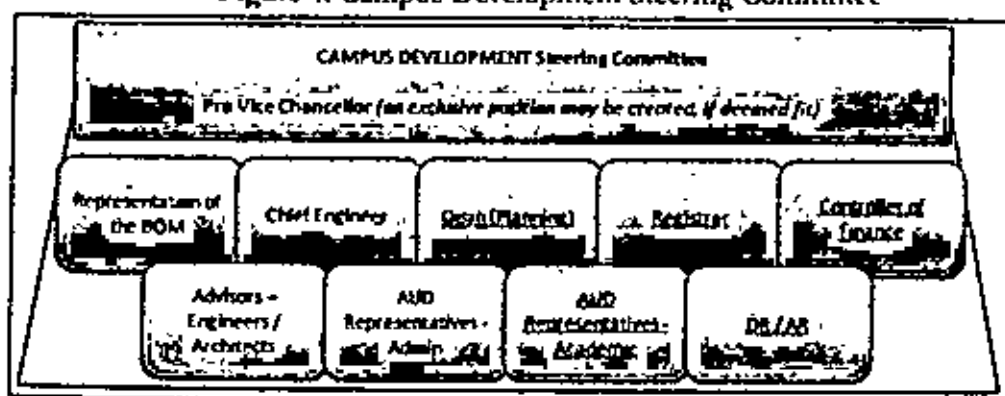
- There should be one Student Council for the entire University with representation from all campuses. However, there could be units of campus-based Student Council.

f. Campus Development

In the current phase of AUD, construction and development of new campuses is a priority area. The 13th BoM had resolved to set up an Advisory Committee of high stature along with a Steering Committee to oversee, on behalf of BoM, all matters related to campus development and report the progress of work periodically to the Board of Management.

- As resolved in the 13th BoM, the Task Group recommends that the Steering Committee for Campus Development may be constituted with representation from the BoM, persons with adequate qualification and experience in the field of architecture and engineering, and adequate representation from AUD (academic and administration), including Pro-Vice Chancellor, Dean Planning, Registrar and the Controller of Finance (CoF). The Steering Committee may be headed by the PVC (instead of the VC as it is currently). A position of PVC may be created, if deemed fit, exclusively for campus development. The campus development should be assisted by a senior finance official of the rank of a Deputy Registrar (F). Furthermore, the current position of the Co-Director, Campus Development may be re-designated as Chief Engineer, which may be filled with suitable appointment.

Figure 4: Campus Development Steering Committee



- The Steering Committee may be entrusted with sufficient financial powers to enable speedy and smooth operation of the campus building process. The Steering

Committee should be entrusted with the responsibility of overseeing all activities relating to campus development and should report to the BoM the progress of work at regular intervals of three months.

g. Campus Maintenance

A technical unit may be set up as Campus Maintenance under the supervision of the Registrar, which will be entrusted with the responsibility of routine maintenance. This unit may be headed by an Executive Engineer at the University level and staffed with suitable personnel who will be available at all campuses to ensure uninterrupted supply of all essential services, including water, electricity and IT support.

h. Planning Board

In a multi-campus set up, the Planning Board is expected to play an important role and needs to be activated immediately. As per Section 25 of the AUD Act, a Planning Board (Academic) should be constituted as an advisory body for developing long-term perspectives and vision of the University, which could be translated into academic planning and other developmental activities. This apex advisory body should have representation of the decision making bodies of the University such as the BoM, Academic Council, SMT along with eminent scholars and external experts representing public life, civil society, art, culture etc. The proposed composition of the Planning Board is hoped to prevent insularity of the University and to maintain a dynamic interface with the outside world. The Vice Chancellor should be the Chairperson, with the Registrar as Member Secretary, and Dean Planning as the ex-officio member.

It is proposed that the constitution of the Planning Board, its powers and functions be prescribed through amendments to the First Statutes (Section 29(a) and Section 30).

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Annexure 1: List of consultative meetings held by the Task Group

	Date	Details
1	4 Nov 2016	Meeting of the Task Group with the Vice Chancellor and Prof. Chandan Mukherjee
2	8 Nov 2016	Meeting of the Task Group with Mr. M.A. Sikandar, Registrar AUD
3	8 Nov 2016	Meeting of the Task Group with Mr. Samuel Ernest J, Controller of Finance, AUD
4	18 Nov 2016	Meeting of the Task Group with Prof. Jatin Bhatt, Director, Campus Development, AUD
5	18 Nov 2016	Meeting of the Task Group with Mr. PK Katarmal, Deputy Registrar, Academic Services, AUD
6	18 Nov 2016	Meeting of the Task Group with Dr. Rachana Johari, Dean SUS and Prof. Denys Leighton, Dean SLS, AUD
7	21 Nov 2016	Meeting of the Task Group with Prof. Chandan Mukherjee
8	21 Nov 2016	Meeting of the Task Group with Prof. Venita Kaul, Director, SES and Director, CECED
9	22 Nov 2016	Meeting of the Task Group with Mr. Debal Kar and Ms. Alka Rai (Library Staff)
10	22 Nov 2016	Meeting of the Task Group with Prof. Satil Mishra
11	22 Nov 2016	Meeting of the Task Group with AUDPA Executive Committee Members (Dr. Rukmini Sen, Dr. Arindam Banerjee and Dr. Gopalji Pradhan)
12	22 Nov 2016	Meeting of the Task Group with faculty members at the Katampura Campus
13	25 Nov 2016	Meeting of the Task Group with Prof. Sanjay Sharma, Dean (Student Services) and Ms. Bindu Nair, Assistant Registrar (Student Services)
14	25 Nov 2016	Meeting of the Task Group with Prof. Ashok Nagpal
15	30 Nov 2016	Meeting of the Task Group with Prof. Anup Dhar, Prof. Geetha Venkataraman, Prof. Honey Oberoi and Dr. Sumangala Damodaran
16	2 Dec 2016	Meeting of the Task Group with Prof. Geetha Venkataraman, Dean AES
17	2 Dec 2016	Meeting of the Task Group with AUD Faculty
18	8 Dec 2016	Meeting of the Task Group with the Committee constituted for Consultations on PVC
19	9 Nov 2016	Meeting of the Task Group for deliberations
20	12 Nov 2016	Meeting of the Task Group with the Vice Chancellor and Prof. Satil Mishra to share the interim report and get suggestions.

Annexure 2:

Summary of Discussions of the Task Group on AUD as a Multi-campus, Unitary University with various stakeholders

1. Meeting with Dr. MA Sikandar, Registrar, AUD, on 8 November 2016

AUD is expected to operate out of around 10 campuses in the next 5-6 years. It is thus important to balance 'central accountability' and 'local autonomy', and keep in mind the larger AUD vision and mission.

- The Act (Section 18, page 16) makes provision of a single Board of Management and a single Academic Council. It may thus be a good idea to constitute Standing Committees, campus wise.
- The Planning Board is expected to play a crucial role with close linkages with the BoM.
- As AUD grows larger, financial autonomy may be delegated at the School level
- Each campus should be headed by a Dean / Deputy Dean, which is purely an academic position.
- Since the registrar is the secretary of various statutory bodies, it may not be a good idea to have multiple registrars. Instead, there could be more decentralization of administrative functions by appointing deputy registrars for each campus, including staff to handle financial functions.
- Clarity is required as to what extent of policy making can be done at the campus level, as these should not be seen as only policy implementation bodies with everything being decided at the centre.
- On Campus Development, there is a need for a full time person with full accountability. Campus Development should be brought under the Planning Board, which should be chaired by the Vice Chancellor.
- After the meeting, the registrar shared the following documents with the Task Group: (i) Delegation of Financial Powers approved by the BoM which is required to be reviewed; (ii) Pattern of assistance for the release of Grant-in-aid to AUD issued by DHE with terms and conditions; (iii) A copy of the letter received from the DHE regarding funding pattern under AUD's expansion programme (Karampura Campus).

In the letter it was categorically told by the DHE that there is no provision for issue of separate grant in aid Unit wise / Campus wise. However, AUD can reallocate funds out of GIA; (iv) a copy of the budget estimates for the year 2016-17 under three major heads received from the DHE.

- *The registrar was requested to share a staff deployment plan in a multi-campus context.*

2. *Meeting with Mr. Samuel Ernest J, Controller of Finance, AUD, on 8 November 2016*

- The Act makes provision for only one CoF, but multiple registrars and multiple Pro-Vice Chancellors
- Under Grant in Aid (GIA), multiple budgets cannot be claimed based on campuses.
- In the multi-campus context, it is essential that fully IT enabled financial systems be deployed.
- A campus wise budget may be needed. Campuses can do disbursements once the budget has been approved, except for expenditures related to land and building.
- It is important to have 2 finance officials in each campus: one AR / DR as the approving authority, and an internal auditor for each campus. A financial manual, including the purchase policy and expenditure norms, laying general financial rules will help to bring uniformity across campuses.
- In the multi-campus context, some other decisions would be (i) where the fee is budgeted – is it campus wise?; (ii) how do you account for programmes that are self sustainable; (iii) connectedness between student services and related finance operations
- There is no provision in the act for a director, campus development, and this position needs to be reexamined. Further, campus development is a continuous and ongoing process.
- Infrastructure development, capital expenditure and salary administration should remain centralized; the rest should be decentralized.
- Campus budgets may be created with accountability, except for land and buildings.
- Campus should submit quarterly, half-yearly and annual budgets.

- Services may be decentralized within approved policy across campuses.
- There should be a monitoring system on campus development; the current arrangement goes against the Act.

3. *Meeting with Prof. Jatin Bhatt, Director, Campus Development, AUD, on 18 November 2016*

- At AUD, processes are not well articulated, and we have been intuitive, rather than strategic in our growth. In some instances, while the process is in place, the relevant stakeholders are either not aware, or have not been following the same. Thus, there is a need to strengthen processes. Moreover, the communication process has been very unsatisfactory. Further, many processes in AUD are person driven, and not system driven, which is a threat when leadership changes. With clear -cut rules, and processes laid down, decision-making could be improved.
- The interface between academics and administration needs to be strengthened.
- As AUD spreads to various campuses, creating a balance between the centre and the periphery, and ensuring that the vision of the Vice Chancellor and the founding team percolates down to all members of the AUD community will be a challenge. The structure of an organization and the culture has an intertwining relationship.
- Another challenge that we have to deal with is the ranking of various campuses by the students, and by the faculty
- There is a greater role of the SMT in the multi-campus set up, and such a body should have representation from all organs of the university – campuses, divisions, schools and centres.
- Each campus can have a Campus Director which could be an academic position, but the person has adequate managerial / administrative experience.
- Multiple Registrars for each campus may be required for administrative efficiency.
- The budgets may be prepared at the School level, and then disbursed campus wise. Also, some of the money collected / generated in each campus may be repatriated to the common fund.

- There is a need for a cadre of people who can take on (senior) leadership roles as AUD grows. Further, a collective ownership of the new campuses by members of AUD community, especially those who have been associated with the University since its initial years is necessary.
- The distinction between the Planning Division and the Campus Development appears to be blurred. The latter should be a part of the Planning Board.
- At present, Campus Development may be viewed as a special purpose vehicle. It is important to understand the relationship between the University and various SPVs that it creates. Campus development should be staffed with a team of senior people. Studying CECED's success in the past few years could give some interesting insights.
- Create a central maintenance committee with local structures.
- Campuses/ schools should be given freedom to generate funds.
- Create autonomy with accountability in recruitment matters.

4. *Meeting with Mr. PK Katarmal, Deputy Registrar, Academic Services, AUD, on 18 November 2016*

- On Faculty Recruitment, a standing committee for screening with representation from each school can help in ensuring uniformity in the screening process. It also helps in ensuring transparency.
- On concurrent appointments, each faculty's contract will be for a position at AUD and not to a specific campus. A faculty member may be appointed to any campus, and may be transferred to another campus at any time.
- There will be representation of the academic services division in each campus, and the responsibility will be distributed among staff members both function wise and School wise.
- At present the office of Dean, AS is hugely understaffed.
- Faculty should follow the approved norms of the university.
- *(Mr. Katarmal was requested to share a staff deployment plan in a multi-campus set up with regard to the Academic Services Division).*

5. *Meeting with Dr. Rachana Johari, Dean SUS and Prof. Denys Leighton, Dean SLS, AUD, on 18 November 2016*

- Each campus should have a character of its own, but within the dominant ideology of AUD. There is a core 'essence' of AUD, which must remain in all campuses.
- Campuses should not replicate same programmes and compete with each other
- The role of SMT should be re-visioned, which should have a good representation from all campuses. It is the key policy making body.
- While there should be some larger policy decisions, which the campuses adopt, other policies may be made at the campus level. This requires more deliberation.
- On recruitment, the dean of the school along with senior faculty members plus the VC (or nominee) should be a part of the process to ensure uniformity.
- When the same programme is offered at different campuses, there should be broad objectives laid down for each course, and same / similar core courses with different electives being offered in different campuses. There should be flexibility in pedagogy and assessment with the course coordinator. Interdisciplinary nature and practice orientated pedagogy is something that will distinguish AUD programmes and courses from those offered elsewhere.
- A provision could be made for migration of students across campuses, especially in the last year of study.
- A challenge would be coordination of time- table across campuses, but this may be feasible if extra resources (in terms of faculty) are available.
- There should be one BoS for each school, with representation from each campus.
- The discussion around concurrent appointments becomes more important in case of SUS, which is expected to have operations in various campuses.
- At present, the division of responsibilities between Dean SUS and OSD Karampura is blurred and works more on informal lines. Similar is the case with Dean SUS and Dean SLS.
- If a school has operations in multiple campuses, there should be only One Dean with deputy deans / joint deans in every campus. It is important to preserve the academic

life of Deans without over burdening with administrative responsibilities, and their office should be strengthened.

- Whenever a new campus is set up, it is important that a core group of faculty from existing campuses go to the new campus and take ownership. This group must comprise people with sufficient years of experience at AUD.
- Incentive structures may be designed to encourage faculty to move to newer campuses. Reduced teaching workload in lieu of additional administrative responsibilities should be considered.
- Academic Services, Student Services as well as schools should be headed by single Dean and supported by Deputy Deans. Strengthen these positions with adequate administrative support staff.

6. *Meeting with Prof Chandan Mukherjee, on 21 November 2016 and 2 December 2016*

- The culture of AUD supports decentralisation (in line with the principles of non hierarchy and equity). However, the first step in decentralisation requires procedural clarity. There is more deliberation required on what can be decentralised at the campus level, and what should be retained at the centre.
- There is a need for Central policy making and decentralised policy implementation. In policy making, there should be representation from all campuses.
- For campus development related work, a registrar is required in each campus. However, there could be a principal registrar, who also has the secretarial role in all important statutory bodies and committees of the University
- The SMT should keep playing the role of a key policy making body. As Schools grow larger, there is a need for formal positions of Deputy Deans, and they should represent the school in SMT in absence of the Dean.
- There is a need to expand and strengthen each School Dean's office. It should have both accounting and administrative staff.
- Students' service is the division where some decentralisation has happened, at the school level. Key learning should be drawn from the same.
- There should be a campus wise budget, and allocation of funds.

- More deliberations are needed on how funds collected in one campus may be allocated to another campus, especially those relating to scholarship, fee waivers and learning enhancement. Should there be cross subsidy cross campuses, or within a campus needs further discussion.
- SUS programmes/ variations should be present in all campuses
- Each campus should be headed by a Director, an academic position with support of Deputy Registrars.
- When programmes are offered at multiple campuses, there could be a programme director with programme coordinators for each campus, making up the programme committee.
- As AUD becomes multicampus, investments are needed in virtual classrooms, virtual meetings and paperless administration and finance
- Campus development should be centralised while campus maintenance should be localised
- As AUD grows, there will be a need for multiple Pro Vice Chancellors, e.g.: PVC (Academics), PVC (Administration) and PVC (Campus Development) given that the latter is going to be the most important activity in the next few years
- A Planning Board should be constituted immediately

7. *Meeting with Prof Venita Kaul, on 21 November 2016*

- There was a long discussion on CECED, and what have been its key success factors. Firstly, the centre evolved over time, and kept responding regularly to the emerging needs and priorities of the system, be it research, advocacy, capacity building, or networking & communication. Secondly, the centre was able to generate funds for projects relating to various stages of early childhood. Thirdly, while project funding enabled them to become more autonomous (had they been dependent on AUD funds, they would have been restricted), being located in a state university ensured steady flow of funds. All expenditures of CECED are passed by finance, so it is not completely decentralised. They are a part of the regular audit. Fourthly, personal networks of the founders were a key to the success, but this holds true mostly in early

stages. Communication with the investors is very important. The performance of projects has led to continuous flow of funds, and they still continue to receive funds even though people know that the founding member is retiring soon.

- Research: In AUD, individual faculty is coming up with their own research, but what is all this adding upto? It may be a good idea to earmark some part of the research fund for a particular theme (e.g.: Dalit studies), and then invite proposals for that theme. Each campus could have a community of scholars (with common interests), and each campus could create a niche in terms of specific research agenda.
- ACRPM's role should be to build capacities in faculty for doing research. It should be fully staffed and must organise workshops on a regular basis. Proper communication of the rules, procedures etc. to the stakeholders with help.
- In a multicampus context, there are certain guiding principles: autonomy with accountability, accountability with parity (common threads), no competition between campuses – equitable approach for all, efficiency and speed using technology, and some decision making at the campus level.
- On mobility of faculty, the idea of concurrence (even in a multicampus context) is good, but implementation may not be feasible keeping in mind logistic issues. It is always a good idea to move people from the centre to the other campuses.

8. *Meeting with Mr. Debal Kar and Ms Alka Rai (Library Staff), on 22 November 2016*

- On e-resources, there should be a centralised budget. The e-resources are available to faculty and students across campuses, and a remote access is also provided to the faculty.
- For physical books, there should be a separate budget for each campus (as in the case with Karampura at present).
- In each campus, there is a need for full library staff including a Deputy Librarian, Assistant Librarian. There should be once librarian for the University.
- The central library committee should have representation from the other campuses.

- Using a clearance house type of arrangement, rotation of books between campuses may be possible (inter library loan). Any user will be able to see the books available in other libraries, and order them.
- As the number of e-resources become large, purchasing 'Discovery', a search tool, may be helpful.
- In certain disciplines, the physical space required is much larger (e.g.: Law where there are many cases, acts, and legal books which need to be stocked up), and this must be given due consideration when allocating space for library in different campuses.

9. *Meeting with Prof Salil Mishra, on 22 November 2016*

- "Certain centralisation is built in AUD's vision, and should be respected. Decentralisation is often a celebrated idea, but we should not be too overwhelmed with it." Without centralisation, various Units may grow like separate colleges. And we may lose the sanctity of AUD. Our imagination should be of a federal structure, where there is an important role for a 'strong' Centre, in avoiding centre-state conflict and inter-state conflict.
- The University should have an apex, and there are a number of structures, which need not be replicated. The policy and decision-making should be at the central level for the university; all bodies to have representation in federating units. There should be functional autonomy for the implementation.
- In each campus, there is a need for functional units that can take care of the routine matters (these are extension branches of the various divisions whose main office will be at the centre). These local offices should be accountable to the Centre. The local offices should have a deputy registrar for each function.
- There should be multiple Pro Vice Chancellors, who have the responsibility of various functions of the University. They will be responsible for the function assigned to them for all the campuses in the University.
- At present, campus development is a very (rather most) important function, and it is worthwhile appointing a Pro VC for this function. After 10 years, it may become a

regular maintenance type of function. Moreover, a registrar and a finance person dedicated for campus development may also be required.

- A decentralised budget (at the campus level) will promote functional efficiency.
- All faculty members should be appointed to the University, and may be asked to teach in any campus, and take any responsibility. While faculty mobility is an important idea, but to practice in the long run, it is important to nurture campuses, and certain dedicated faculty is important at the campus level.
- For schools, which have programmes running in multiple campuses, there should be only one Dean, and Deputy Deans must be present in various campuses. Structure of the School and the Deans, especially schools like SUS and SLS. SUS and SLS may be multi-campus Schools. One Dean of the School, and Deputy Deans at each School.
- On the academic planning aspect of campus development, we must follow a top down approach. Appoint a senior person in the area in which AUD plans to venture and then give enough power and autonomy to start the School (designing programmes, faculty recruitments etc).

10. *Meeting with AUDFA Executive Committee Members (Dr. Rukmini Sen, Dr. Arindam Banerjee and Dr. Gopalji Pradhan), on 22 November 2016*

- In AUD, students are encouraged to take courses across disciplines, especially in SUS. If we have campuses with only one School, then this may suffer. Thus, it may be difficult to encourage and ensure interdisciplinarity in smaller campuses with only a few schools.
- AUD should avoid deployment of faculty entirely to a school or campus.
- When schools have presence in various campuses, then they should not replicate programmes, rather develop a character of their own. When the same programme is being offered in different campuses, governing these in a non-hierarchical way becomes a challenge. Further, the same programme should not be replicated in too many campuses. Rather, we should start new programmes in political science, philosophy, geography, and other languages. Thus, AUD should expand horizons, and in no way should campuses compete with each other. Further, we can

reconceptualise BA (SSH) programme and replicate in different campuses with different combinations.

- Students need assurance that all faculty are available equally to all campuses.
- We should ensure that each campus has enough undergraduate, postgraduate students and research scholars to promote a healthy 'campus culture'.
- We should ensure that all grievance redressal mechanisms should be in place before the students are inducted in a new campus. These include the proctorial committee, anti ragging squad and CPSH, among others.
- Each campus should have its own academic culture, and research agenda. Instituting professorial chairs in each campus, visiting faculty, and senior faculty in residence will help.
- The Academic Council and the Board of Management should have representative from all campuses of AUD, and also from faculty at the assistant professor and associate professor level.
- All campuses should have representation of AUD faculty at all levels – senior, middle and junior.

11. *Meeting with faculty members at the Karampura Campus, on 22 November 2016*

- While all faculty members are appointed to AUD, whenever a new campus starts, there is a need for some dedicated faculty members for that campus. Core faculty should give more time and attention to build the new campus.
- It is important that there is faculty mobility in both directions. E.g.: faculty currently in Karampura campus should get an opportunity to teach in Kashmere Gate, and vice versa. Joint courses being offered by faculty from both campuses would be a good idea.
- All structures and division representative must be in place prior to commencement of teaching programmes in any new campus. Trained office and administrative staff for all divisions must be present in new campuses.
- When a School has presence in multiple campuses, there are some decisions that may be decentralized to the Deputy Dean in a campus or OSD. E.g.: when a book request

for library is given by a faculty member, under the present arrangement, the OSD Karampura forwards the request to Dean, SUS in KG Campus and then it is finally sent to the library. This additional layer of approval process must be removed. Similarly, the process of obtaining approval for Guest Lectures must be such that no delay occurs because of movement of files within the School offices across campuses.

- As AUD grows into multiple campuses, tracking files across campuses may become cumbersome in the absence of enabling technology.
- A new campus cannot be left to junior faculty alone. There should be presence of faculty members at all levels, especially some senior faculty.
- No campus should have only Undergraduate programmes.
- The practice of AUD of appointing temporary faculty may have created ad-hocism of a different form and should be looked at seriously.
- There may be an unwritten hierarchy of campuses that is there among students and needs sincere attention.

12. *Meeting with Prof. Sanjay Sharma, Dean (Student Services) and Ms. Bindu Nair, Assistant Registrar (Student Services), on 25 November 2016*

- All norms related to students should be created centrally in the office of Dean, Student Services. There should be Deputy Dean (Student Services) in each campus. Moreover, there should be one (or more) Deputy Dean (Student Services) at the centre, to take care of specific functions (e.g.: student discipline).
- As number of applicants increase, we may have to conduct entrance examinations in more than one campus. For admissions, the common norms are to be followed across the University, and the role of the central admission committee should be to ensure compliance with norms. Admissions must be decentralised to the School level.
- On student discipline, there should be centralised policies and norms but separate proctorial committees are needed in each campus.
- Clarity is required as to how a 'cohort' is defined. Is it the group of students who are admitted to one programme at AUD (irrespective of campus) or the group of students admitted to a programme in a specific campus. The reservation norms need to be

applied accordingly. Further, this will then help in making clearer policies with respect to cross-subsidy in terms of fee waivers, scholarships, learning enhancement etc.

- There should be one student council with representative from each campus.
- Further deliberations are required on how various student facilities will be made available, e.g.: hostel, career counseling.

13. *Meeting with Prof. Ashok Nagpal, on 25 November 2016*

- AUD's emphasis on higher education, giving a centre stage to undergraduate studies should be the main focus. The founding Vice Chancellor had a vision, and this should not be diluted, rather proliferated in the new campuses.
- Since the University is named after Dr. BR Ambedkar, we should keep him at the centre stage. Ambedkar's thought can be a linking and a unifying force as campuses multiply.
- The focus of AUD should be on creating professionals, but without dispensing the theoretical knowledge. At the same time, AUD must also focus on imagining new areas and creating professionals therein.
- AUD's growth trajectory should be travelled organically.
- When existing programmes are being offered in new campuses, there is an opportunity for a programme evaluation/ review through consultative processes. Reimagining the new programme through such consultative processes involving internal and external members will ensure deeper sense of ownership.
- There is a possibility of the School of Vocational Studies to have backward linkages with different schools of AUD. More porous boundaries between Schools is what we should aim for.
- AUD can partner with alumni to create new organisations (self sustainable) with whom the University can partner. Examples may include those similar to Ehsaas and the Incubation centre.
- When we visualise schools and programmes in a multi campus context, it is a challenge to work out the centre and the periphery relationship. It is important to keep

in mind that there may be a sense of 'defection' when people are 'asked' to go to another campus.

- At AUD, we see faculty interaction (academic) within the discipline, but when faculty from various disciplines interact to create newer interdisciplinary courses and undertake projects, a vibrant research culture comes up.
- AUD should draw learnings from foreign multi-campus universities on how they are linking their various campuses. It may also be a good idea to have collaborations with some international institutes, as interesting outcomes are likely to arise out of such alliances.
- Student mobility is a good idea, and all steps should be taken to facilitate it at least the Post Graduate level.

14. Meeting with Prof. Anup Dhar, Prof Geetha Venkataraman, Prof Honey Oberoi and Prof. Sumangala Damodaran on 30 November 2016

- AUD should offer courses at all levels – UG, PG and Research in all campuses.
- The boundaries between campuses should be as porous as possible, and faculty and student mobility should be facilitated. This porosity, if left on its own, may not materialize, and there may be some redesigning of structures, processes required to ensure this.
- When the same programme is offered in a new location, there must be some innovations in the curriculum. The programme should not be replicated; rather some natural extensions may be looked at. However, there should be one programme team, and common programme meetings to ensure porosity as well as avoid creation of two separate (entirely different) programmes. All faculty members should be encouraged to be a part of more than one programme team, including for programmes outside their School.
- To ensure interdisciplinarity, one approach is to integrate 2 or more programmes at AUD (e.g.: Business Administration and Design come together to develop the Social Entrepreneurship Programme). Another approach is to earmark a significant fraction of research grant to fund projects applied for by a consortium of faculty coming from

different disciplines. Common seminars for all MPhil and PhD students should be encouraged.

- It is felt that the SLS faculty has to take the burden of Undergraduate Studies much more than faculty from other Schools. This needs to be taken care of in a multi campus context. Also, since all campuses are expected to have undergraduate studies, and keeping in mind the UG interdisciplinary programme structure, does this imply that there will be SLS programmes also in all these campuses?
- When a new campus comes up, and new faculty are deployed there, who are not familiar with AUD processes, there may be problems.
- On governance structures, each School should have one Dean but different campuses may have Deputy Deans.
- AUD should appoint multiple Pro VCs, and larger campuses should have a Pro VC as the highest official.
- While having only one registrar may lead to a situation of concentration of too much power in one persons hand, multiple registrars to take care of different functions or campuses is better. But the right checks and balances should be in place to ensure that there is a common thread linking all of them.
- Since the Centres at AUD are in fact Centres for Engagement, having their presence (physical in some cases and virtual in others) in multiple campuses is necessary.
- To facilitate student mobility, blended learning models have to be invested in. This will also help us in venturing into distance education.

15. Meeting with Prof. Geetha Venkataraman, Dean AES, on 2 December 2016

- Each campus should have an AES Office, and should be adequately staffed with personnel from IT who are able to handle ERP related issues
- In the central AES office, there is a requirement of a dedicated ERP staff
- As AUD grows larger in numbers, a decision needs to be taken on what records should be kept physically?
- A robust ERP system, and adequately staffed team is needed for its effective implementation.

- Create a publishing unit or outsource all the printing of certificates, degrees etc.
- Linkages should be available between AFS and programme office.

16. *Meeting with AUD Faculty and Staff, on 2 December 2016*

- Some facilities such as Sports Grounds, Libraries etc need not be replicated in each campus. Rather each campus should have different facilities which will encourage people to move across campuses (Eg: Swimming Pool in one campus and a Cricket Ground in other). Even in the case of Library, while each campuses library or computer centre could be specialized in catering to Schools located there, but there could be a well equipped central library in one campus.
- When the same programme is offered in two campuses, there is a tradeoff. If we replicate, then the faculty who teach the courses in the new campus may feel that something has been handed over to them. On the other hand, if we do not replicate, then there is a risk that students graduating with the same degree have actually done two very different programmes. So, we need joint programme coordinators for each campus and expanded programme committees to take care of such issues.
- Each campus should get a niche of their own. Faculty/ academic leadership should be developed in each campus.
- While faculty mobility is a good idea, success of new campuses should not be contingent on faculty mobility. Rather, faculty mobility could be an added advantage only. In initial stages, dedicated people are required to nurture and incubate the new campuses. Rotation of faculty between different campuses may be thought of.
- Merge the niche concept of academic uniqueness with the geographical physicality into the virtual space of the School
- All efforts should be made to avoid hierarchies. In the long run, we should not visualize a main campus. Rather, various Hubs that make up AUD. Decentralising various administrative activities at the School level and bottom up budgetary processes should be instituted.
- Clarity on the concept of multi-campus would be required

• Incentive structures (beyond monetary) need to be designed to encourage faculty mobility and presence of faculty in multiple Schools and Campuses. Managing faculty mobility across geographically spread campuses could be a challenge.



Annual Quality Assurance Report (AQAR) **2015 - 16**

अम्बेडकर विश्वविद्यालय, दिल्ली



Ambedkar University Delhi

Part – A

1. Details of the Institution

- 1.1 Name of the Institution **Dr. B. R. Ambedkar University
(Ambedkar University Delhi)**
- 1.2 Address **Lothian Road
Kashmere Gate
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PIN Code: 110 006**

Institution e-mail address: info@aud.ac.in

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IQAC e-mail address: igac@aud.ac.in

1.3 NAAC Track ID: DLUNGN 11183

1.4 NAAC Executive Committee No. & Date: EC(SC)/04/A&A/08 dated 10-12-2014

1.5 Website address: www.aud.ac.in

Web-link of the AQAR:

1.6 Accreditation Details

S. No.	Cycle	Grade	CGPA	Year of Accreditation	Validity Period
1	1 st Cycle	A	3.02	2014	9 December 2019
2	2 nd Cycle				
3	3 rd Cycle				
4	4 th Cycle				

1.7 Date of Establishment of IQAC: 10/02/2015

(An interim IQAC was formed on 19/09/2014. The new IQAC was constituted in the SMT Meeting of 10 February 2015)

1.8 AQAR for the year: **2015-16**

1.9 Details of the previous year's AQAR submitted to NAAC after the latest Assessment and Accreditation by NAAC (*for example AQAR 2010-11 submitted to NAAC on 12-10-2011*)
AQAR 2014-15 submitted to NAAC on 28 January 2016

1.10 Institutional Status

University ☒ State ☒ Central ☐ Deemed ☐ Private ☐
 Affiliated College Yes ☐ No ☒
 Constituent College Yes ☐ No ☒
 Autonomous college of UGC Yes ☐ No ☒

Regulatory Agency approved Institution Yes ☒ No ☐
 (eg. AJCTE, BCI, MCI, PCI, NCI)

Type of Institution Co-education ☒ Men ☐ Women ☐
 Urban ☒ Rural ☐ Tribal ☐

Financial Status: Grant-in-aid ☒ UGC 2(f) ☐ UGC 12B ☒
 Grant-in-aid + Self Financing ☐ Totally Self-financing ☐

1.11 Type of Faculty/Programme

Arts ☒ Science ☐ Commerce ☐ Law ☐
 PEI (Phys Edu) ☐ TEI (Edu) ☒ Engineering ☐ Health Science ☐
 Management ☒
 Others (Specify) Design, Performance Studies, Film Studies

1.12 Name of the Affiliating University (*for the Colleges*): **N/A**

1.13 Special status conferred by Central / State Government -- UGC/CSIR/DST/DBT/ICMR:
No

Autonomy by State/Central Govt. / University: **Yes**

University with Potential for Excellence: **No** UGC-CPE: **No**

DST Star Scheme: **No** UGC-CE: **No**

UGC-Special Assistance Programme: **No** DST-FIST: **No**

UGC-Innovative PG programmes: **No** UGC-COP Programmes: **No**

Any other (*Specify*): **GIAN***

*AUG is one of the 27 State Universities to be selected under the GIAN Programme.

2. IQAC Composition and Activities

2.1 No. of Teachers: 9

2.2 No. of Administrative/Technical staff: 11

2.3 No. of students: 2

2.4 No. of Management representatives: 1

2.5 No. of Alumni: 2

2.6 No. of any other stakeholder and community representatives: Nil

2.7 No. of Employers / Industrialists: 1

2.8 No. of other External Experts: Nil

2.9 Total No. of members: 26

2.10 No. of IQAC meetings held: 1*

*However, the several sub-committees of IQAC met regularly through the year.

2.11 No. of meetings with various stakeholders:

- Faculty: 17
- Non-Teaching Staff: 8
- Students: 2
- Alumni: 0
- Others: 0

2.12 Has IQAC received any funding from UGC during the year? No

If yes, mention the amount

2.13 Seminars and Conferences (only quality related): None

(i) No. of Seminars/Conferences/ Workshops/Symposia organized by the IQAC

Total International National State Institution

(ii) Themes

2.14 Significant Activities and contributions made by IQAC

The following activities were conducted in accordance with the Perspective / Strategic Plan:

- Equal Opportunity Cell (EOC): Starting the basic work for the creation of an Equal Opportunity Cell at AUD is one of the initiatives taken up by the Internal Quality Assurance Cell this year. Towards this, a series of meetings were held with various faculty members and staff of the university. The broad aim of EOC will be to coordinate with various cells, committees and schemes of the university that work towards enhancing equity and equal opportunity for members of the university - whether as students or staff - for various marginalized groups in India. These are conceptualized along gender (women and other non-conforming genders), class, caste, religion, disability and sexuality. The Cell will be responsible for coordinating and reviewing structures and functions of the various initiatives while also setting up of those that do not yet exist.
 - o The EOC will disseminate information on and implement various policies and schemes of the government and of AUD that addresses issues of marginalization,

discrimination and equity, inclusions whether these be for women, sexual minorities, marginalized castes, people with disabilities, religious minorities or the economically disadvantaged

- Ensure and track the implementation of the reservation policy of the government with regard to SC/ST categories and disability in student admissions, faculty and staff appointment.
 - Ensure a barrier free admission process for those from disadvantaged backgrounds. Assistance may also be provided in terms of training classes to prepare students from disadvantaged backgrounds for entrance exams of the university.
 - Set up structures and systems that promote equity of student and staff life in the university such as disability measures, language assistance, fee waivers and other economic assistance, remedial courses for students who need it, and other measures that ensure full participation of all and every university member in the academic, administrative, social and political life of the university.
 - Conduct sensitization and awareness generation of the various ways in which marginalization and discrimination occurs in full participation in university life and partaking of its resources - whether these be in academic life or in the social life of the university.
 - Set up systems for grievance redressal among various marginalized communities such as gender, sexuality, disability, religion and caste based discrimination. It is recommended that following the model of Committee for Prevention of Sexual Harassment, these be constituted with appropriate representation of members belonging to particular marginalized communities.
- The IQAC also initiated a disability audit, and suitable changes to the physical infrastructure were made, such as ramps and accessible toilets. Tactile guiding path, software for disability assistance, wheel chair, and computers are also being procured. The disability measures undertaken/planned by the University was advertised on the website as also in the BOI/ programme brochures. A survey of disabled students in various programmes is planned for every new batch admitted; this is to ascertain ways in which the University can be made more disability friendly. Efforts towards sensitization of the university community have been initiated.
 - Staff Training: The IQAC along with the HR Department of AUD organised a 2 Day National Workshop for University Officers on University Governance. The main objective of the workshop was to focus on different aspects of the University Governance and disseminate the emerging ideas, practices and policies of Government of India and its instrumentalities pertaining to Institutions of Higher Learning in India. About 40 Officers from nine Universities including 15 participants from AUD attended the workshop.
 - The IQAC team prepared a blue print for induction and orientation of new faculty members. It was proposed that new faculty members should be given a comprehensive understanding of AUD as an institution and that a programme to this effect should be organised in the next calendar year.

- There were numerous brainstorming sessions on creating innovative in-house faculty development programmes for the AUD faculty. These programmes will be developed and run on a pilot basis. The idea is to develop a process through which these programmes can be developed and approved through the statutory bodies, which can then decide to recognize these as part of the AUD Career Advancement Scheme. This is keeping in mind the slightly different disciplinary orientation of the schools and programmes at AUD. Secondly, most Schools have lean faculty strength making it difficult for several faculty members to go out of campus to participate in refresher / orientation programmes spanning over few weeks.
- The IQAC team discussed a plan for tracking student progression, focusing particularly on students from government schools and marginalised sections of Delhi NCR. The plan was to use admission database to understand the demographic profile of students applying to AUD, and those who finally get admitted, and their progress in the programmes. It was also intended to triangulate this with students receiving financial assistance under various schemes of the University, as well as those receiving English Language Support. This will be twinned with in depth interviews with various stakeholders including current students and the alumni. Not only will the results be used for making improvements in the social welfare schemes at AUD, feedback from this exercise could also be used for improving database management systems at AUD.
- The IQAC is also in the process of initiating a formal Academic Programme Evaluation project, to review and evaluate academic programmes at AUD, assess and improve curricular design and delivery, and make specific recommendations to make them more relevant, efficient and effective in promoting student learning and achievement.

2.15 Plan of Action by IQAC/Outcome

Plan of Action	Achievements / Outcomes
Conduct Orientation and Faculty Development Programmes for New and Existing Faculty, and for non-teaching staff.	This will help orient the new faculty inductees to understand the practices, norms, rules and ways of functioning of the University
To set up an Academic Teaching Development Cell which will act as a forum for reflection amongst faculty members on pedagogic experiences	It will help improve teaching and research quality
To promote research by faculty members by creating a more conducive environment and ensuring simplicity in grant administrative procedures.	This will help increase and improve research output and publications
To establish a system to monitor student admission and progression through the course of their degree. To establish a University calendar for	This will help align learning outcomes with assessments to help improve learnings, better performance of students, an objective method to track student progression

Assessment, Evaluation and Student Progression.	
Initiating a course review across programmes at the Post Graduate Level.	This will facilitate optimum use of faculty strength and to forge interdisciplinary links.
Given that AUD is expected to add newer campuses, IQAC will initiate discussions on re-examining the governance structures within a Unitary University.	This will help develop a facilitative and complementary relationship between various campuses
Constitution of the Equal Opportunity Cell in light of the discussions and deliberations held in the last academic year.	This will lead to accessible quality learning opportunities for students, ensure that there is no discrimination of any kind against anyone

2.15 Whether the AQAR was placed in statutory body:

The AQAR was placed in the 21st meeting of the Board of Management held on 13 February 2017

Part – B
Criterion I: Curricular Aspects

1.1 Details about Academic Programmes

Level of the Programme	Number of existing Programmes	Number of programmes added during the year	Number of self-financing programmes	Number of value added / Career Oriented programmes
PhD	09	-	-	-
PG	17	-	-	-
UG	07	-	-	-
PG Diploma	02	-	-	-
MPhil	05	-	-	-
Others	-	-	-	-
Total	40	-	-	-

Interdisciplinary	-	-	-	-
Innovative	-	-	-	-

1.2 (i) Flexibility of the Curriculum: CBCS/Core/Elective option / Open options

(u) Pattern of programmes.

Pattern	Number of programmes
Semester	39
Trimester	01
Annual	-

1.3 Feedback from stakeholders*

Alumni: **No**

Parents: **No**

Employers: **No**

Students: **Yes**

Mode of feedback: **Manual and Online**

During the last year, course wise feedback was taken from students by the School Office. The course and programme teams then discuss student feedback and make the necessary corrections. A formal process of collecting and analysing feedback is being initiated by the IQAC in consultation with programme teams.

1.4 Whether there is any revision/update of regulation or syllabi, if yes, mention their salient aspects.

There is regular revision / updation of syllabi by individual teachers. Any major changes are brought to the Board of Study of the School and from there to the Academic Council (and its Standing

Committees) for ratification. Some of the programmes have also undergone a complete restructuring, incorporating suggestions from experts from academia, alumni, students and employers. The IQAC is also in the process of initiating a formal Academic Programme Evaluation project, to review and evaluate academic programmes at AUD, assess and improve curricular design and delivery, and make specific recommendations to make them more relevant, efficient and effective in promoting student learning and achievement.

1.5 Any new Department/Centre introduced during the year. If yes, give details. Yes

The following Centres and Schools have been established at AUD in the last one year:

1. AUD Centre for Incubation, Innovation & Entrepreneurship (ACIE)

AUD Centre for Incubation, Innovation and Entrepreneurship' (ACIE) has been set-up at Ambedkar University Delhi (AUD) as a not-for-profit section 8 company within the larger vision of the University with the primary objective of translating theoretical and conceptual learning into socially useful practice and to reach out to the less-privileged section of society at the bottom of the pyramid who may not otherwise have access to new knowledge and contemporary practices. The Centre's immediate endeavour is to build the requisite ecosystem of innovation and entrepreneurship and encourage interested members of the AUD's community to become wealth creators generating employment, while addressing the many social problems facing our country. The interdisciplinary space of AUD, especially in applied fields such as business, design, development practice, education, ecology, mental health etc., is seen as an appropriate location for setting up the ACIE. ACIE will pursue activities that will help develop a vibrant culture of Social Entrepreneurship at AUD and provide support to aspiring members of its community to imagine and execute real-life entrepreneurial projects around the existing disciplines of study.

2. Centre for Urban Ecology and Sustainability (CUES)

The Centre for Urban Ecology and Sustainability (CUES) envisages to address urban ecological issues with a view to offer solutions, and to develop a skilled cohort of professionals who actively engage in and find solutions for urban ecological challenges. The Centre would serve as a focal point where scientists, locals, government agencies and private consultants converge and participate in the planning, implementation, and evaluation of sustainable environmental projects in cities. The Centre will collaborate with Schools and other Centres in AUD on areas of common interest, and will build linkages with academic programmes within the University to provide opportunities to students to foster engaged scholarship. It is expected that its programmes will host interactions and dialogues on common themes with other Universities, government and civil society organisations in the city.

3. School of Vocational Studies (launched)

AUD has launched a School of Vocational Studies (SVS). SVS will develop programmes and courses that equip students with knowledge and skills that would place them favourably for meaningful employment upon graduation. These programmes will be geared towards creating a cadre of entrepreneurs, who would create jobs for themselves and for many others. SVS will also develop a large bouquet of vocational studies programs akin to the social sciences and humanities with a special focus on soft skills. It will adopt a combination of approaches such as blended, split-

site, part-time etc. so that the programs become accessible to the wider populace of Delhi. It is expected that the first programme/s will be launched in 2017-18.

4. *School of Law, Governance and Citizenship (launched)*

AUD has launched the School of Law, Governance and Citizenship, and is expected to offer programmes that will approach the study of law as a social science/humanities discipline, and develop a deeper understanding of issues of law, governance and citizenship in their social, political and historical settings. Faculty appointments and consultative meetings for curriculum / programme development will be conducted in 2016-17. The first programme/s will be launched in 2017-18.

Criterion II: Teaching, Learning and Evaluation

2.1 Total No. of permanent faculty

Total	Asst. Professors	Associate Professors	Professors	Others*
144	84	36	20	4

* Others include 4 Other Academic Staff (Library)

2.2 No. of permanent faculty with Ph.D.: 79

2.3 No. of Faculty Positions Recruited (R) and Vacant (V) during the year

Assistant Professors		Associate Professors		Professors		Others		Total	
R	V	R	V	R	V	R	V	R	V
12	4	8	2	2	1	2	2	22	6

2.4 No. of (a) Guest Faculty: 0 (b) Visiting faculty: 20 (c) Temporary faculty: 12

2.5 Faculty participation in conferences and symposia:

No. of Faculty	International level	National level	State level
Attended	11	14	1
Presented	8	17	5
Resource Persons	2	4	7

2.6 Innovative processes adopted by the institution in Teaching and Learning:

The teaching programmes in AUJ has continued to practice and further mainstream the innovations in pedagogies that were adopted when they were introduced (the details of such practices can be found in our SSR, 2014 in section 2.3.11). In addition, the University has already decided to set-up the *Academic Teaching Development Programme* to help and assist the teachers to adopt innovative and relevant pedagogies, appropriate assessment practices, field practicum, and exposure to and acquiring new knowledge. We intend to set-up a cell staffed with appropriate experts and professionals. The idea is to help attain excellence and professionalism in teaching. It is also intended that over the next 2-3 years this cell will come with a framework and training material on the above issues. But to begin with a number of events like workshops, courses and training will be organised on some of these areas.

As large numbers of faculty members have been either recruited and are going to be recruited in the coming academic year, the cell is planning to organise an Induction Programme for the newly recruited faculties in the next academic year.

2.7 Total No. of actual teaching days during this academic year:

Monsoon Semester 2015: 84 days

Winter Semester 2016: 83 days

Total: 167 days

2.8 Examination / Evaluation Reforms initiated by the Institution (for example: Open Book Examination, Bar Coding, Double Valuation, Photocopy, Online Multiple Choice Questions)

The University has introduced an evaluation system based on continuous assessments. For each course being offered, a minimum of three assessment situations are presented to the student and any single assessment does not carry more than a 40% weightage. The assessment situations comprise a variety of modalities, including individual and group exercises, quizzes, simulations, viva-voce, audio-visual presentations, term papers and case discussions. Each assessment situation is thus meant to aid the process of teaching and learning. An assessment calendar is prepared keeping in mind the assessment situations, time and duration of the semester / trimester system, weightage attached to each assessment and the cohort size. The University has instituted a system of student feedback after each assessment in which the answers are discussed and the marking system shared. All examination-related activities are handled by the School faculty through an Assessment Committee. The IQAC was part of the discussions to finalise a standard operating procedures (SOP) for submission and finalisation of grades. It is hoped that this SOP would be accepted and put to practice from the next academic year.

A New office of Dean Assessment, Evaluation and Student Progression (AES) has been created. The new office is vested with several tasks, including tracking students after admission and until they receive their degrees during the convocation, systematise student feedback, facilitate central timetable coordination etc.

The office of the Dean AES is streamlining the process of Assessment and Evaluation. With this purpose, an AES academic calendar is prepared at the beginning of the semester. This will ensure timely execution of tasks like entry of attendance, assessment grades etc on the ERP system. Timetables as well as teaching requirements for forthcoming semester are planned under the aegis of the AES division. The preparation of a centralised Time Table has also been implemented which will make it easier for student to choose elective courses across Schools and programmes. All course details for forthcoming semesters are gathered by the AES division for dissemination to the students via the website. The ERP system is also being streamlined and being made user friendly. Automated transcript and degree printing with due diligence on security concerns is also being instituted by the AES division during this academic session.

2.9 Number of faculty members involved in curriculum restructuring /revision / syllabus development as member of Board of Study /Faculty / Curriculum Development workshop:

All the members of the University's faculty are involved in curriculum development, revision and restructuring as the University believes in decentralised and non-hierarchical structures in its

academic administration. But while individual teachers and programmes have the autonomy to make these changes, the University has also set in place appropriate mechanisms to maintain and monitor quality. New course outlines and significant changes in existing course outlines developed by faculty members are therefore passed by the Board of Studies of the relevant School and Academic Council and its Standing Committees before they are brought to the classroom.

2.10 Average percentage of attendance of students: **Not available** (this data is now being collected and will be made available from the next year)

2.11 Course/Programme wise distribution of pass percentage:

Title of the Programme	Total no. of students appeared	Division				
		Category 1 A+	Category 2 (A- to A)	Category 3 (B+ to B)	Category 4 (B- to C+)	Pass (%)
BA	157	--	13	81	40	85.35
MA	382	--	57	241	25	84.55
PG Diploma	14	--	02	09	03	100
M Phil*	57	--	20	07	-	47.36*

* This is not a true reflection of the pass percentage as viva voce of a number of candidates has not yet been held due to various reasons.

2.12 How does IQAC Contribute / Monitor / Evaluate the Teaching & Learning processes:

The IQAC has representation from all the Schools of the University who bring to the discussions in IQAC the perspectives and feedback from all the teaching programmes, apart from acting as points persons for sharing the proceedings of the body to the larger teaching community. Apart from this, IQAC carries out regular surveys / feedback with teachers to gather information on the practices and also to carry out any need analysis. IQAC also holds meetings with students through SFCs and by meeting the outgoing batch of students. The IQAC also plans to start a comprehensive programme evaluation programme from the next academic year.

2.13 Initiatives undertaken towards faculty development

<i>Faculty / Staff Development Programmes</i>	<i>Number of faculty Staff benefitted</i>
Refresher courses	7
UGC – Faculty Improvement Programme	
HRD programmes	
Orientation programmes	8
Faculty exchange programme	

Staff training conducted by the University	42*
Staff training conducted by other institutions	15
Summer / Winter schools, Workshops, etc.	

*Four training programs were organized by the HR Division to up-skill the staff. A Certificate Training Programmes, covering English Language, IT & Computers and Office Procedure, was conducted for 21 MTS of the AUD. A Two half days Capsule Course for 10 Junior Executives was conducted to refresh them on the topics of University Administration, Service Matters, Purchase Matters and Financial Management Training on the finance & accounting software Tally was provided to 11 staff in the Finance Division.

2.14 Details of Administrative and Technical staff

Category	Number of Permanent Employees	Number of Vacant Positions	Number of permanent positions filled during the year	Number of positions filled temporarily
<i>Administrative Staff</i>				
Group – 'A'	8	6	3	11
Group – 'B'	2	41	2	12
Group – 'C' & 'D'	1	22	1	56
<i>Technical Staff</i>				
Group – 'A'	–	1	0	2
Group – 'B'	–	6	0	3
Group – 'C' & 'D'	–	6	3	5

Criterion – III

3. Research, Consultancy and Extension

3.1 Initiatives of the IQAC in Sensitizing / Promoting Research Climate in the institution

The IQAC began work on the plan that was outlined in the previous year's AQAR. These included: supporting the establishment and deepening of interdisciplinary centres of learning; increasing support for faculty to participate in conferences and workshops; launching new areas of learning; hosting visiting faculty and practitioners; and an overall upgradation of the infrastructure available for research.

The following steps have been initiated towards these objectives:

1. The Centre for Urban Ecology and Sustainability (CUES) was set up and a recurring grant of (approx) Rs. 30 Lakh a year was made available by the university. Additional personnel were recruited for the Centre for Development Practice (CDP) to strengthen their programme and research plan. The Centre for Community Knowledge (CCK) was extended about Rs. 20 Lakh for its extension activities linked to the city's history and vibrant culture.
2. The faculty is provided full support for participation in one national conference a year and an international conference every three years. The funds are earmarked out of the GIA, and have ensured a high degree of participation by AUD community at events nationally and globally. Participation in 20 national, and 14 international conferences was supported in 2015-2016. In addition, research by students is encouraged and the university supports their participation in conferences within and outside India.
3. Two new areas of learning are being developed. These are Vocational Education and Law, Governance and Citizenship. The former is a particularly unique project since it aims to work with the government school system and create opportunities for skill-oriented training of candidates.
4. In September 2015, AUD became a member of the Ministry of Human Resources Development's flagship programme entitled 'Global Initiative of Academic Networks'. A call for proposals was circulated in the university and the various schools encouraged to seek funds for short-term courses to be taught by reputed international faculty, which GIAN supports. One proposal was submitted and was approved by MHRD.
5. 22 new journals, 49336 books and e-books and 10 digital databases were added to the library's electronic resources to strengthen research at AUD. In addition, a total of thirteen projects were approved by the University to be supported through GIA funds. The process through which these funds are accessed was also streamlined with the work of the Advisory Committee on Research and Project Management.
6. The University has created the University Development Fund out of the corpus it has accumulated to support various research and extension activities like Student Travel and Exchange Programmes, Academic Chairs, and Research Endowments. These activities will generate considerable circulation of scholars and students between AUD and other institutions of repute.

3.2 Details regarding major projects

	Completed	Ongoing	Sanctioned	Submitted
Number	10	25	--	--
Outlay in Rs. Lakhs	239.98	1066.84	--	--

3.3 Details regarding minor projects

	Completed	Ongoing	Sanctioned	Submitted
Number	3	1	--	--
Outlay in Rs. Lakhs	4.97	3	--	--

3.4 Details on research publications

	International	National	Others
Peer Review Journals	27	15	
Non-Peer Review Journals	1	6	
e-Journals	1	2	
Conference proceedings	1	3	
Others	2	22	
Books	20	27	

3.5 Details on Impact factor of publications.

Range **0.11-2.251** Average **0.725** h-index **26.24** Nos. in SCOPUS **19**

3.6 Research funds sanctioned and received from various funding agencies, industry and other organisations (figure in last column should be for grant received during 2015-16)

Project	Duration	Funding Agency	Total Grant Sanctioned (INR Lakh)	Received (INR Lakh)
Major projects (Ongoing)				
Research (The State, Globalisation and Industrial Development in India: The Political Economy of Regulation and Deregulation)	3 years	Norwegian Institute of International Affairs (NUPI)	50000 USD	33.08
Curriculum Development for Undergraduate Teaching (Enhancing quality, access and governance of undergraduate education in India —I-QUAL))	3 years	British Council	Euro 162455	84.39
Oration/Memorial Lecture—Annually & Fellowships for MPhil students (Development Practice)	NA	Rohini Ghadiok Foundation		4.30
Building an oral history archive and Publication —Involves research, interviews, archiving, releasing a publication (Delhi Oralities Project)	2 years	ICSSR	12.00	9.60

Research (Mapping Socio-Ecological Vulnerability: Nature, Society and Markets)	NA	ICSSR	21.87	18.59
Curriculum Development (Institutionalising a MPhil programme in Development Practice)	4 years	Jamsetji Tata Trust	346.97	202.3
Research (Service Quality in Restaurant Industry: A Study of Selected States of North India)	1.5 Years	ICSSR	5.00	4.00
Research (Livelihood and Identity Among the Pulayas: A Case Study of Sarpam Thullal in Kerala)	2 years	ICSSR	15.00	10.50
Research (Socio Economic Status of Particularly Vulnerable Tribal Groups of Odisha)	3 years	ICSSR	12.00	4.80
Sponsored the stipend of MPhil Programme (2014–15 Batch).		NSDL E-Governance	29.60	27.01
Research (Migration, Urban Settlements and Livelihoods)	2 years	Indira Gnanhi Institute of Development Research	10.00	4.50
Research (Support for research on non-timber forest produce markets to strengthen livelihoods of tribal communities in some of India's poorest marginalized regions)	3 years	Ford Foundation (USA)	USD 370000	81.48
Social Entrepreneurship Education and Incubation through Indo-UK collaboration	1 Years	British Council	Pounds 30000	7.00
Support for Transformation for Rural Development	1 Years	Jamsetji Tata Trust	4.59	4.59
Advancing Mutual understanding and cooperation for rural development	1 Years	Charles Sturt University, Pugsley Place, Australia	5.00	3.25
Incubating community-based Social Initiative— Kinare	1 Years	Price Waterhouse Coopers (PWC) India Foundation	4.00	4.00
Research (Culture and Ecology of Sacred Groves and Temples in Manipur)	1 year	ICSSR	4.00	1.80
Saving Brains: Changing Mindsets	2 Years	Mobile Creches	40.16	31.35
Supports exceptional social entrepreneurs with powerful ideas, provides a platform for sharing innovation and highlights learning and knowledge that can influence public policy.	1 year	CSF (Central Square Foundation)	35.00	17.50
UNICEF	1 year	IECEI	84.00	16.61
UNICEF	1 year	ELDS	170.49	38.68
NIH-YALE	1 year	NIH-YALE	34.87	9.30
UGC	5 Years	UGC	700.00	420.00
Course and Designing Curriculum (Developing and launching of	2 years	SRTT (Sir Ratan Tata Trust)	70.00	50.00

Academic programmers on ECCE)				
Major projects (Completed)				
Research (An Assessment of Dependence of Forest Fringe Villagers on Forest products and Marketing Issues in Kandhamal and Kalahandi districts of Orissa)	2 years	ICSSR	5.00	2.00
UNICEF	1 year	IELDS (UNICEF)	106.95	81.05
UNICEF	1 year	IECEI (UNICEF)	130.56	126.88
UNICEF	1 year	UNICEF, WB	13.47	6.27
KATHA	1 year	KATHA	3.52	3.52
Start Early: Read in Time Project	1 year	CARE India	7.63	7.63
UNICEF	1 year	UNICEF, CNNS	13.09	7.70
Early Childhood Development for the poor: Impacting at scale	1 year	NIH YALE	31.33	31.33
CARE	1 year	CARE India	5.50	4.95
Evaluation of PREM CBCD Center	1 year	BVLIP	20.57	20.57
Minor Projects (Ongoing)				
Building an Archive—Involves research, digitization & archiving (Lotika Varadatarajan Ethnographic Archive)	9 months	Vasant J Seth Memorial Foundation	3.00	3.00
Minor Projects (Completed)				
Aga Khan Foundation	1 Years	Aga Khan Foundation	1.69	1.69
Vikram Sara Bhai Foundation		Vikram Sara Bhai Foundation	0.30	0.30
Single Woman	6 months	Professional assistance for development action (PRADAN)	1.98	1.98
Research (Ecological Restoration of degraded landscapes in Bolani Iron Ore mines area of SAIL—a Model for Sustainable Development, Biodiversity conservation and Co-Mitigation Strategy)	3 years	Steel Authority of India Ltd.	74.97	74.97

AUD Sponsored Projects

Project	Duration	Total Grant Sanctioned (INR Lakh)
Restoration of Dheerpur Wetlands	6 months	12.86
New Urban Spaces and the Negotiations of Women's Subjectivity	8 months	2.00
Dar-e-Shikoh: Dara Shikoh Festival of Delhi	1 month	4.80
Interrogating Manuscripts: Seminar on Manuscript Cartography	1 month	0.97

Delhi Citizens Memory Project	NA	1.50
Cameras of the Past	NA	4.75
Social Science Research Archive	9 months	3.00
Institutional Memory Project	3 years	22.48
"Critical Agrarian Studies" for MA Course <u>Agrarian Environment</u>	11 months	2.40
Rights and Development: An Ethnography of Welfare Policy Implementation in South-West Madhya Pradesh and Delhi	18 months	1.76
Digitising and Cataloguing of Text, Photo, Artefacts and Multimedia	6 months	3.00
Trade and Transformation – Language, Literature and Lived Practices along a Himalayan Trade Route	10 days	0.29
E-journal and research project on "Knowledge Exchange in Antiquity"	12 months	8.95

3.7 No. of books published

- i) With ISBN No.: 20
- ii) Without ISBN No.: Nil
- iii) Chapters in Edited Books: 27

3.8 No. of University Departments receiving funds from

UGC-SAP: **None** CAS: **None** DST-FIST: **None** DIP: **None**
 DBT Scheme/funds: **None** Others*: 15

3.9 For colleges: **N/A**3.10 Revenue generated through consultancy: **Nil**

3.11 No. of conferences organized by the Institution

Level	International	National	State	University	College
Number	4	2	1		
Sponsoring agencies	a. AUD b. National Museum c. European Union d. Pradan	a. AUD	a. AUD		

3.12 No. of faculty served as: (a) experts: 7 (b) chairpersons: 2 (c) resource persons: 10

3.13 No. of collaborations: (a) International: 10 (b) National: 5 (c) Any other: 5

3.14 No. of linkages created during this year: 14

3.15 Total budget for research for current year in lakhs:

- (a) From Funding agency: **Rs. 713 Lakhs (including UGC)**
- (b) From Management of University: **Rs. 24 lakhs**
- (c) Total: **Rs. 737 Lakhs**

3.16 No. of patents received this year: **None**

3.17 No. of research awards/ recognitions received by faculty and research fellows of the institute in the year

Total	International	National	State	University	District	College
10	6	4				

3.18 No. of faculty from the Institution who are:

(a) Ph.D. Guides: **19** (b) Students registered under them: **49**

3.19 No. of Ph.D. awarded by faculty from the Institution: **None**

3.20 No. of Research scholars receiving the Fellowships (Newly enrolled + existing ones)

(a) JRF: **10** (b) SRI: **01** (c) Project Fellows: **Nil** (d) Any other (Stipend*): **68**

* AUD provides stipend @ Rs. 5000 p.m. to MPhil students, and Rs. 8000 p.m. to PhD students

3.21 No. of students Participated in NSS events: **None**

(a) University level (b) State level (c) National level
(d) International level

3.22 No. of students participated in NCC events: **None**

(a) University level (b) State level (c) National level
(d) International level

3.23 No. of Awards won in NSS: **None**

(a) University level (b) State level (c) National level
(d) International level

3.24 No. of Awards won in NCC: **None**

(a) University level (b) State level (c) National level
(d) International level

3.25 No. of Extension activities organized:

All the extension activities organised by the University (see details in 3.26) are ongoing and not event based. Hence, it will be difficult to give an exact number to such activities.

(a) University forum (b) College forum (c) NCC / NSS (d) Any other

3.26 Major Activities during the year in the sphere of extension activities and Institutional Social Responsibility

AUD Centre for Incubation, Innovation & Entrepreneurship (ACIE)

'AUD Centre for Incubation, Innovation and Entrepreneurship' (ACIE) has been set-up at Ambedkar University Delhi (AUD) as a not-for-profit section 8 company within the larger vision of the University with the primary objective of translating theoretical and conceptual learning into socially useful practice and to reach out to the less-privileged section of society at the bottom of the

pyramid who may not otherwise have access to new knowledge and contemporary practices. ACIE will pursue activities that will help develop a vibrant culture of Social Entrepreneurship at AUD and provide support to aspiring members of its community to imagine and execute real-life entrepreneurial projects around the existing disciplines of study.

The Centre's immediate endeavour is to build the requisite ecosystem of innovation and entrepreneurship and encourage interested members of the AUD's community to become wealth creators generating employment, while addressing the many social problems facing our country. The interdisciplinary space of AUD, especially in applied fields such as business, design, development practice, education, ecology, mental health etc., is seen as an appropriate location for setting up the ACIE.

Project E-QUAL

AUD has been a founding partner of a multi-university four-year project to create and supplement learning practices through technology-enabled and blended modes. Each of the four Indian university partners—Jadavpur, Hyderabad, Shiv Nadar and AUD—has taken the lead in developing learning material in a particular theme area. AUD is the lead institution in the 'Human Ecology' component. With the help of multimedia and online resources, the project team at AUD is far along the process of creating an open-access interdisciplinary course in the field. The course material has already been successfully piloted as part of different courses at AUD. In addition, through the project a student conference entitled 'Learning from Learners' was organised in March 2016, wherein students from around the country and beyond presented papers on skills, pedagogies and technical strategies that resonate with them in the contemporary teaching-learning environment. These insights have been interactively woven into the original resources being prepared for the course. The wider objective of the project is to demonstrate the potential of innovative tools that articulate productively with time-tested pedagogies.

School of Vocational Studies (SVS)

Processes leading to the operation of SVS are currently underway. The School will develop programmes and courses that equip students with knowledge and skills that would place them favourably for meaningful employment upon graduation. These programmes will be geared towards creating a cadre of entrepreneurs, who would create jobs for themselves and for many others. SVS will also develop a large bouquet of vocational studies programs akin to the social sciences and humanities with a special focus on soft skills. It will adopt a combination of approaches such as blended, split-site, part-time etc. so that the programs become accessible to the wider populace of Delhi. SVS will work towards developing a strong relationship between the academic institutions providing the vocational programmes and the industries/ business houses for curricular development and internship/field based learning. The School will also study and consider several collaborative models available across in India for partnerships with the industries and business sectors being adopted by other institutions such as Tata Institute of Social Sciences, the Shiv Nadar University, etc.

Criterion IV: Infrastructure and Learning Resources

4.1 Details of increase in infrastructure facilities:

Facilities	Existing	Newly created	Source of Fund	Total
<i>Campus area</i>	23,560 sqm	-	GIA	23,560 sqm
<i>Class rooms</i>	40	-	GIA	40
<i>Laboratories</i>	4	-	GIA	4
<i>Seminar Halls</i>	3	-	GIA	3
<i>No. of important equipments purchased (≥ 1 lakh) during the current year</i>	6	21	GIA / Project / UGC	27
<i>Value of the equipment purchased during the year (Rs. in Lakhs)</i>	1,06,71,789	1,07,87,000	GIA / Project / UGC	2,14,58,789
<i>Development of new Campuses of AUD</i>	1,91,02,640/-	19,69,000/-	GIA	2,10,71,640

4.2 Computerization of administration and library

No additions were made in the computerization of the administration and library.

4.3 Library services:

	Existing		Newly added		Total	
	No.	Value	No.	Value	No.	Value
<i>Text Books</i>	29,364	6,09,20,888	3288 +	1,34,01,624	32,652	7,43,22,512
<i>Reference Books</i>	+3,584 (Gratis)		185 (Gratis)		+ 3769 Gratis	
<i>e-Books</i>	161	7,53,308	45863	29,29,826	46,024	36,83,134
<i>Journals</i>	44	6,46,517	22	5,44,449	66	11,90,960
<i>e-Journals</i>		4,20,52,374		69,43,862		4,80,96,236
<i>Digital Database</i>	7	13,17,904	10	31,24,213	10	44,42,117
<i>CD & Video</i>	159	81,853	51	55,010	210	1,36,863
<i>Others (specify)</i>						

4.4 Technology up gradation (overall)

	Total Computers	Computer Labs	Internet	Browsing Centres	Computer Centres	Office	Departments	Others
Existing	471	5	100 + 20mbps	Hall 58	One	IT Services	IT Services	
Added								
Total	471	5	100 + 20mbps	Hall 58	One	IT Services	IT Services	

4.5 Computer, Internet access, training to teachers and students and any other programme for technology upgradation (Networking, e-Governance etc.)

The IT Services Division, with the help of the HR Division, had developed a Certificate course on 'Introduction to Computers'. A Certificate Training Programme of 3 months duration on this course was conducted for the Attendants / Multi-Tasking Staff (MTS) of the University who are currently working under contractual arrangements.

4.6 Amount spent on maintenance in lakhs:

- i) ICT :-
- ii) Campus Infrastructure and facilities: 57.10
- iii) Equipments (including ICT) : 17.19
- iv) Others :-

Total: 74.29

Criterion V: Student Support and Progression

5.1 Contribution of IQAC in enhancing awareness about Student Support Services: **Nil**

5.2 Efforts made by the institution for tracking the progression: The IQAC has initiated deliberations on tracking student progress

5.3 (a) Total Number of students

UG	PG	Ph. D.	M. Phil.
670	882	63	142

(b) No. of students outside the state: **102**

(c) No. of international students: **07**

(d) Gender distribution of students:

Gender	Number	Percentage
Men	679	38.64
Women	1078	61.35

(e)

Last Year (2014-15)						This Year (2015-16)					
General	SC	ST	OBC	Physically Challenged	Total	General	SC	ST	OBC	Physically Challenged	Total
1154	175	130	262	06	1727	1144	198	135	276	04	1757

(f) **Demand ratio:** No. of applicants /No. of intake capacity

BA = 40:1, MA = 12:1, MPhil =9:1, PhD = 3:1

Dropout: No. of newly admitted students left / No. of students admitted $\times 100 = 129/812 \times 100 = 15.89\%$

BA (51:268) = 19% ; MA (72:487) = 14.78% ; M Phil (6:51) = 11.76% ; Ph D (0:6) = 0%

5.4 Details of student support mechanism for coaching for competitive examinations (If any): **None**

No. of students beneficiaries: **None**

5.5 No. of students qualified in these examinations -

NET: NA	SET/SLET: NA	GATE: NA	CAT: NA
IAS/IPS: NA	State PSC: NA	UPSC: NA	Others: NA

5.6 Details of student counselling and career guidance

Language Cell

While the medium of instruction at AUD is English, students from different linguistic backgrounds are encouraged to apply for admission to the various programmes at AUD. A Language Cell has been set up at AUD to help students to improve their reading, writing and comprehension skills in English. The Language Cell in the University which mostly has tended to undergraduate students in collaboration with English Proficiency classes and workshops for the students at Masters and Research Scholar level. We are also trying to collect many resources such as ideas, tips, workshops, online resources etc. to this effect, so students can help each other and learn from each other.

Mentorship and Counselling

AUD's mission is not merely to provide access opportunities for quality higher education to students irrespective of their backgrounds, but also to ensure that all students traverse through the process of higher education smoothly and attain success. The University endeavours to support every student in his/her struggle to find moorings in the university's academic and social space. A system of Mentorship and Counselling has been set up at the University to facilitate this.

Career Cell

AUDCC (AUD Career Cell) has been set up to facilitate interface between students and the world outside. AUDCC compiles the CV's of students with their major areas of interest, identifies organizations that are interested in offering internships to students and liaises between students and those organizations to facilitate student internships. It is strongly believed that these internships are of significant value when AUD graduates proceed to look for regular employment.

Student Cell

The Student Cell acts as a liaison between Student Services and students. Student Cell works to help students to overcome difficulty and provide assistance in every possible way.

Ehsaas- The Psychotherapy and Counselling Clinic Unit of CPCR:

Since its conception in 2011, *ehsaas* clinic at AUD has been functioning as the training, teaching and practice site for psychoanalytic psychotherapy. *Ehsaas* provides low cost and free counseling and psychotherapy to cater to persons from all socio-economic backgrounds presenting diverse forms of psychological conditions. The team comprises of 4 full-time Psychotherapists. In the year 2015-16, approximately 100 patients have availed long-term and short-term psychotherapy at *ehsaas* and several others have come to the clinic for consultation and advice. Most of their work has been with students and teachers and non-teaching staff who belong to Ambedkar

University and other student populations nearby. In collaboration with Centre for Equity Studies, in 2015 *ehsaas* began working with the homeless population around the Yamuna Pushta area by providing psychiatric intervention and brief counseling to the homeless mentally ill persons residing in the shelter homes therein. The initiative involves working with the community workers who can then identify and suggest *ehsaas* to the homeless persons experiencing psychotic breakdown or mood disturbances. Some of the people from the homeless shelters have started to visit *ehsaas* clinic for psychiatric advice and brief counseling.

5.7 Details of campus placement

Number of Organizations Visited	On campus		Off Campus
	Number of Students Participated	Number of Students Placed	Number of Students Placed
25	52	42	17

*The data in the table above relates only to two Schools – School of Education Studies & School of Business, Public Policy and Social Entrepreneurship – which organise campus placements for its students. The University is in the process of setting-up a Placement Cell. Other Schools of the University are in the process of setting up a mechanism to track student progression. Currently, no data is available for placements for these Schools.

5.8 Details of gender sensitization programmes

A Gender Sensitization Committee is already constituted and its task is mainly to hold campaigns and workshops. The new batch of students also gets a kit / handbook which include basic information about the do's / don'ts about sexual harassment. The process of setting up of the Committee for Prevention of Sexual Harassment (CPSH) is already on and the elections for constitution of the CPSH will be held in the next academic session.

5.9 Students Activities

5.9.1 No. of students participated in Sports, Games and other events

State/ University level: NA National level: NA International level: NA

No. of students participated in cultural events

State/ University level: NA National level: NA International level: NA

5.9.2 No. of medals / awards won by students in Sports, Games and other events

Sports : State/ University level: NA National level: NA International level: NA

Cultural: State/ University level: NA National level: NA International level: NA

5.10 Scholarships and Financial Support

(Monsoon Semester, July 2015 & Winter Semester, January, 2016)	Number of Students	Amount in Rs.
Financial support from institution- Fee Waiver-	530	72,01,500/-
Learning Enhancement- Scholarship-	**	18,12,161/-
Earn While Learn Scheme-	452	53,04,344/-
Student Welfare Fund-	72	4,86,700/-
Total =	336	24,27,674/-
Financial support from government (AICTE)	--	The information regarding Financial support by various state government directly to students as and when available
Financial support from other sources		
Sir Dorabji Tata Trust (supporting MPhil in Development Practice)	36	25,83,500/-
UGC (JRF/SRF)	6	15,76,230/-
Number of students who received International/ National recognitions	National Conference - 4 students	15030
	International Conference - 3 students	221390
		2,36,420

** Full batch of students.

5.11 Student organised / initiatives

Fairs: State/ University level: **None** National level: **None** International level: **None**

Exhibition: State/University level: **None** National level: **None** International level: **None**

5.12 No. of social initiatives undertaken by the students: **None**

5.13 Major grievances of students (if any) redressed: Till date 66 queries resolved through Online Problem Redressal System for Students; 05 cases resolved by Proctorial Committee

At Ambedkar University Delhi (AUD) different kinds of students' grievances are addressed through several mechanisms:

- **Student Faculty Council (SFC)** - The SFC is a forum for students and teachers to interact and record to resolve all academic related issues/concerns including classroom teaching, assessment, attendance, conduct of exams, feedback, etc. It aims to bring students' concerns regarding the teaching-learning process to a common platform while providing adequate safeguards to the students from the persecution by any teacher. SFC is a 2-tier structure consisting of the Programme Level SFC Executive and SFC General Body for students and faculty respectively who are elected/nominated representatives for 2 semesters/one year.
- **Student Cell** - Understanding the need for a student support structure, AUD has created a Student Cell – a peer support group that would hand-hold and assist fellow students, especially those who are facing economic, academic, social or emotional difficulties, and identify and engage with such difficult experiences of the students. Its initiative rests vitally on the student's sense of responsibility towards themselves and on their sense of identification with the University. Such an effort is to help in the creation of an institutional culture that would be marked by a sense of community and ownership, aimed at addressing the alienation that is often felt in such large spaces. The Student Cell would primarily act as a buffer between the students and the administration. It is a quasi-official body comprising largely of students themselves meant to act as a liaison between Student Services and the students. The Student Cell is the first space for the students to approach in case of need.
- **Ehsaas –The Psychotherapy & Counselling Clinic** – At AUD we value all aspects of the students life. Therefore, the University has a provision to attend to the emotional needs of its students. The Clinic is committed to working with mental illness and training of socially sensitive mental health professionals. At the clinic along with the sliding fee structure we provide low cost and free counseling and psychotherapy to cater to a variety of socio-economic realities of people. The clinic comprises of an Adult, Child and Family Clinic and it provides psycho-diagnostic psychological testing, along with a referral service.
- **Online Problem Redressal System for Students (OPRSS)** – To maintain a computerized record of the problems or difficulties faced by the students, monitor progress towards resolution of the same. The data thus recorded is analysed for management decisions. There are two parts in the system – one for the students and the other for the administration. The students' part has two facilities – to submit a problem and check the status of the submission. The admin part has facilities for (a) acknowledging a submission; (b) updating actions taken or difficulties faced towards resolution up to the point of final resolution; (c) reviewing status of various submissions by categories of problems. (Website link, - <http://thinkingwithdata.com/audss/>)
- **COMMITTEE FOR PREVENTION OF SEXUAL HARASSMENT (CPSH)** - to redress complaints of sexual harassment and to take initiatives towards creating a culture of sensitivity and awareness on campus to prevent sexual harassment. The CPSH is an eleven member committee representing all constituents in the following numbers who will be directly elected:

Students (including 1 research-scholar and 1 hostel resident): 4

Academic teaching staff: 3

Non-teaching staff: 2

Members from a pool of outside experts with known contribution to gender issues:
2

- An **Anti-Ragging Committee** is in place to look into the matters of Planning Action for Building and Preserving a Culture of Ragging Free Environment in the University Campus. The Anti Ragging Squad has also been constituted to work under the Supervision of Anti Ragging Committee and to engage in the work of checking places like Hostels, Canteens, Classrooms and other places of student congregation, for any incidences of Ragging, and shall educate the students at large in the University about Menace of Ragging and related Punishment Provisions.
- **Proctorial Committee** – to look after complaints/ grievances relating to discipline among AUD students.
- In AUD, a system of **Mentorship and Counseling** has been set up to provide assistance to students.
- In addition to the above, the students can approach the **Student Services Division** for any kind of support or redressal.

Criterion VI: Governance, Leadership and Management

6.1 State the Vision and Mission of the institution

The University is committed to the promotion of studies, research and extension work in higher education with focus on the liberal arts, humanities and the social sciences. The University aspires to combine equity and social justice with excellence, and to pioneer an institutional culture of non-hierarchical functioning, team work and creativity. The University strongly believes that no knowledge becomes socially productive unless it spreads across society, transcending barriers of caste, creed and class. Only then can teaching and learning become liberating undertakings, contributing to the promotion of equality, social justice and excellence. AUD sees itself as a university for and of the city of Delhi and this guides the articulation of its policies and objectives. We see ourselves in the near future as a multi-campus university catering to a variety of needs and aspirations of the city and its citizens.

6.2 Does the Institution has a Management Information System

The University continues to use a cloud-based ERP system to manage all important academic and administrative information. This year special efforts were undertaken to widen the use of the system by various academic and administrative departments. All applications now go through the ERP, grades are being uploaded to the ERP through the semester so that students have real-time access to their performance, and employees can track their salary details on the ERP as well. Few training sessions have also been organised for faculty to familiarise them to the system.

6.3 Quality improvement strategies adopted by the institution for each of the following:

6.3.1 Curriculum Development

The development of curricula has been through extensive consultation with academics, leading scholars and practitioners from different disciplines across the country and abroad. The University also has formal mechanisms to obtain feedback from students for curriculum evaluation. Any change or modification in curricula has to go through a 3-tier deliberative process comprising the Programme or School Committee, Board of Studies and the Academic Council.

Several courses taught at AUD are a departure from the mainstream. Course curricula therefore require advocacy for acceptance and recognition in several fora (from the classroom to industry), of the unique spaces and ideas that are being engendered through the courses. The textual repertoire from which knowledge is drawn has been widely expanded. The programmes employ a variety of foundational, core and elective courses, along with a mandatory component comprising field exposure / immersion and research. This ensures diversity of teaching-learning practices, which are enhanced through bringing in varied experiences of adjunct and visiting faculty that complement the regular faculty.

The University has worked towards and will continue to strengthen newly emergent areas of knowledge reflected in its courses, by supporting faculty research as well as building the related infrastructure.

The IQAC is also in the process of initiating a formal Academic Programme Evaluation project, to review and evaluate academic programmes at AUD, assess and improve curricular design and

delivery, and make specific recommendations to make them more relevant, efficient and effective in promoting student learning and achievement.

6.3.2 Teaching and Learning

The various programmes at AUD operate with a foundational commitment to a dynamic learning environment, which is in a constant iterative relationship with students' feedback, evolving technological landscape and ongoing consultations with the wider world. With this in mind, course feedback is necessarily gathered from the students and discussed by the faculty within different working groups. Online and multimedia resources are routinely used, and in fact, original content is also being developed by the university for more effective transaction of material. The Language Cell, which operates with assistance from the student body, is engaged in efforts to improve the communication skills of students, which benefits greatly in the comprehension of material as well as expression of ideas. Hands-on experiences are prioritised by the university, and many programmes regularly include a field immersion component in their respective pedagogical toolkit. A significant portion of the funding for such immersions is generated out of student fees under a Learning Enhancement Fund, which also supports the travel of students to present papers and posters at various national and international fora. AUD is also part of the MHRD's GLAN programme, under which eminent foreign faculty teach short-term courses at host institutions like AUD.

6.3.3 Examination and Evaluation

AUD has from its inception introduced a choice-based credit system, with multiple and continuous assessments in each course. Teachers are encouraged to innovate in the methods of assessments, and also provide continuous feedback to students on their performance. The teachers are also required to share with the students the course structure and, method and schedule to assessments in the beginning of the semester.

A New office of Dean Assessment, Evaluation and Student Progression (AES) has been created. The new office is vested with several tasks, including tracking students after admission and until they receive their degrees during the convocation, systematise student feedback, facilitate central timetable coordination etc. The office of the Dean AES is streamlining the process of Assessment and Evaluation. With this purpose an AES academic calendar is prepared at the beginning of the semester. This will ensure timely execution of tasks like entry of attendance, assessment grades etc on the ERP system. Timetables as well as teaching requirements for forthcoming semester are planned under the aegis of the AES division. The preparation of a centralised Time Table has also been implemented which will make it easier for student to choose elective courses. All course details for forthcoming semesters are gathered by the AES division for dissemination to the students via the website. The ERP system is also being streamlined and being made user friendly. Automated transcript and degree printing with due diligence on security concerns is also being instituted by the AES division during this academic session.

6.3.4 Research and Development

The University has taken several concrete initiatives to promote research activities, including the following, financial support to faculty for conducting research work, support to faculty, staff and students to communicate research work at various fora through travel grants; setting up academic

chairs to facilitate the circulation of expertise through AUD; and the provision of study leave for increasing number of faculty members to complete their doctoral and post-doctoral work.

6.3.5 Library, ICT and physical infrastructure / instrumentation

A total amount of over Rs. 2.6 crore was spent during 2015-16 of the addition of new resources, including text books and reference books, e-books, journals, e-journals and digital databases. With this expenditure, the total value of the library's resources has crossed Rs. 13.3 crore. A new library block was opened, which increased the space available for books and for reading.

6.3.6 Human Resource Management

The human resource functions at AUD are under the purview of the Academic Services division. The division maintains all records and is the nodal agency for recruitment and hiring. During the IQAC deliberations, it was realised that the division could not function as the community would like, on account of limitations in terms of its own human resources. To this end, an additional appointment was made at the level of Deputy Registrar. The division also facilitated support for faculty and staff towards upgradation of skills through participation in orientation and refresher courses, conferences and workshops as well as training modules.

6.3.7 Faculty and Staff recruitment

The University has introduced a practice where all interviews for the post of Associate Professor and Professor is preceded by a presentation made by each candidate on a pre-decided topic. This has helped in getting a better idea about each candidates work and interests as well as their suitability for the position. The University also does not ask for API scores from candidates as it believes that points scored by the candidate in other institutions may not be relevant to the teaching-learning environment of AUD and it also allows candidates from non-teaching and non-academic backgrounds to apply.

6.3.8 Industry Interaction / Collaboration

At AUD, forward linkages are created at various levels with organisations where our students eventually get absorbed. These include the development sector, NGOs, academic institutions, government / semi-government organisations, and the corporate sector, including entrepreneurs / start-ups. Interaction with Industry is promoted in the following ways:

- The students are exposed to real market scenarios by making it an integral part of the academic curricula. Through intensive workshops, guest lectures and seminars, eminent industrialists and business gurus share their experiences, observations and intuitions on past and future business trends. Corporate presence in classrooms gives the students an unparalleled outlook of the real business world. Such initiatives also help in acquainting the industry with our Schools and programmes, so that they may become potential recruiters. We have also invited professionals as adjunct faculty to engage in teaching for an entire semester.
- Experts from the industry have also been involved in consultative processes for programme / course designing, as members of advisory boards of Schools and Board of Studies. This helps us mould our courses to the needs of the Industry.
- AUD has tie-ups with industry to offer programmes, and partner with them in establishment of Centres. Going forward, these linkages are likely to strengthen with the School of Vocational Studies offering various programmes.

- Internships and short-term projects: Most masters' level programmes at AUD have a compulsory internship component. Further, all programmes lay emphasis on field immersion which gives students hands-on experience, and enables them to apply the concepts learnt in the classroom to the workplace. In the past, few of our students have obtained final job offers from the organisations where they have done their internships.
- Several programmes have a placement cell of their own, which interface between students and potential recruiters. The placement cells invite various organisations to the campus to recruit our graduating students, and also provide career counselling and placement preparation (guidance on preparing CVs, interview preparation) services to our students. Efforts are being made to put in place a career cell at the University level, preliminary work for which has already begun.

6.3.9 Admission of Students

The Central Admission Committee, headed by the Dean Student Services, conducts all admission related activities. Over time, the University has made a space for itself in Delhi's higher education landscape. Among others, this can be surmised from the fact that the number of applications in 2016-17 admission season was substantially higher than previous years. Over 34,000 applications were received this year for a total of 925 seats. A multi-pronged strategy of publicity, which included placing advertisements inside the Delhi Metro, was undertaken this year. In addition, the IQAC was closely involved in the admission process, especially with regards to preparing plans to recruit students from marginalised communities and to make the process smoother for applicants.

6.4 Welfare schemes for

Teachers & Staff

- *Group Insurance*

A group insurance scheme for faculty and staff has been put in place through the Life Insurance Corporation of India for all regular and contractual employees of the university. AUD will bear the cost of the annual premium for the employees.

- *Medical benefits*

While the existing medical policy already provides partial funds as medical reimbursements, the University has made significant progress on providing a more comprehensive medical benefit package. A committee comprising of faculty and staff members worked through the year to create a framework for the same, in consultation with medical professionals and have been in negotiation with Delhi's hospitals and clinics to compile a list of facilities with the goal of offering cashless treatment.

Students

- AUD has a student welfare fund to which each student contributes Rs. 500 per semester, and an equal amount is contributed by the University. This fund is utilised to help needy students with financial assistance for hostel fees and hostel mess fees, photocopying, travel to and from the university, and in some cases also rent for students who have not been able to secure admission to the hostel.

Beginning from the 2016-17, the scope of financial support granted to students has been significantly expanded. All students from SC, ST and PWD categories have been given full

fee waiver. Furthermore, the slabs for need-based waivers have been made liberal, so that no deserving student is kept from higher education due to financial concerns. Students with a combined annual family income of less than Rs. 6 lakh are eligible for partial to full waivers.

6.5 Total corpus fund generated: Total corpus fund generated by setting aside the unutilized portion from the amount collected as fee from the students is Rs 18,75,34,195/- as on 31 March 2016.

6.6 Whether annual financial audit has been done Yes

6.7 Whether Academic and Administrative Audit (AAA) has been done? Yes

Audit Type	External		Internal (upto 2014-15)	
	Yes/No	Agency	Yes/No	Authority
Academic				
Administrative				

The University set-up a Mid-Term Review (MTR) Committee in 2012-13, which did an audit of academic programmes and administrative structures. External audit happened through the NAAC A&A process during 2014-15. Apart from these, two programmes – M.Phil. in Development Practice and M.A. in Early Childhood Education and Development went through external evaluation process. The University is now considering an extensive audit of the University and various academic programmes through setting-up of a Decennial Review committee. This process will be conducted through 2017-18.

6.8 Does the University declare results within 30 days?

For UG Programmes Yes

For PG Programmes Yes

6.9 What efforts are made by the University for Examination Reforms?

AUD has from its inception introduced a choice-based credit system, with multiple and continuous assessments in each course. For each course that is offered, a minimum of three assessment situations are presented to the students, and no assessment situation carries more than 40% weightage. The assessment situations comprise a variety of modalities, including individual and group exercises, quizzes, simulations, viva-voce, audiovisual presentations, term papers and case discussions. Teachers are encouraged to innovate in the methods of assessments, and also provide continuous feedback to students on their performance. The teachers are also required to share with the students the course structure and, method and schedule to assessments in the beginning of the semester.

A New office of Dean Assessment, Evaluation and Student Progression (AES) has been created. Dean AES is streamlining the process of Assessment and Evaluation. With this purpose an AES academic calendar is prepared at the beginning of the semester. This will ensure timely execution of tasks like entry of attendance, assessment grades etc on the ERP system. The ERP system is also being streamlined and being made user friendly. Automated transcript and degree printing with due

diligence on security concerns is also being instituted by the AES division during this academic session.

6.10 What efforts are made by the University to promote autonomy in the affiliated/ constituent colleges? NA

6.11 Activities and support from the Alumni Association

Some schools have established an Alumni Association, and efforts are underway for a University level alumni association. The School level alumni associations have been supporting the current students to find suitable internship and job opportunities. Some alumni networking events have taken place at the School level to facilitate a closer interaction between graduating students and the alumni. The alumni is also seen as a key stakeholder in providing feedback on the programme structure and the course curriculum at the time of programme assessment and evaluation.

6.12 Activities and support from the Parent – Teacher Association

We have not yet formed a Parent – Teacher Association

6.13 Development programmes for support staff

The non-teaching staff are constantly sent for training programmes whenever opportunities come. They are not only given leave but the entire cost is borne by the University. The University has also initiated internal training programmes for the MTS category of staff who are working on contract. Some of the courses being offered to them are on Basic English language and mathematical skill, and Computer Literacy. Special retreats are organised for non-teaching staff

6.14 Initiatives taken by the institution to make the campus eco-friendly

The following steps have been taken at AUD to make the campus eco friendly:

- Students at AUD run TERRA-Eco Club organised several events, including a recycling drive, and a plantation drive.
- The idea to make AUD a bottled water-free zone has been taken up through the Environment Management Committee. To this end, the community is being encouraged to keep non-plastic bottles at hand and fill up at the various water coolers on campus. The water quality at these coolers is being constantly monitored by the environmental laboratory of the School of Human Ecology.

Criterion VII: Innovations and Best Practices

7.1 Innovations introduced during this academic year which have created a positive impact on the functioning of the institution. Give details.

1. AUD Press/Centre for Publishing

Goal/Context

Through its publishing activities (in the name of AUD Press), Centre for Publishing engages in a planned activity of acquisitions and dissemination of scholarly and creative information and knowledge delivered by the best, adhering to the best practices and ethical values. This would facilitate and assist AUD in publishing academic literature, including occasional papers, conference proceedings, monographs, edited volumes, course readings and reference books.

The AUD press is meant to provide a platform for dissemination of ideas in Social Sciences and Humanities to scholars, practitioners as well as to general public.

As a step toward this, it is proposed to publish:

- Contributions emanating from the research of the AUD faculty, particularly in what are identified as thrust areas by AUD.
- AUD's contribution to new areas of knowledge through its curricular practices and innovations in pedagogy.
- Academic pieces emanating from the research projects undertaken by AUD faculty.
- Edited volumes based on seminars/conferences/workshops organized by AUD.
- Research output by AUD students structured around a common theme, as part of their MA, Mphil/PhD dissertations in the form of Occasional papers, Monographs, edited volumes, Course readings and Reference books.

Practices and Successes

The first publication will be a joint venture between AUD Press and Sage Publications and will be a mathematics textbook for undergraduate students. The textbook is the outcome of a university-funded research project by an AUD faculty member. We are planning to start an Occasional and Working Paper Series to encourage the faculty members to publish the initial findings of their ongoing research as well as documentation of existing practices / experiences in teaching-learning processes.

2. Selection Procedure for positions of Associate Professors and Professors

The University has introduced a practice where all interviews for the post of Associate Professor and Professor are preceded by a presentation made by each candidate on their academic and research work. This has not only helped in ensuring that each candidate is given equal amount of time and opportunity to present their work, and also helped the selection committee in getting a better idea about the candidate's research interests and potential.

It gives the candidate an opportunity to share their work in a comprehensive manner and a personally meaningful manner. It helps assist the committee in making a more comprehensive assessment. In the landscape of practices in higher education institutions, this is an innovation which furthers and reflects the commitment on the part of AUD to quality.

7.2 Provide the Action Taken Report (ATR) based on the plan of action decided upon at the beginning of the year

Plan of Action	Achievements
Collectively develop a methodology to carry out evaluation of its programmes, Schools, Centres and Divisions.	Preliminary discussions have been held.
Initiate evaluation of programmes, beginning with those which were introduced in the first two years of the University.	Not yet accomplished.
Conduct 1-2 week workshops during the Winter and Summer break on themes such as pedagogy, enhancing knowledge in specific domains, interdisciplinarity, assessments, etc.	Discussions are underway to hold the first workshop on teaching pedagogy either during the winter break of 2016 or during the Winter Semester 2017
Develop an orientation package for newly appointed staff in the University to acclimatize them to the AUD way.	The package has been put together, and the first Induction Programme will be held in Aug-Sept 2016
Organize summer and winter school for school students who are aspirants for admissions in to higher education, especially those belonging to marginalized backgrounds.	Not yet accomplished, but a survey with government school students was conducted during the summer of 2016. We are awaiting results of the survey before we embark on any workshop for high school students
Assist the Student Services division of the University in establishing an <i>Equal Opportunity Cell</i> . The purpose of this cell would be to make Education accessible to socially marginalised groups, economically disadvantaged sections and persons with disabilities.	A series of meetings were held with various faculty members and staff of the university to deliberate on the structure and mandate of the cell
Assist the Academic Services division of the University in establishing an <i>Academic Teaching Development Programme</i> which is meant to help and assist the teachers to adopt innovative and relevant pedagogies, appropriate assessment practices, field practicum, and exposure to and acquiring new knowledge. The idea is to help attain excellence and professionalism in teaching.	The IQAC organised several deliberations on issues related to pedagogy and English language related issues. The IQAC will anchor the first few events, and in the process also deliberate upon the appropriate institutional anchor for such events.
Conduct surveys with applicants for the various programmes of the University to understand their social and economic backgrounds, their aspirations, and their	A sub-group of IQAC has already started discussions on these issues. It has also looked at the raw data on students available with the University. Plans are also afoot to create an

training needs. Also, conduct surveys with the alumni of the University	alumni network.
Help the IT division and the ERP cell to improve the MIS of the University.	Ongoing. Several meetings have been held with various divisions of the University (AES and Finance) and Service provider of ERP. Some of the new functions have already been put in place, while others are under considerations.

7.3 Give two Best Practices of the institution

A. Admission Test to Masters Programmes

The goal of innovating on the test is not merely to filter applicants but make the experience of sitting for the exam reveal something for the applicants about the field of study they have applied for; in other words, to make the test itself a learning experience.

An entrance test is necessitated by the high number of applications received for restricted number of seats. In many an institutional context this is designed to eliminate candidates deemed "unfit" by setting exam papers that demand a skill set or acquired information. These often make candidates from less privileged sections of the society excluded. In many masters programs in AUD the test is designed in such a way that the students feel enabled to think on feet and respond without having to feel inferiorized.

The exams are designed in ways that would call for spontaneous response rather than testing memory or stockpiling of information. Questions that give audio visual clues, ask them involve in exercises of exploration, provide texts that students read and respond are the ways in which the testing process is converted into a learning experience.

For instance, in the Psychology programme, the admission process is geared to tap the subjective-reflective tilt in each student through the use of 'semi-projective' questions in a multiple-choice format. These questions do not have right-wrong responses, instead the items invite associations that draw from each student's personal history and location. It is the capacity to reflect on the nuances and complexity of experience that is valued here, thus allowing students from different disciplinary backgrounds an equal opportunity of entry into the program. In the admission tests to the Social Design programme, small field-based assignments are set which give applicants a glimpse of the programme and its ways of teaching and learning. Thus, in the process of gauging the applicant's aptitude for the programme, applicants are also in a position to make an informed choice of study. For example, one test assignment required students to observe the spots on the road outside the university where public urination is taking place to analyse the reasons why particular

spots are chosen for this purpose. This was followed by an ideation segment where students were asked to think of ways to mitigate this practice. So the assignment involved field visits, analysis and design ideation which gives faculty a chance to gauge aptitude and applicants to savour the textures and flavours of the programme. In Film Studies program, film clippings of 30 seconds length from wide variety of films are shown and the candidates write a free and critical response to the clipping which becomes an exercise in sampling various kinds of film images and ways of composing visuals.

Candidates express their happiness about being able to experience a different process of exploring their field of interest, be it Design, Psychology, Film Studies, Development Studies or Visual Art. Even if they are not selected in the particular year they feel encouraged to apply again since the examination does not make them feel eliminated.

B. CECED

The Centre for Early Childhood Education and Development (CECED) is envisaged as an institution that brings together research, policy and practice in the area of Early Childhood Education and Development (ECEED) within a coherent and holistic conceptual frame. CECED was established in 2009 as part of Ambedkar University Delhi with the vision to promote the landscape of indigenous research in this area, advocate for age and developmentally appropriate Early Childhood Education and strengthen institutional and individual capacities through technical support to states and a Master's and PG Diploma in Early Childhood Care and Education. The centre is a one-stop-window for technical resource in the area of ECCE.

The centre's vision is to promote systemic understanding of developmentally and contextually appropriate and inclusive ECED with a focus on early learning. The mission is to contribute to the national goals of social justice and equity by advocating and promoting every child's right to a solid foundation for life through ECED.

CECED has been actively involved in research, evaluation and capacity building in the field of ECED. The centre has continued working with National and International partners and has maintained a self-sustaining status for itself. The funding for the research projects comes from various funding partners and agencies. Some of the major research and academic projects undertaken by the Centre in the past 5 years include the longitudinal research i.e. India Early Childhood Education Impact study; Developing and Launching of Academic Programme MA (ECCE), funded by Sir Ratan Tata Trust; Feasibility Study of roll out of National Policy on Early Childhood Care and Education (2013) in two states; and Development of Early Learning and Development Standards for children from birth to eight years, funded by UNICEF. CECED has also provided technical support to Yale University in adaptation of curriculum for a randomised control trial of a caregiver intervention programme for children's development in Odisha. In addition, CECED has carried out several evaluations of programmes /interventions in ECCE on request, including those by Akshara Foundation,(Bengaluru), PREM (Odisha), Katha (Delhi) and Mobile Creches (Delhi) among others.

7.4 Contribution to environmental awareness / protection

The following concrete steps have been taken at AUD towards awareness and protection of the environment:

- A course, Environmental Issues and Challenges (EIC), is being taught to all undergraduates at AUD.
- A second level course entitled 'Introduction to Human Ecology' was developed and taught this year to final year undergraduate students. The course involved field visits and practical project work.
- Students at AUD run TERRA-Eco Club organised bird-watching events in and outside AUD.
- A Centre for Urban Ecology and Sustainability made progress towards the restoration of the Dheerpur wetlands, with the creation of a restoration plan, and initial steps towards its implementation.
- An Environment Management Committee has been formed to manage and oversee all operations related to environmental management, including those for horticultural activities at the existing and proposed campuses of the University. This involves proposing policies and annual plans and budget for the various activities. The committee will also encourage active involvement of the faculty members, students and staff in activities related to environmental management.

7.5 Whether environmental audit was conducted? No

7.6 Any other relevant information the institution wishes to add. No

8. Plans of institution for next year

AUD, through its IQAC, would like to initiate the following activities/ processes in 2016-17:

- A concrete plan for programme evaluation would be developed, and at least three programmes will be reviewed through the identified methodology this year. The IQAC will also try to initiate a second Mid-Term Review (the first such review was done in 2011-12)
- An Equal Opportunity Cell will be created to proactively work towards creating a cordial working environment at the university. It will also be the agency to address concerns as and when they emerge from the different constituencies.
- Workshops and retreats will be undertaken for faculty development, especially in the area of research methodology and writing, which would filter down to strengthening student writing and research. Methodology workshop will also be conducted for research students of the University.
- To create forums for reflection amongst faculty members on pedagogic experiences. Workshops will be planned to share, deliberate and document varied teaching and assessment practices across different programmes. These will be held through 2016-17.
- To promote research by faculty members by creating a more conducive environment and ensuring simplicity in grant administrative procedures. Consultations / Town hall meetings will be organised to record and deliberate upon how better research environment can be created.
- A thorough review of student progression and experiences at AUD is planned. A rigorous methodology, including data analysis, questionnaire and focus groups, would be deployed to understand who applies to AUD and why? Who chooses the university and why? How do they

progress through their respective programme, what is the nature of challenges they face, and how do they navigate these concerns at the university and outside?

- Initiate a course review across programmes at the Post Graduate Level. This is to facilitate optimum use of faculty strength and to forge interdisciplinary links.
- Given that AUD is expected to add newer campuses, IQAC will initiate discussions on re-examining the governance structures within a Unitary University.

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