

SOP FOR UNDERTAKING DEVELOPMENT PROGRAMMES, RESEARCH AND CONSULTANCY PROJECTS BY PROFESSIONAL COLLEGES / INSTITUTES UNDER ARMY WELFARE EDUCATION SOCIETY (AWES)

INTRODUCTION

1. Army Welfare Education Society (AWES) run professional colleges/institutes possess potential, competence and wherewithal to go beyond their primary role in education domain involving students and faculty. Towards this end professional colleges/ institutes in their core-competence could contribute in larger measure by enriching the environment with their knowledge, addressing live problems and also by undertaking research to add on to the intellectual capital. Such initiatives are essential to the growth of colleges / institutes and its elevation or positioning in the academic and professional ecosystem. These engagements are motivational for the faculty members and students alike. Besides accreditation and ranking frameworks, these activities are widely acknowledged by industry.
2. While independence of action needs to be given to colleges / institutes to undertake these activities, it would be prudent to lay down a set of guidelines for standardization. Colleges/ institutes may formulate their own detailed SOPs based on these guidelines.

AIM

3. To lay down guidelines for professional colleges / institutes under AWES to undertake Knowledge Development Programmes (KDP) to include Management Development Programme (MDP) and Research and Consultancy projects in their respective area of work.

TERMINOLOGIES

4. **Knowledge Development Programme (KDP)**. This is an educational programme designed and offered by a team drawn primarily from in-house faculty of the college / institute and outside experts, to the extent required. The **college / institute driven programmes** may be designed (and marketed) for the larger common good or targetted at a particular segment or class. These may be offered to targetted organisations to subscribe, subject to available capacity. **Market or Client driven programmes** may also be undertaken which are designed by the college / institute based on specific need / requirement spelt out by the client. These programmes may be run as **on-site programmes** or **off-site programmes** and in an **in-campus** mode or **off-campus** mode. The clients may be charged on a capita per diem basis or session basis or lump-sum basis. Costs, typically should include trainer costs, training material costs, examination & testing costs, infrastructure leasing costs, boarding and lodging costs, hospitality costs, publicity costs, logistics and allied costs.
5. **Consultancy Project**. This is a service or work other than KDP which is undertaken by the college /institute as an outside agency, for the organisation / client making such a request for professional assistance. This is generally a time-bound and specific activity providing a solution to a specific problem posed or requirement given by the client. The faculty team drawn from the college / institute would serve as consultants to the client.



6. **Research Project.** This is an academic / industrial investigation employing scientific methods to achieve well designed objectives. Based on the duration, research projects may be major (more than 2 years duration) or minor (upto 2 years duration). Proposals for research are invited by funding agencies (government or non-government) from time to time. Shortlisted proposals are allocated funds for execution within a stipulated time. Institutes have to bid for getting research projects.

BASIC FRAME-WORK

7. KDP, Research and Consultancy Projects undertaken by colleges/ institutes will be guided by the principles given in succeeding paragraphs.

8. **Purpose.** The abiding aim of above initiatives should be to spread (and develop) knowledge and contribute to the environment by providing inputs / solutions. Business-Academia linkages help the stakeholders to remain contemporary and relevant. This also helps in developing brand value. As such ibid initiatives are required to be encouraged.

9. **Scheduling.** The initiatives defined in paras 4 to 6 above will not be taken up at the expense of the primary aims and objectives of the colleges/ institutes and hence should be pitched at a realistic level in relation to mandated institutional work-load and primary responsibilities. These activities or any commitment / diversion of resources for their accomplishment should be so planned as to coincide with the vacations or lean season of the college/ institute. The cumulative or sum total absence of any faculty member on these and other activities should not exceed 14 days (not more than six days at a stretch) in a calendar year when the college /institute is in session. A faculty member may be engaged in not more than two Consultancy or Research projects concurrently.

10. **Facilitation.** The colleges/ institutes will open a Research and Consultancy Liaison Office / Centre / Cell to serve as a single window / point of contact for all external agencies and organisations to process / manage their requests for KDPs, Research and Consultancy projects. This office should be established by re-appropriating existing assets and staffed from within the existing authorised faculty.

11. **Command and Control.** A Project / Programme Team Leader (and if necessary a Deputy Leader also) will be appointed to plan, execute / implement and coordinate all aspects of the Project / Programme. He / she will select his team and prepare a detailed proposal in consultation with the Director / Head of the College/ Institute.

12. **Financial Prudence.** Financial probity would be ensured in all projects / programmes. A separate account should be opened for Projects and Programmes by the college / institute and funds for each Project / Programme will be accounted for separately. The schedule of payments should clearly be spelt out. The income / profit computed after excluding expenses on acct of usage of College / Institute resources and cost of adm and logistics would be shared in the ratio of 60 : 40 between the Project / Programme Team and the college /institute. Within the Project / Programme Team the income / profit will be shared between various members in a just and fair manner commensurating to their contribution. The income / profit share of the Team may in-turn be apportioned as follows:-



- (a) Teaching Staff
 - (b) Non Teaching Staff : 75%
 - (c) Additional incentive to Project / Programme Leader : 10%
 - (d) Additional incentive to Project / Programme Deputy Leader : 10%
- (Where no Deputy Leader is appointed, this would be merged with that of Teaching Staff) : 5%

13. **Student Participation.** Students may be co-opted on a voluntary basis with the approval of their mentors in KDPs, Research and Consultancy projects / programmes and they will be appropriately reimbursed for their contribution from the share of Teaching Staff.

14. **External Subject Matter Experts and Resources.** In the absence of certain in-house expertise or lack of resources, these may be engaged / hired on 'as required' basis and budgeted accordingly.

15. **Excellence.** It is incumbent on the college/ institute to ensure that the quality of work is of the highest order, since the outcome of any activity reflects on the professional standing of the college / institute and AWES and impacts subscription of projects / programmes in future. The onus of ensuring requisite quality standards would be of the Director / Head of the College / Institute.

CONSIDERATION AND PROCESSING OF REQUESTS

16. **Inception and Growth.** In the initial years, the enterprise of staff (and students) would largely result in generating demand for projects and programmes. This would continue until the college / institute develops a reputation through its professionalism and excellence and starts attracting projects / programmes on its own. The dynamics and modalities may then warrant a review.

17. **Form for Proposals.** A self explanatory format for submission and processing of proposals on projects / programmes is given at **Appendix** attached. Clients will be required to submit the proposal at least one month in advance for processing.

18. **Processing of Proposals.** The requests / proposals would be submitted / received at the Institute Research and Consultancy Office / Centre / Cell. A Team Leader would be appointed by the Director / Head of the College / Institute (within three working days) to vet the request, interact with the client and submit a detailed plan to enable the Director / Head of the College / Institute to endorse recommendations (within ten working days). The Director / Head of the College / Institute will endorse his/ her recommendations in relation to viability of the college / institute undertaking the project / programme based on all relevant factors. The proposal will then be processed for obtaining In Principle Approval (IPA) of the Chairman of the College / Institute Governing Body / Management Committee, which should generally be accorded (or declined) in six working days. Final approval will be accorded after ratification of the decision by the Patron. BoA and HQ AWES will be kept informed of the projects. The outcome will then be communicated to the client. The Team Leader may initiate preparatory actions, in anticipation, to meet the timelines. After completion of the Project / Programme, the Project / Programme Team Leader will submit a Closure Report within 7 to 10 days of the same.



CONCLUSION

19. It is in the overall interest of the professional colleges / institutes under AWES to embark upon Knowledge Development Programmes, Research and Consultancy Projects in their field of work as a necessary adjunct to their primary role. The success of the college / institute on these projects / programmes would largely depend on their enterprise, resolve and character. These activities would help colleges / institutes to build their brand value and also generate revenue for the college / institute apart from benefiting the staff. The activities need to be supported but commitment on these should in no way compromise the quality of the core of the colleges / institutes.

20. Based on ibid guidelines each college / institute will formulate its own SOP for undertaking KDPs, Research and Consultancy Projects which shall be effective after due approval of Patron and ratification of the same by BoA.

21. These guidelines will come into effect from the date of promulgation and would be in force for a trial period of one year, post which these would be reviewed / refined based on feedback from the environment.

22. Please acknowledge.

Case No : B/45840/SOP/AWES

Date 07 Feb 2020

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Distribution

List 'A' , 'D' and 'E'



**PROPOSAL FOR PROJECT (KNOWLEDGE DEVELOPMENT PROGRAMME /
RESEARCH / CONSULTANCY) TO BE UNDERTAKEN BY _____ (COLLEGE /
INSTITUTE).**

PART – 1

(To be submitted in Triplicate by Proposer/Client)

1.	Name of Proposer	:	
2.	Details of Proposer		
	(a) Company / Individual	:	
	(b) Type of Company (if applicable)	:	
3.	Details of Requirement (in Brief)		
	(a) Outline Proposal	:	
	(b) Terms of Reference (Including Timelines)	:	
	(c) Deliverables	:	
	(d) Suggested Date (s) & Location of Pre-Project Consultation	:	
	(e) Details of Point of Contact		
	(a) Name	:	
	(b) Designation	:	
	(c) Contact Particulars		
	(i) Phone / Mobile	:	
	(ii) E-mail	:	
	(f) Any other Information	:	

Location:

Signature

Date :

(Name of Authorised Rep)



(Affix Office Stamp)

Designation

2

PART – 2

(Details of Pre-Project Consultation)

4.	Details of Pre-Project Consultation	:	
5.	Location of Pre-Project Consultation	:	
6.	Salient Decisions at Pre-Project Consultation	:	

Signature
(Name of Authorised Rep of
Institute)

Date :

Place :

(Affix Office Stamp)

Signature
(Name of Authorised Rep of
Proposer)

Date :

Place :

(Affix Office Stamp)

PART – 3

(Processing of Proposal for Approval of Chairman, Institute Governing Body/ IMC/CDC)

7.	Aim of Project	:	
8.	Salient Details (Less Financial Details)	:	
9.	Resource Team	:	
10.	Financial Details (Give breakdown of costs towards resource persons / trainers, hiring of infrastructure, transportation / logistics, boarding / lodging, secretarial support, stationery & printing etc)	:	
11.	Any other Information	:	

Place :

Date :

Signature of Project Director
(Name)
Designation

