ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

(A STATUTORY BODY OF THE GOVERNMENT OF INDIA)

Guideline Document For

MARGDARSHAN INITIATIVE

For Mentoring AICTE Approved
Institute To Improve Quality Parameters

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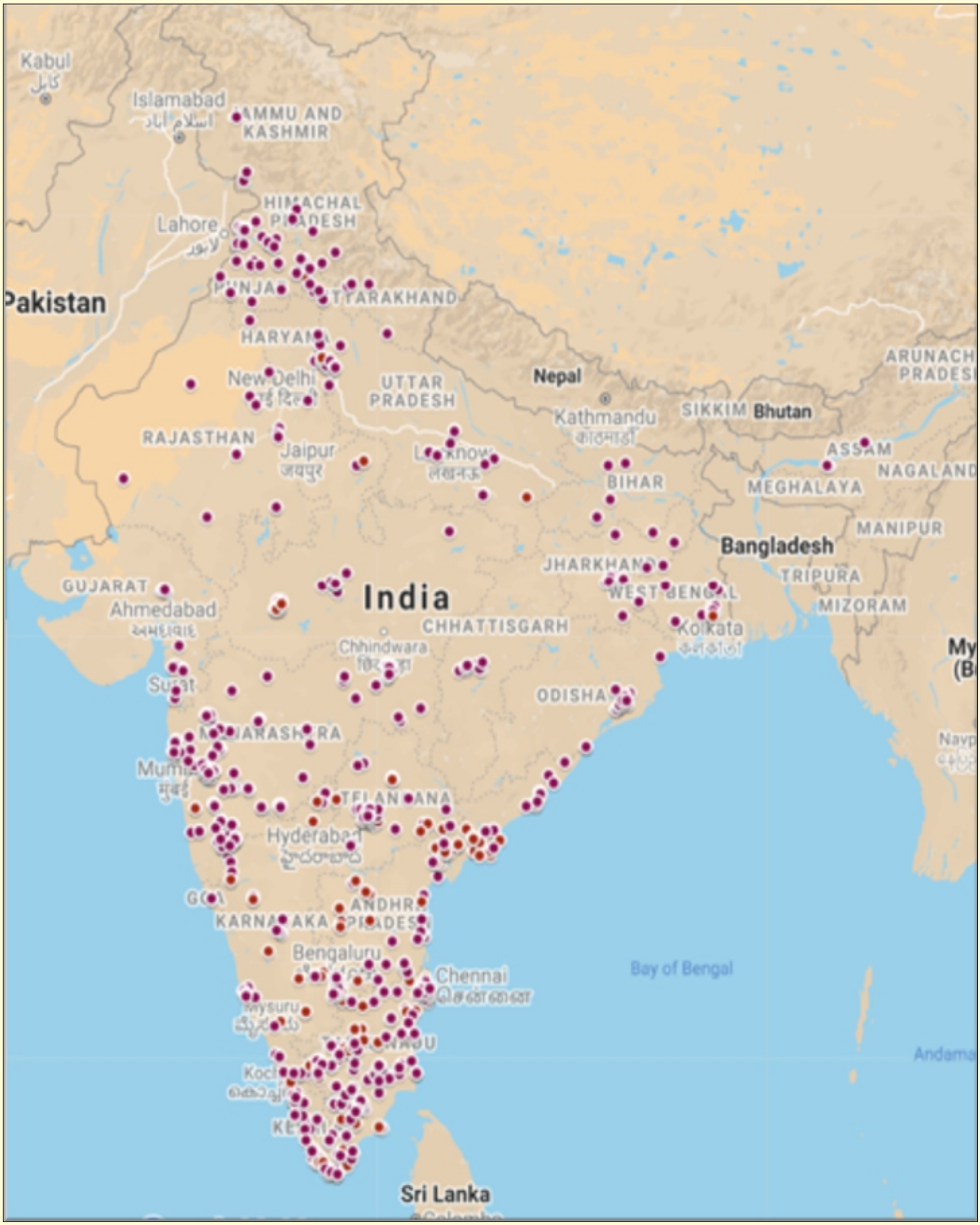
Beneficiary Institutes - 892



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PREFACE

The Margdarshan Initiaitive is a facilitative mechanism that aims to foster & augment the support ecosystem in the Institutes approved by AICTE for enhancing their quality across all domains.

It has always been an endeavour of AICTE to enhance the quality of technical education and various facilitating avenues were designed for improving the technical institutions. The Share & Mentor Institution scheme was launched by AICTE in 2016 for creating a mechanism for institutional mentoring. In a similar manner, the Margdarshak scheme was launched in year 2018 for eliciting support from senior academicians for mentoring individual institutes. The overall objective is to generate a positive enthusiasm amongst institute who have been performing well and motivate them to attain the benchmark accreditation from NBA.

The National Education Policy (NEP) 2020 has also stressed on accreditation and it forms one of the four pillars for benchmarking and ensuring quality. The creation of National Accreditation Council as envisaged under NEP is thus only a matter of time after the suitable legislation is enacted. As per the NEP, accreditation shall be the sole driver for all future educational re-structuring and changes. Hence it has become much more essential for an institute to strive and obtain accreditation for their programmes.

This Margdarshan Initiative was last revised in Nov 2020. While the scheme has progressed, a need was felt to undertake a review and amplify the guidelines based on the feedback from the environment and other developments. Although the aim of the Margdarshan Initiative continues to be same, the detailing & functioning has been refined. This document intends to bring out all the key interventions to make the scheme more effective in on boarding the stakeholders and provide guidelines for the smooth execution of the scheme.

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Member Secretary

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ABBREVIATIONS

AICTE	All India Council for Technical Education
AQIS	AICTE Quality Initiative Scheme
APR	Annual Progress Report
CoA	Council of Architecture
CC	Chief Coordinator
DPR	Detailed Project Report
EoA	Extension of Approval
FDP	Faculty Development Programme
GoI	Government of India
IIT	Indian Institute of Technology
J&K	Jammu and Kashmir
LC	Lead Coordinator
MBI	Mentee Beneficiary Institute
MDBI	Margdarshak Beneficiary Institute
MD	Margdarshak
MI	Mentor Institute
MoU	Memorandum of Understanding
MHRD	Ministry of Human Resource and Development
NAAC	National Assessment and Accreditation Council
NBA	National Board of Accreditation
NE	North East
NIT	National Institute of Technology
OBE	Outcomes Based Education
PCI	Pharmacy Council of India
Ph.D.	Doctor of Philosophy
PG	Post Graduate
PR	Principal
SAR	Self Assessment Report
SCR	Scheme Completion Report
SWOC	Strength Weakness Opportunity and Challenge
SWOT	Strength Weakness Opportunity and Threat
TA	Travel Allowance
UC	Utilisation Certificate
UG	Under Graduate

All India Council for Technical Education
AICTE
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CHAPTER 1

MARGDARSHAN INITIATIVE

1. Introduction

India has a large, complex and multi layered system of technical and higher education. It has the third largest higher education system in the world, next to China and the United States. The development of human resource of the country is a critical factor for the progress of the Nation. The quality of the education is no more a function of merely teacher– student relationship or simply teaching–learning process. The need of the hour is to break the traditional stereotype and achieve what is called as Outcome Based Education (OBE). With growing impact at the World stage, India is now a signatory of the Washington Accord for accreditation of engineering degrees.

2. Washington Accord

It is an international agreement for undergraduate professional engineering academic degrees between the bodies responsible for accreditation in its signatory countries and regions. It recognizes that there is substantial equivalence of programmes accredited by those signatories. Graduates of accredited programmes in any of the signatory countries are recognized by the other signatory countries as having met the academic requirements for entry to the practice of engineering. Established in 1989, there are only 21 Countries who are full signatories to the accord with India being a signatory since 2014.

3. National Board of Accreditation (NBA)

It is responsible for accreditation of technical programmes such as engineering and management programmes of higher education institutions of India. NBA was established by the All India Council for Technical Education (AICTE) in 1994 and operated as an autonomous body since 2010. The NBA became a provisional member of the Washington Accord in 2007 and was given the status of permanent signatory on 13 June 2014. The NBA accredits programmes and not institutes.

4. Importance of NBA Accreditation

The following advantages accrue by achieving the NBA accreditation: -

(a) Quality mandate is greatly enhanced.

(b) Wider recognition of the institute including academic autonomy.

(c) Better employability with wider acceptance across the globe.

(d) Credibility of the technical institutions improves amongst the peers.

(e) Global exchange and mutual recognition at international level.

(f) Enhanced funding prospects.

(g) Greater faculty participation in academic and industrial research projects.

(h) Approval for starting new programmes by AICTE (Excerpts of Approval Process Handbook 2020-21 is placed as **Annexure 1**).

5. Critical Review of Present Situation

There are almost 9,000 AICTE approved institutes delivering technical education in the country. However, as per the disclosure by the institutions only 687 institutions enjoy accreditation. The National Education Policy 2020 has also emphasised on the aspect of gaining accreditation. The **NEP envisages that accreditation shall become a 'binary process' which will form the basis of the growth of an institute.** Thus there exists an enormous scope of improvement as the technical education needs to deliver quality human resource for the development of the country. The existence of institutions without NBA accreditation is merely a question of time as eventually those not following the quality mandate shall be faced with grim prospect of being phased out. In the present day context, it has emerged that the supply of technical human resource is in plenty yet the resource finds itself largely un-utilised (rather poorly employable) due to its quality. Therefore, much more than the 'market dynamics', it shall be the 'quality pull' that shall become a driving force to seek such accreditation. There cannot be an argument that an improvement necessarily implies enhancement in parameters that adjudges its quality and the accreditation by NBA helps an institute to achieve that.

6. Objectives of Margdarshan Initiative

Margdarshan initiative has been introduced by the All India Council for Technical Education for facilitating the technical institutes in order to improve the quality of technical education as a whole. The initiative has two components as under: -

(a) Part 1 : Margdarshan Institute

A well-established AICTE approved institute referred to as Margdarshan Institute or Mentor Institute (MI) is supported with an objective to mentor up to 10 nearby institutes in achieving the NBA accreditation. Details are covered in **Chapter 2.**

(b) Part 2 : Margdarshaks

Senior academicians (serving or superannuated) shall be nominated as Margdarshak (MD) to act as individual mentors for guiding beneficiary institutes to achieve the NBA accreditation and enhance the quality of technical education. Details are covered in **Chapter 3.**

7. Ecosystem Envisaged

The ecosystem shall work with **Beneficiary Institute (BI)** being mentored under the aegis of the MI or MD. They shall form the core of all the activities and shall be guided in specific areas with the sole purpose of improving the quality. The MIs shall set forth and share the best institutional practices that aim to motivate the **Mentee Beneficiary Institutes (MBI)** to achieve self-improvement by showcasing their own examples. On the other hand, the MDs shall utilise their expertise and rich

experience in order to add value to **Margdarshak Beneficiary Institutes (MDBI)** for obtaining the NBA accreditation. The overall ecosystem is as shown under:-

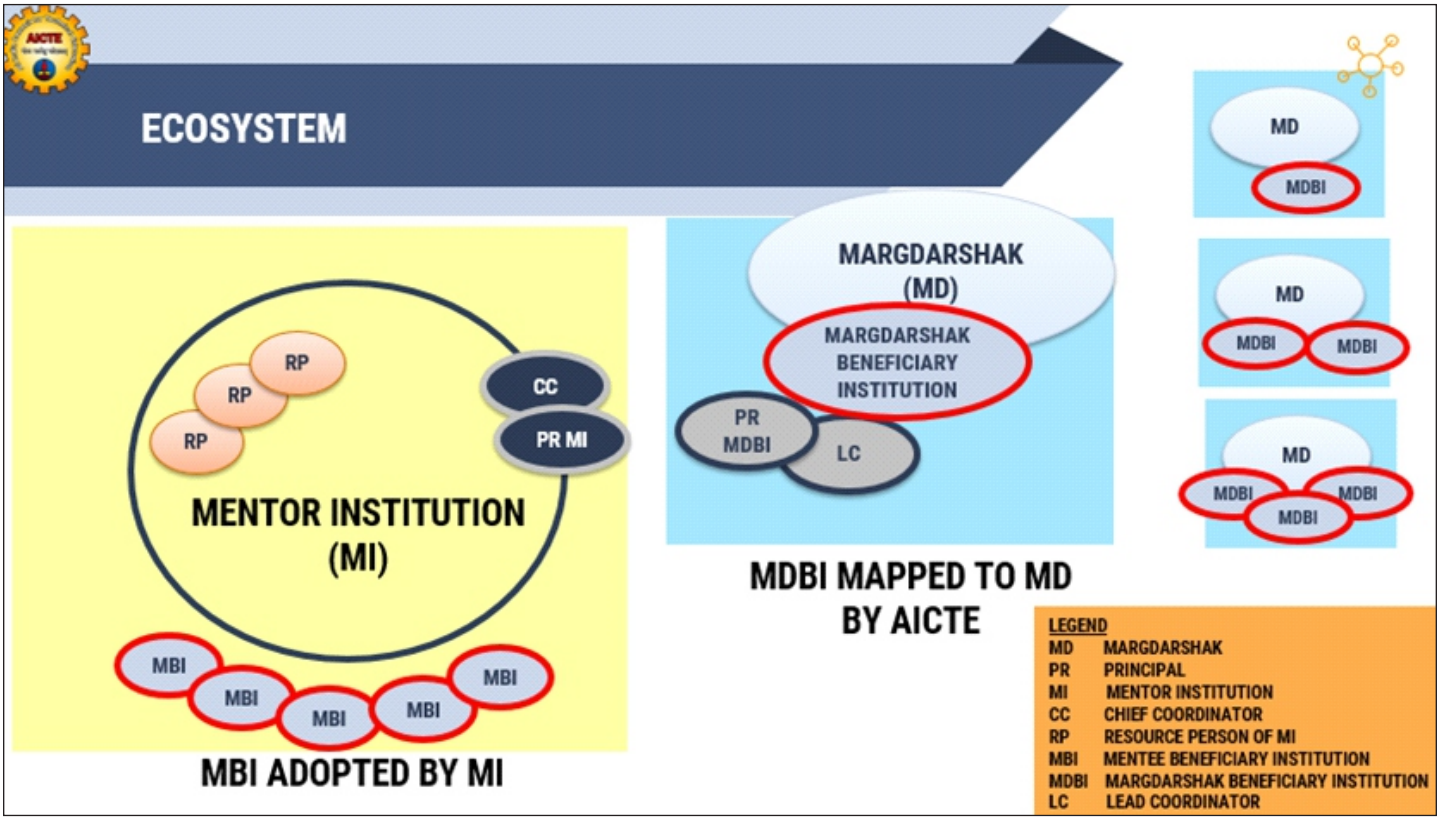

Figure 1: Ecosystem of Margdarshan Initiative

8. Scope Under the Initiative

There are no restrictions for the number and type of activities that an MI/ MD intends to initiate in BIs. However, as guideline, activities that do not enable the credential of a BI in achieving particular standard in the Self-Assessment Report (SAR) or is not reflective towards the outcome of accreditation are not to be undertaken. For instance, conducting a Faculty Development Program (FDP) / workshop on Financial Accounting can be organised through funds earmarked / released under other AQIS schemes. Thus MI/ MD must be able to distinguish and align their scope of activities with the final outcome in perspective.

9. Outcome Expected

It is expected that the initiative shall bring about a tangible change in the technical education being imparted by an institute by enhancing the quality mandate. The MIs are expected to mentor in creation of an enabling framework such that all its adopted MBIs are able to get accreditation within 36 months. On the other hand, the MDs are expected to work closely with their MDBIs and its management such that they are able to achieve the accreditation by NBA preferably within 24 months of the institute being mapped. The overall outcome shall thus help the AICTE approved institutes with reform activities such that it helps in improving the quality and equity of technical education in India in the next three-year time frame.

10. Prejudicial Action

The participation under Margdarshan Initiative is purely voluntary in nature and activities must be undertaken without any malice or prejudice in the most benign manner. The Council however retains the right to order an enquiry or act against any MD/ MI who are found to indulge in any malpractice. The nomination of MD is honorary in nature and does not carry any ex-officio appointment.

11. Superseding Notification

All guidelines / scheme documents issued in the past concerning Margdarshan Scheme (Share and Mentor Institution)/ Margdarshak is hereby superseded from the date of the notification of this document.

CHAPTER 2

MARGDARSHAN INSTITUTE

1. Framework

A well-established AICTE approved institute shall be nominated as **Margdarshan Institute or Mentor Institute (MI)** by AICTE for its continued excellence in imparting technical education in the Country. Having achieved excellence, such institutes should handhold and mentor other institutes such that the overall ecosystem thrives that leads to positive outcome in the area of higher education. The salient points of the scheme are as given under: -

(a) MI shall mentor few beneficiary institutes with an objective of targeted delivery. It has been considered that no more than 10 MBIs shall be permitted for adoption.

(b) In order to coordinate the activities, a MI must nominate a relatively senior faculty to act as a Chief Coordinator for the scheme.

(c) AICTE shall support MI by grant-in-aid for undertaking activities that help MBI in improving the quality parameters as required for NBA Accreditation.

(d) Feedback shall be rendered to AICTE on the activities undertaken by MI with its adopted MBI on regular intervals and as called for.

(e) **The maximum time duration for the project with the MI shall be 36 months from the date of release of 1st instalment of grant.**

2. Expected Outcome

Based on the mentoring provided, the MIs must strive to have the Self-Assessment Report (SAR) from at least 60 % of its MBIs submitted to NBA anytime between 18 to 24 months from the date of release of the grant. The balance 40 % MBIs should progressively submit their SARs in the intervening period between 25 to 30 months. The last six months should be kept for expected outcome from NBA or appeal or compilation of the scheme completion report etc.

3. Selection of MIs

AICTE shall invite project proposals from time to time under the Margdarshan Initiative for consideration. Based on the initial screening, the Chief Coordinators of the shortlisted projects shall be invited to make a presentation before an expert committee. The final selection shall be made by AICTE on the recommendations of such an expert committee. The committees for the shortlisting/ scrutiny/ interactions shall consist of senior academicians/ MD/ representatives of MIs or other members as nominated by AICTE. Important aspects in respect of the nominations are as enumerated under: -

(a) Eligibility Criteria

The institutions fulfilling the undermentioned requirements are eligible to submit the proposals:

(i) The institution, i.e. university, institute, college, etc. should have been approved by AICTE.

(ii) The institution should be in existence for 15 years or more. There should not have been any penal / administrative action from AICTE / other regulatory bodies during the last 15 years of its existence. Institution having break in Extension of Approval or no admission in the institution for any reason whatsoever in the last 15 years shall not be considered.

(iii) An institution cannot submit more than one project proposal for the MI scheme. **Department wise nomination is not acceptable.**

(iv) An institute having common management/ board/ parent trust will not be eligible for MI if another institute under the same parental control is already functioning as MI.

(v) The MI must be having its programmes accredited for consideration under the scheme. The details for the same follows.

(b) Institutions with Engineering Curriculum

Fifty percent or minimum three of the programmes (UG and/or PG) running at the institute should be NBA accredited. **The accreditation status for such programmes should be valid for at least six months from the date of submission of the proposal.** The proposals of institutes having only UG courses accredited shall not be considered for mentoring of MBIs seeking accreditation of PG programmes.

(c) Institutes with other programmes

For the institutions running programmes other than those of engineering (like Pharmacy, Architecture, Management, etc.) the institutes should have relevant NBA accredited PG programme(s) running in the institute. Such accreditation should be valid for at least 6 months from the date of making the application.

(d) Institutes with Diploma Courses in Technology

An institute exclusively running the diploma courses in technology can also submit the proposal for MI. There should be minimum four diploma courses running in the institute with at least 50% or minimum of two programmes having valid NBA accreditation for at least 6 months beyond the date of making the proposal.

4. Making an Application

An institute seeking MI status will be required to forward an application signed from head of the institute along with the **detailed project report (DPR)** and listed enclosures. A format of the same is attached at **Appendix C** and can be suitably adjusted by the institute applying for the MI project (based on the factors such as the strategy adopted / MBIs chosen / programme / duration etc). It shall be mandatory for the MI to submit an 'in principle consent' of the potential MBIs at the time of submitting the application. On being shortlisted, the institute shall be required to make a presentation on the DPR before the expert selection committee. The Chief Coordinator making the presentation shall also be required to bring out the list of proposed activities including justification of the expenses.

5. Prerequisites

An institute seeking MI status must carry out an initial assessment of MBI to ascertain the threshold of host institute for getting NBA accreditation (check of basic parameters such as admissions / enrolment for last three years, faculty, infrastructure, NBA Pre-qualifiers etc.). Selecting a MBI without having adequate potential for NBA shall be a futile exercise. MIs have to submit present status of the department-wise Pre-Qualifier (as per NBA format) of all the proposed MBIs.

6. Cessation of AICTE Approval

The nomination of an institute shall be co-terminus with AICTE approval/ extension of approval. The MI shall cease to be part of the scheme if the approval/ extension of approval from AICTE is not granted for whatever reason. In such case the un-utilised balance amount of grant shall be returned. All associated MBI shall be de-mapped forthwith and allotted to other MIs/ MDs in vicinity.

7. Mentee Beneficiary Institute (MBI)

A mentee beneficiary institute (MBI) shall be facilitated by the MI by sharing the best practices, guidance for initiating project proposals, achieving outcome based education and other related aspect. The MBI should be located within a reasonable distance of MI (approximately 200 km). The MI shall be required to submit a list of potential MBIs (limited to 10 institutes) while submitting the application. It may be noted that the participation of an institute to receive mentoring by an MI is purely on voluntary basis. On confirmation of the nomination as MI from AICTE, an MoU shall be executed between the MI and the respective associated MBIs. The Council does not approve of any sort of financial transaction or effect accruing out of such MoU and thus all terms and conditions of such MoUs may be mutually decided between the MI and respective MBIs. It is clarified that once the 'symbiotic' relation has been established, no change of MI / MBI shall be entertained by the Council.

8. Guidelines for Selection of MBIs

The following should be noted by MIs while selecting MBIs: -

(a) Only AICTE approved institutes are eligible to receive mentoring from MIs. Institutes approved by other regulatory bodies such as PCI, CoA etc. are thus not eligible.

(b) The Beneficiary institutes (irrespective of present approval status) who were already in receipt of mentoring by a MI shall be supported till the duration of project. Such MBIs may be allowed to continue under Margdarshan scheme on voluntary basis after submitting fresh willingness for the same.

(c) An MI having exclusive diploma programme should not choose a MBI desirous of seeking NBA for UG programme. In other words, the mentoring has to be in sync with the level of the programme between MI and MBI.

(d) No cross functional mentoring is permitted such as engineering college mentoring a pharmacy college. Likewise, an institute with NBA accreditation in management domain should mentor other institutes in the same domain.

(e) For the sake of convenience, the MIs are expected to choose MBIs which are in their vicinity with distance of approximately 200 km.

(f) Special consideration shall be given to institutes located in NE/ J&K/ Ladakh/Andaman & Nicobar/Lakshadweep and due relaxation for travel by air may be considered on case to case basis.

(g) It may be ensured that the MBI is not being mentored by any other MI or MD nominated by AICTE. An undertaking may be included in the MoU to this effect.

(h) **Any institute functioning under the same board/ management/ trust as that of MI is not permitted for adoption as MBI under the scheme.**

(i) A MI shall be allowed to function with a minimum of 3 MBIs and maximum of 10 MBIs. An applicant institute shall not be granted nomination unless 3 MBIs are available for mentoring.

(j) An MBI shall be considered removed from the MI in case its AICTE approval is withdrawn for any reason.

9. Tenure of Nomination as MI

The duration of the nomination as MI along with necessary grant shall be for a period of three years. The premise of outcome based education must be reflective during the execution of the scheme. Hence, it is expected that the MIs are able to motivate and effect quality improvement for least 60% of MBIs such that they are able to submit their Self-Assessment Report (SAR) for NBA accreditation anytime between 18 to 24 months. A suggested flow chart of timelines for achieving accreditation by NBA is given in **Appendix A.**

10. Grant in Aid and its Related Expenditure

The recognition as MI is aimed at fostering greater participation of a well performing institute to contribute by way of sharing knowledge and best practices. It is re-iterated that usual activities such as subject specific FDPs / workshop which have provisions under different projects/grants are not the objective of Margdarshan initiative. Hence, all such expenditure shall not be allowed from this grant. Since the objective of the initiative is to uplift the MBIs to a standard for seeking accreditation by NBA, the activities planned by the MIs should be in line with the given objective. All such activities should be mutually coordinated between the MIs and the associated MBIs to derive maximum benefit. A suggested list of activities is attached as **Appendix B.** Certain guidelines on this aspect are as enumerated below: -

(a) The Council has made provisions of a token grant in aid @ Rs 5 Lakhs per MBI. Hence a maximum Rs.50.00 lakhs can be sanctioned to an MI for conducting activities under the Margdarshan Programme for 10 MBIs altogether.

(b) As an incentive, the MI can pay a suitable honorarium to staff (Chief Coordinator, supporting persons, etc.) engaged in running the scheme. Such expenditure should be booked under the Heads **'Honorarium for MI Staff'.** The maximum honorarium shall, however, be limited to 4% of the overall grant as allotted.

(c) It may be noted that the grant-in-aid as being provided under this initiative is a token grant and due austerity measures in executing the activities need to be undertaken by MIs. As a matter of fact, adequate infrastructure exists in both MBIs and MIs by virtue of their existence and/or accreditation which must be judiciously made use of in coordination with each other to minimise the expenses.

(d) It is clarified that overall expenditure shall not exceed the funds sanctioned / allotted for the Programme to the MI. No reimbursement shall be made for expenditure exceeding the given amount.

(e) TA & Honorarium: For their contribution, an MI shall support the Resource Person(s) involved in activities by way of TA and honorarium. The suggested rates of (TA & honorarium) are tabulated below:

Item	For any Serving / Retired Academician as a Resource Person of MIs.	Remarks
Travel Allowances (TA)	• AC 2 tier accommodation/ Chair Car when travelling by train • By own car / taxi limited to maximum of the prevailing rates of taxi notified by Central / State Government as applicable in the area from time to time.	Payment of TA charges & honorarium will be done through respective MIs. Out of grant-in-aid released by AICTE.
Honorarium	**₹ 3,000/- per day**	
Local Support	Local support includes utilities such as local lodging, boarding, secretarial support, working office, other utilities etc. shall be provide by the host MBI when visiting the institute.	

(f) The MIs can encourage MBIs to organise activities at their respective institutes with resource person(s) invited from MI to deliver the contents. The number of days of visits to one institute by all resource persons of MI should not exceed 50 during the tenure of the project. Thus the cumulative number of days permitted for visit under the scheme shall be (10 institutes x 50 days), i.e. 500 days over the entire project duration.

(g) Being a token grant, the MI shall not use this for procurement of any hardware / software or incur such other capital expenditure as the required infrastructure is inherently available by virtue of the years of existence of the host institute.

(h) No pro-rata amortization of expenditure shall be permitted for any infrastructure.

(i) When undertaking large scale activity such as workshop/ seminar etc, the MI may incur the boarding and lodging charges judiciously. However, the expenditure may be kept to minimum to the extent possible by utilising the infrastructure already available in the host institute. It would be advisable to conduct as many activities that add value to the MBIs towards achieving accreditation by adopting due austerity measures, as feasible.

(j) The host institute (MI or MBI) can suitably waive off / reduce the charges for use of guest house by participants, remove registration charges, economise travel arrangements by using suitable means, do away with presentation kits etc. to achieve the intended objective.

(k) Video conferencing / virtual meeting platforms may be advantageously utilised so as to minimise the travel.

(l) Honorarium for Virtual Interactions. The COVID-19 pandemic situation has necessitated widespread utilization of online mechanism which can be adopted for mentoring process as well. The ratio of virtual to physical engagement shall not exceed 40:60. In effect, up to 20 virtual

sessions (40% of 50 days of visit) can be conducted with an MBI. The Chief Coordinator may grant the honorarium to the resource person for such engagements.

11. Disbursement of Grants

The sanctioned grant shall be released to the MIs as under: -

(a) A MI shall be released the budgeted grant based on the final nomination by the Council post successful outcome of the application in four instalments as under :-

(i) 1st instalment, 40% of total grant sanctioned on nomination.

(ii) 2nd instalment, 20% on successful submission of Pre qualifier by 60% MBIs and 90% utilization of 1st instalment. The unspent amount of 1st instalment will be deducted while releasing the 2nd instalment.

(iii) 3rd instalment, 25% on successful submission of SAR by 60% MBIs and 90% utilization of 2nd instalment. The unspent amount of 2nd instalment will be deducted while releasing the 3rd instalment.

(iv) 4th instalment, 15% on successful accreditation of all MBIs. Any unspent amount will be accounted for while releasing this final instalment.

(v) The accreditation of all MBIs and utilization of grants must be completed within 36 months from the date of release of 1st instalment of grant. Un-utilized amount (with interest) if any shall be returned by MIs.

(b) The amount so released shall be utilised for the purpose as stated. Utilisation of the amount for any other purpose is not permitted.

(c) MI shall not use the grant for procurement of any hardware / software or incur such other capital expenditure.

(d) Interest as earned during the concurrence of the scheme shall be reimbursed to the Council along with the unspent amount on completion / termination of the duration / scheme.

(e) The institute is required to submit a bank mandate form as per **Appendix D** enclosed.

12. Coordinators

(a) At MI The institute desirous of seeking Margdarshan status must nominate a Chief Coordinator responsible for organizing / coordinating activities and for implementation of the project. The Chief Coordinator shall be a full time senior faculty member of the MI and shall make himself / herself available for the personal interaction at AICTE during the finalization of the nomination process. Within MI, suitable mechanism may be instituted by the Chief Coordinator in order to track the progress of each MBI and may involve co-coordinators for different programmes / MBIs.

(b) At MBI It is important that the MBIs selected by MI also have a Lead Coordinator to interface with the Chief Coordinator. The Lead Coordinator is expected to be fully conversant with the progress of the NBA accreditation process of the host institute and should be able to implement suggestions as per the MI. S/he should be proactive in seeking attention of the respective management, convey timely progress and work to overcome the challenges in timely manner.

(c) **Miscellaneous Manpower** The activities under this initiative should be undertaken using their own staff at the respective institutes.

(d) **Change of Coordinators** Margdarshan is an important initiative for enhancing the quality mandate of technical education in the country. While AICTE does not approve of any changes in coordinators for the sake of maintaining thrust and continuity of the project, yet there may be unforeseen circumstances with MI / MBI necessitating change. The MI / MBI may undertake a change with a suitable incumbent while ensuring due overlap of at least 14 days. A written record must be maintained and reflected in the Annual Progress Report.

13. Changes/ Addition in MBI

No change in MBIs (addition, deletion or change) what-so-ever shall be permitted (including voluntary withdrawal by MBI itself) as the same shall lead to dilution of objective. Hence MIs must exercise due diligence in making the DPR / selection of beneficiary institutes looking forward for accreditation from NBA. Additional MBI shall however be allowed to be brought under mentorship of a MI only in cases where at least 40% MBIs achieves accreditation from NBA within a period of 18 months. The project duration in that case shall be extended on case to case basis with due approval of the Council. The Council in such cases shall call for a suitable project report & additional presentation in respect of such MBIs from the concerned MI. However, under no circumstances an MBI shall be permitted to join a MI after the expiry of 24 months. At any given point in time, the number of MBIs shall not exceed 10 for each of the MIs. Grant in aid for new MBIs shall be released accordingly.

14. Miscellaneous Guidelines

Following miscellaneous points are also enumerated for clarification: -

(a) The grants shall not be used for purchase of equipment / software such as computer / laptops / antivirus, etc.

(b) The MIs must file an Annual Progress Report (APR) along with the Utilisation Certificate by 20th April of the corresponding year. Sample format of the **progress report** is attached as **Appendix E**. Sample format of **Utilisation Certificate (UC)** is given at **Appendix F.**

(c) In case the MI is able to achieve the intended objective within stipulated period (or earlier), a **Scheme Completion Report (SCR)** is required to be filed within 30 days of such achievement. The SCR should be accompanied by a comprehensive scheme audit certificate of the accounts and Utilisation Certificate. Any amount remaining un-utilised (including the interest) shall be refunded by the MI along with the SCR. The SCR should be framed on similar lines as that of the **Appendix E** with suitable modifications.

(d) Notwithstanding the target, all MIs shall file a SCR within 30 days after completion of 36 months along with documents as given in the preceding section. **The date of release of the grant to MI shall reckon as beginning of the project.**

15. Discontinuation of Participation

The mapping between MI and its associated MBI will be on voluntary basis by mutual consent and hence the Council does not approve of discontinuation by either party. Certain clarifications are, however, as given under: -

(a) **MI** The Council expects that MIs shall actively participate and continue in the Margdarshan initiative. They shall not be allowed to withdraw their nomination pre-term. In case of unfavourable feedback from associated MBI or in case of adverse action, the Council shall terminate the nomination. Under such case the MI shall undertake the immediate audit of the grant released and refund the un-utilised balance along with interest to AICTE forthwith. Further such Institute shall be barred from seeking re-nomination for next 10 years.

(b) **MBI** Although the participation of MBIs is on voluntary basis, it is re-iterated that no change in MI shall be permitted. Not only shall this be detrimental to the cause, such action by MBI shall be indicative of non-seriousness on the part of the management of host institute.

(c) Provided that 18 months have not passed and only in an exceptional case (such as pre-term closure of MI) that the Council shall intervene for 'adoption' of such MBI(s) by any other existing MI in vicinity.

(d) MI may also note that even though a MBI may choose to voluntary withdraw from the MOU, no replacement MBI shall be permitted in the balance period.

(e) **Beneficiary Institutes Dissociating from AICTE.** AICTE approved beneficiary Institutes who were in receipt of mentoring under the scheme earlier but have now dissociated themselves subsequent to legal intervention are allowed to continue with the support mechanism of mentoring through their associated MD/ MI subject to submission of fresh willingness certificate. AICTE shall continue to facilitate such institutes. The Council shall bear the cost subject to institute providing the local support as envisaged in the scheme. For institutes who do not submit their willingness, the existing MD/ MI shall be withdrawn.

16. Tracking Mechanism

An MI may create a suitable software programme/ mechanism for tracking the progress of their MBIs. Viewing rights may be shared with AICTE for the same.

17. Special Recognition

The Council shall recognise a MI with ***"PROTSHAHAN MITRA"*** for successfully mentoring the associated 10 MBIs in achieving the NBA accreditation in given time frame.

CHAPTER 3

MARGDARSHAKS

1. Framework

The ecosystem intends to utilise the services of the senior academicians well adept in the accreditation process who shall be referred to as **Margdarshak (MD)**. The senior academicians can either be serving or may have superannuated; however, they should be willing to spare their time for such activities. MDs are excellent resource persons and their principal role shall be to guide, support and encourage the beneficiary institutions in their development as they work to achieve accreditation in alignment with the broad objectives of NBA. While the expenses of travel / honorarium for MDs shall be borne by the Council, the host institute shall provide local boarding & lodging befitting the stature of MD.

2. Expected Outcome

The MDs are thus expected to work closely with the institute and its management such that they are able to achieve the accreditation by NBA at the earliest, preferably within 24 months of the institute being mapped. The overall aim remains to introduce reform activities in AICTE approved institutes such that those are helpful in improving the quality and equity of technical education in India.

3. Credentials for Nomination as Margdarshak

A senior academician who is well versed with NBA process shall generally be nominated as a MD. A MD should have the following credentials: -

(a) Ph.D. with minimum work experience of 20 years out of which at least 5 years should be exclusively in academic domain.

(b) At least Professor from AICTE approved institution or Associate Professor from centrally funded technical institutions (CFTIs).

(c) Should have successfully supervised minimum of 3 Ph.D. scholars with 10 research publications in peer reviewed journals/obtained 2 patents.

(d) Member of NBA / NAAC visit team for at least 5 years **OR** as a coordinator carried out NBA accreditation of his/her own department for at least 2 cycles.

The Council may, however, consider a senior industrialist/government official or any other person with domain expertise and experience of 20 years, capable of mentoring institutes for improving the quality mandate in pursuit of academic excellence.

4. Procedure for Shortlisting

AICTE accepts applications for nomination of MDs throughout the year. All applications are placed before a duly constituted expert committee at regular intervals for shortlisting. Based on the recommendations of the Committee, the Council shall nominate MDs. The Council at its discretion may form different committees to undertake multiple stage shortlisting/ programme wise scrutiny.

5. Margdarshak Beneficiary Institute (MDBI)

A MD shall be paired up with Margdarshak Beneficiary Institute(s) (MDBI) based on the voluntary acceptance and willingness by the host institute. For the sake of convenience, the **cut off distance shall be nearly 200 km** from the base location of MD. This has the benefit of MD being familiar with the institutions, and being in relative geographical proximity. On case to case basis (such as that for NE / J&K/ Ladakh/ Andaman & Nicobar/ Lakshadweep region), relaxation may be granted. Certain salient points in this regard are enumerated as under:

(a) Preference of MDBI The Council shall solicit from the MDs preferences for assigning MDBIs prior to undertaking the mapping exercise. In case, a MD has no specific preference, the Council shall map an institute from its own list. However, once mapped, the pairing shall ordinarily not be changed. Preference, if any, should be shared after a preliminary check of the basic parameters, such as admission in the programme over the past three years, inherent strength of the institute etc.

(b) Mapping Only one MD shall be mapped with a MDBI irrespective of the number of programmes being pursued by the institute. The MD shall be responsible for the overall improvement of the institute.

(c) Discipline of Study The MD with relevant experience shall be paired with institutes having similar background. AICTE shall endeavour to limit otherwise mapping unless accepted by the host institute and the intended MD.

(d) Number of MDBIs Number of MDBIs mapped to one MD shall generally be restricted to **maximum of three.** However, the exact number of MDBIs mapped to a MD shall be subject to review by the Council from time to time and may be revised as per the requirements.

(e) Local Support to MDs All local support to the visiting MD shall be provided by the MDBI. Some of these include the following:

(i) Boarding and lodging,

(ii) Suitable working place / office,

(iii) Lead Coordinator,

(iv) Hospitality & utilities,

(v) Arrangements for local visits as required to undertake the activity,

(vi) Access to the institute infrastructure (internet, labs, library etc.).

(f) **Institutes Dissociating from AICTE** Only AICTE approved institutes are eligible to receive mentoring under the Margdarshan Initiative. **Institutes approved by other regulatory bodies such as PCI, CoA etc. are thus not eligible.** However, such beneficiary institutes (irrespective of present approval status) who were already in receipt of mentoring by a MD/ MI shall be supported till the duration of project. Such MDBIs may be allowed to continue under Margdarshan scheme on voluntary basis after submitting fresh willingness for the same. AICTE shall continue to facilitate such institutes. The Council shall bear the cost, subject to MDBI providing the local support as envisaged in the scheme. For institutes who do not submit their willingness, the existing MD/ MI shall be withdrawn.

6. Submission of Self-Assessment Report (SAR) for NBA

The MDBI shall endeavour to make the best use of the guidance given by the MD such that it is able to submit SAR and be ready for the NBA team visit within 18 months of assigning the MD. The SAR for accreditation should not be delayed beyond 24 months. The associated MD shall also endeavour to achieve positive result within the given time frame. A suggested flow chart of timelines for achieving accreditation by NBA is given in **Appendix A.**

7. MDs Related Facets

A MD shall be nominated by the Council with the sole objective to bring about enhancement in the quality of technical education and subsequently accreditation of programmes of the associated institute by NBA. While visiting the beneficiary institute, the MD shall ordinarily not be concerned with the management framework of the institute. Rather the MD would assist in Outcome Based Education (OBE), improving the pedagogy, focus on technical skills etc. that aid in enhancing the overall quality benchmarks desired under NBA. The roles and duties of MD are thus enumerated as under:

(a) **Role of MD** Each institution will have different support and development needs for upgradation of its quality. The MDs can play an important role in the analysis of deficiencies that are hampering its growth. Some of the important roles of MDs are: -

(i) To help institutions undertake a realistic assessment of their potential through analysis tools such as SWOC. (A sample proforma is attached as **Appendix G**).

(ii) To listen, understand, guide and advise - principally to support and assist institutions to stay focused on the goals and targets set out in strategic plan.

(iii) To point out the talents and abilities in institutions, and then help them to utilize these in the best ways possible to help resolve issues within the institution.

(iv) To explain and provide feedback to institutions about their good and not so good practices. The feedback to be based on sound evidences.

(v) To synergise the efforts of all the stakeholders for accreditation in a well-defined actionable road map through institute management.

(vi) Each MD is expected to carry out intervention for effecting institutional reforms and quality improvements.

(b) Duration of Nomination The council shall nominate an MD for an initial period of 18 months. A further extension of 6 months can be granted subject to an appropriate review at the Council. Notwithstanding, the Council can revoke the nomination of any MD in case of in-appropriateness in conduct of mentoring activities / dispute with MDBI. The MD may be continued after 24 months based on their progress as per requirements of AICTE for mentoring other institutes.

(c) TA and Honorarium Support from AICTE The MDs shall be reimbursed suitable (TA + Honorarium) by AICTE for visiting the MDBI as per the table below: -

Item	For any Serving/Retired Academician as a Margdarshak	Remarks
Travel Allowances (TA)	• AC 2 tier/Chair Car when travelling by train • By own car / taxi limited to maximum of the prevailing rates of taxi notified by Central / State Government as applicable in the area from time to time.	Payment of TA charges and honorarium shall be done under the direction from AICTE HQrs from time to time.
Honorarium	**₹ 5,000/- per day**	
Local Support	Local support includes utilities such as local lodging, boarding, secretarial support, working office, other utilities etc. will be provided by the MDBI. No payment for the same will be reimbursed from AICTE.	

(d) Visits to MDBI It can be expected that more visits will be required to MDBIs in the initial stages and MDs may be required to visit the respective MDBI at least once every week. During the initial few visits, the MD is expected to draw a road map that shall charter the course of mentoring over the expected duration (maybe after 2nd visit but before the 6th visit). Subsequently based on the progress, the visits can be scheduled as many times as required with mutual understanding between the MD and MDBI. These visits should aim to assess, record the progress, provide guidance or render assistance in any other associated activity that helps the MDBI in achieving the formulated roadmap / timeline. When visiting a MDBI, a **MD is expected to devote at least 6 hours per day** when undertaking the mentoring sessions. The MD may stay at the institute overnight as deemed fit. Further, considering the necessity to have a steadfast commitment from the involved stake holders, a MD has been **allowed 50 days of visits to one beneficiary institute** over the entire period. The number of days of visit shall ordinarily not be enhanced. Virtual interaction has also been permitted in a ratio of 60:40 for

physical visits: virtual interaction. Extra visits shall be granted in extreme exception cases with the approval of Competent Authority and shall not be considered as a matter of routine.

(e) **Virtual Visits & Honorarium** COVID-19 pandemic situation has necessitated widespread utilization of online mechanism which can be adopted for mentoring process as well. Accordingly, honorarium as per the extant policy shall be paid to all Margdarshaks for virtual engagement (subject to maximum 20 virtual sessions out of total of 50).

(f) **Dissemination of Initiatives and Information** MD should also facilitate the Institute in subscribing to the various schemes of AICTE and other Govt aided projects. Required information may thus be disseminated to the concerned staff, management, students and management representatives in the MDBI so that the same can be leveraged for improving the quality in the given timeline.

(g) **Synchronisation with Academic Calendar** It shall be best left to the MD to harmonise the activities along with the calendar of event of the institute. It may thus be prudent to devise / schedule the activities in a coordinated manner such that the activities for NBA can be pursued by all concerned in the institute with synergy.

(h) **Changes to MDBI** No changes shall be ordinarily permitted and shall only be done in exceptional circumstances such as health grounds or de-rostering of MD etc. However, a MD upon being mapped with an MDBI shall interface with the institute management and ascertain within 30 days if the MDBI meets the basic eligibility for seeking the NBA accreditation (factors such as admissions for last three years may be checked). In case such basic conditions are not satisfied, the MD should inform AICTE about the same for mapping another institute.

(i) **Relocation of MD** The scheme has been initiated with a specific aim of maintaining continuity of the mentoring process. Hence relocation request of MD where considerable change of distance is involved shall generally not be accepted as it is likely to upset the mapping of MDBIs and also lead to administrative issues.

(j) **Claims for Honorarium & TA** All claims for honorarium & TA shall continue to cleared by respective Regional Offices of AICTE till such time any alternate arrangements are made.

8. Activities.

A MD by virtue of his/her experience can guide an institute to initiate activities / training programmes / workshops / projects for infrastructure so as to achieve institutional reforms and quality improvements. All such activities must also be in consonance with the objective of achieving the NBA accreditation. Thus based on the initial discussions and SWOC analysis a road map may be developed during the initial visits whereupon, a MD may interface with the top management of the Institute and discuss the same for achieving the accreditation status. Towards that end the MD shall evolve a time bound action plan in mutual consultation with the Institute. It is pertinent to note that

the MD is acting as a guide and the beneficiary institute shall apply its own jurisprudence in following the action plan and recommended activities.

As a guideline, the activities that do not enable the credential of an MDBI in achieving particular standard in the SAR or is not reflective towards the outcome of NBA accreditation shall not to be undertaken by MD as part of this initiative. For instance, MD being invited to a subject specific seminar / FDP / workshop (such as machine learning) may not be of direct relevance to the NBA mandate. A suggested list of activities that can be undertaken by MD is given in **Appendix H.**

9. Monitoring of Timelines

A beneficiary institute is required to balance its academic calendar while working towards the objective of achieving quality. Hence, it shall be utmost essential that the action plan / timelines as jointly framed are regularly monitored. Corrective action may be suggested by MD to the management to arrest the slippages, if any.

10. Responsible Entities at MDBI

(a) Lead Coordinator It is important that the MDBIs mapped with a MD have a local Lead Coordinator at the institute level. The Coordinator is expected to be fully conversant with the progress of the NBA accreditation process and should be able to implement the suggestions / advice as rendered by the MD. S/he should be proactive to seek attention of the respective management, convey progress and work to overcome the challenges in timely manner.

(b) Core Team A core team may be constituted which should seek guidance from the MD and implement action on the ground.

(c) Miscellaneous Manpower The Council shall not provide any project staff or any expenditure for contractual appointment by MBI under the scheme.

(d) Change of Coordinators Margdarshak Initiative is an important initiative for enhancing the quality mandate of technical education in the country. While AICTE does not approve of any changes in coordinators for the sake of maintaining thrust and continuity of the project, yet there may be unforeseen circumstances with MDBI necessitating a change. The MDBI may undertake a change with a suitable incumbent while ensuring due overlap of 14 days. A written record must be maintained and reflected in the MBI Annual Progress Report.

11. Rendering of Feedback

(a) By MDs. All MDs shall render a feedback on the visit to MBIs along with the claim for honorarium & TA to their respective regional office. Such report shall be reviewed by AICTE

from time to time to assess the progress of MDBI. In addition, AICTE will also solicit crisp feedback from all MDs for compiling the data in respect of MDBIs.

(b) By MDBIs. Feedback from MDBIs are also solicited from time to time to ascertain their status towards NBA.

(c) Where necessary MD or MDBI may also send a separate feedback to the Council to share any item.

12. Sahyog Mitra

The Council shall recognise a MD as ***"SAHYOG MITRA"*** for successfully mentoring at least two MDBIs in achieving the NBA accreditation in given time frame of 24 months.

CHAPTER 4

FREQUENTLY ASKED QUESTIONS (FAQs) ON MARGDARSHAN INITIATIVE

Q1. What is the objective of Margdarshan Initiative?

Ans. Margdarshan initiative has been introduced with a broad objective to improve the quality of technical education in the country. The outcome of the initiative shall be to reform activities in the AICTE approved institutes such that the quality and equity of technical education improves in a reasonable time-frame.

Q2. How is it implemented?

Ans. This is implemented via two channels, viz Mentor Institutes and Margdarshaks

(a) Part 1: Margdarshan Institute A well-established AICTE approved institute referred to as Margdarshan Institute or Mentor Institute (MI) is supported with an objective to mentor up to 10 nearby institutes in achieving the NBA accreditation. Details are covered in **Chapter 2.**

(b) Part 2: Margdarshaks Senior academicians (serving or superannuated) shall be nominated as Margdarshak (MD) to act as individual mentors for guiding beneficiary institutes to achieve the NBA accreditation and enhance the quality of technical education. Details are covered in **Chapter 3.**

(I) – FAQs on Mentor Institutes (Mis)

Q3. Who can apply to be a mentor institute?

Ans. A well-established AICTE approved institute shall be nominated as **Margdarshan Institute or Mentor Institute (MI)** by AICTE for its continued excellence in imparting technical education in the Country. The institutions fulfilling the undermentioned requirements are eligible to submit the proposals:-

(i) The institution, i.e. university, institute, college, etc. should have been approved by AICTE.

(ii) The institution should be in existence for 15 years or more. There should not have been any penal / administrative action from AICTE / other regulatory bodies during the last 15 years of its existence. Institution having break in Extension of Approval or no admission in the institution for any reason whatsoever in the last 15 years shall not be considered.

Q4. Is NBA accreditation mandatory for institutions to become MI?

Ans. Yes, an institute making an application for MI must have accredited programmes which should be valid for at least six months from the date of submission of the proposal. (Refer to Chapter 2, Para 3(b) to (d) of the guidelines).

Q5. Which can be the Mentee Beneficiary Institutes (MBIs)?

Ans. Only AICTE approved institutes having potential to go for NBA accreditation and willing to get mentorship under Margdarshan scheme are called Mentee Beneficiary Institutes (MBIs). Maximum of 10 such MBIs can be mapped with an MI for mentoring.

Q6. What are the guidelines for selection of MBIs?

Ans. Kindly refer to Chapter 2, para 5 of the Margdarshan Initiative document. Only AICTE approved institutes are eligible to receive mentoring from MIs. For the sake of convenience, the MIs are expected to choose MBIs which are in their vicinity with a maximum distance of 200 km. MIs have to submit present status of the department-wise Pre-Qualifier (as per NBA format) of all the proposed MBIs.

Q7. What is the procedure to change MBI?

Ans. No change in MBIs (addition, deletion or change) what-so-ever shall be permitted (including voluntary withdrawal by MBI itself) as the same shall lead to dilution of objective. Hence MIs must exercise due diligence in making the DPR / selection of beneficiary institutes looking forward for accreditation from NBA.

Q8. What activities are permitted to be undertaken by MI?

Ans. All activities that are associated with improving the quality of technical education and enable institutes to further their candidature for NBA accreditation are permitted. However, the regular seminar / FDIs / workshops which can be conducted using other grants are not to be undertaken. For example, FDPs such as those on machine learning may not be of direct relevance to the NBA mandate.

Q9. How much can be the ratio of virtual to physical meetings with each MBIs?

Ans. The COVID-19 pandemic situation has necessitated widespread utilization of online mechanism which can be adopted for mentoring process as well. The ratio of virtual to physical engagement shall not exceed 40:60. In effect, up to 20 virtual sessions (40% of 50 days of visit) can be conducted with an MBI. The Chief Coordinator may grant the honorarium to the resource person for such engagements.

Q10. How much honorarium is permitted for Chief Coordinator in MI?

Ans. An MI is allowed to pay up to 4% of the total grant as Honorarium for its staff. The overall amount cannot exceed 4%. The Head of the Institution may decide its distribution.

Q11. Is it allowed to incur expenditure for procurement of software/furnishings etc.?

Ans. Expenditure of capital nature including pro-rata amortization is not permitted.

Q12. Can the boarding & lodging charges be provided to experts / participants during the academic workshops?

Ans. The Boarding and lodging charges may be incurred judiciously when own guest house of an MI / MBI is not available. Kindly note that available infrastructure at MI / MBI by virtue of its existence must be utilized where ever possible for the austerity measures and optimum utilization of the grant.

Q13. Approval for Pharmacy institutes are not mandatory from AICTE. Are they eligible to receive mentorship?

Ans. Only those Institutes erstwhile approved by AICTE and were mapped with MD/MI but have now dissociated themselves subsequent to legal intervention can continue to receive mentoring through their associated MD/MI subject to submission of fresh willingness certificate. AICTE shall continue to facilitate such institutes. The Council shall bear the cost of MD/MI subject to the institute providing the local support as envisaged in the scheme. For institutes who do not submit their willingness, the existing MD/MI shall be withdrawn.

Q14. Why the NBA Pre-Qualifiers of the proposed MBIs are asked from Mis.

Ans. Pre-Qualifiers are the pointers to check the eligibility of the programme for NBA accreditation. It gives the clear insight of the programme going for accreditation like Admission percentage, Student Faculty ratio, etc.

Q15. Can an MI having exclusive diploma programme mentor an institute of UG programme?

Ans. No, MI with diploma programme can only mentor another diploma institute.

Q16. For how long is the Margdarshan project sanctioned to Mentor Institute?

Ans. The project is sanctioned for a period of three years. Kindly refer to Chapter 2 para 6 of the guidelines.

Q17. How much is the grant sanctioned per MBI?

Ans. There is a provision of grant in aid @₹5 lakhs per MBI. Kindly refer to Chapter 2 para 7 of the guidelines.

Q18. How much is the honorarium permissible for MIs' faculty and staff members?

Ans. Kindly refer to Chapter 2 para 7 of the guidelines.

Q19. If an MI has 8 MBIs, will the MI receive total ₹40 lakhs as 1st instalment?

Ans. No. An MI shall be released instalment as per the following: -

(i) 1st instalment, 40% of total grant sanctioned on nomination.

(ii) 2nd instalment, 20% on successful submission of Pre qualifier by 60% MBIs and 90% utilization of 1st instalment. The unspent amount of 1st instalment will be deducted while releasing the 2nd instalment.

(iii) 3rd instalment, 25% on successful submission of SAR by 60% MBIs and (90% utilization of 2nd instalment. The unspent amount of 2nd instalment will be deducted while releasing the 3rd instalment.

(iv) 4th instalment, 15% on successful accreditation of all MBIs. Any unspent amount will be accounted for while releasing this final instalment.

Kindly refer to Chapter 2 para 8 of the guidelines.

Q20. When the Chief Coordinator of an MI leaves the institute, can another faculty member be nominated as Chief Coordinator of the scheme?

Ans. Only under unforeseen circumstances, MI may undertake a change of Chief Coordinator with suitable incumbent while ensuring due overlap of at least 14 days. A written record must be maintained and reflected in the Annual Progress Report. AICTE should be intimated for the change well in advance. Kindly refer to Chapter 2, para 9 of the guidelines.

Q21. Can MBI be added ?

Ans. Additional MBI shall however be allowed to be brought under mentorship of a MI only in cases where at least 40% MBIs achieves accreditation from NBA within a period of 18 months. The project duration in that case shall be extended on case to case basis with due approval of the Council. The Council in such cases shall call for a suitable project report & additional presentation in respect of such MBIs from the concerned MI. However, under no circumstances an MBI shall be permitted to join a MI after the expiry of 24 months. At any given point in time, the number of MBIs shall not exceed 10 for each of the MIs. Grant in aid for new MBIs shall be released accordingly. (Refer Chapter 2, Para 10).

(II) – FAQs on Margdarshaks (MD)

Q22. Are Margdarshaks agents of AICTE?

Ans. No. They are facilitators for helping the Institutes desirous of seeking the NBA accreditation of their programmes. Margdarshaks are mapped based on the willingness of the institute.

Q23. What are the credentials for nomination as Margdarshak?

Ans. Kindly refer Chapter 3 para 3 of guidelines for detailed explanation.

Q24. Will AICTE issue some identity card/official recognition etc. to Margdarshaks?

Ans. Nomination as Margdarshak is honorary in nature and does not carry any ex-officio appointment. The AICTE does issue any identity card. Use of the logo of GoI, MHRD, AICTE on the visiting cards, letter heads etc. is inappropriate and not allowed.

Q25. Can an Margdarshak Beneficiary Institute (MDBI) have more than one Margdarshak?

Ans. No. Only one Margdarshak is assigned to an MDBI.

Q26. What special dispensation exist for the institutes of NER/J&K/Ladakh/ Andaman & Nicobar/ Lakshadweep region?

Ans. On case to case basis (such as that for NE / J&K/ Ladakh/ Andaman & Nicobar/ Lakshadweep region), relaxation may be granted.

Q27. Is online mode of interaction permitted? Will honorarium be paid?

Ans. COVID-19 pandemic situation has necessitated widespread utilization of online mechanism which can be adopted for mentoring process as well. Accordingly, honorarium as per the extant policy shall be paid to all Margdarshaks for virtual engagement (subject to maximum 20 virtual sessions out of total of 50).

Q28. Up to how much maximum distance an MDBI can be assigned to a Margdarshak or MI?

Ans. The maximum distance is 200 km from the base location of MD or MI. This has the benefit of MD being familiar with the institutions, and being in relative geographical proximity. On case to case basis (such as that for NE / J&K/ Ladakh/ Andaman & Nicobar/ Lakshadweep region), relaxation may be granted.

Q29. How much Honararium is paid to the Margdarshaks working in an institution on regular basis?

Ans. All serving and retired academicians nominated as Margdarshaks by AICTE shall be paid an honorarium of ₹5000/- per day.

Q30. Are boarding & lodging charges payable to Margdarshaks?

Ans. No. Local support to visiting Margdarshak shall be the responsibility of the host institute.

Q31. Are boarding & lodging charges payable to MDBI Coordinators & other staff?

Ans. No

Q32. What role does a Margdarshak play under Margdarshan scheme?

Ans. Kindly refer Chapter 3, 7(a) of the guideline. The Role of Margdarshak is as follows:

(i) To help institutions undertake a realistic assessment of their potential through analysis tools such as SWOC.

(ii) To listen, understand, guide and advise - principally to support and assist institutions to stay focused on the goals and targets set out in strategic plan.

(iii) To point out the talents and abilities in institutions, and then help them to utilize these in the best ways possible to help resolve issues within the institution.

(iv) To explain and provide feedback to institutions about their good and not so good practices. The feedback to be based on sound evidences.

(v) To synergise the efforts of all the stakeholders for accreditation in a well-defined actionable road map through institute management.

(vi) Each MD is expected to carry out intervention for effecting institutional reforms and quality improvements.

Q33. For how much duration an MD is nominated?

Ans. The council shall nominate an academician as MD for an initial period of 18 months. A further extension of 6 months can be granted subject to an appropriate review at the Council. Notwithstanding, the Council can revoke the nomination of any MD in case of inappropriateness in conduct of mentoring activities / dispute with MBI.

Q34. How much remuneration, i.e. TA and Honorarium is entitled to a Margdarshak?

Ans. The MDs shall be reimbursed by AICTE for visiting the institute mapped with him / her by way of TA (AC 2 tier Chair Car for train or maximum of the prevailing rates of taxi notified by the Central/State government or by own car/taxi) and honorarium of 5,000/- per day. Kindly refer chapter 3, para 7(c) of the guidelines.

Q35. What activities are to be carried out by Margdarshak?

Ans. An MD by virtue of his / her experience can guide an institute to initiate activities / training programmes / workshops / projects for infrastructure so as to achieve institutional reforms and quality improvements. All such activities must also be in consonance with the objective of achieving the NBA accreditation. Kindly refer to Chapter 3, para 8 and Appendix H of the guidelines.

Q36. How many MDBIs can be mapped to an MD?

Ans. An MD can be mapped with maximum 3 institutes for mentoring under Margdarshan Scheme. Kindly refer to Chapter 3, 5(d) of the guidelines.

Q37. Since mapping of the Margdarshak in how much time is beneficiary institute expected to submit Self-Assessment Report (SAR) to NBA for accreditation?

Ans. The MDBI shall endeavour to make the best use of the guidance given by the MD such that it is able to submit SAR and be ready for the NBA team visit within 18 months of assigning the MD. The SAR for accreditation should not be delayed beyond 24 months. The associated MD shall also endeavor to achieve positive result within the given time frame. (Refer Para 6 of the guidelines)

Q38. What is the procedure for change/addition of MDBI with an MD?

Ans: No changes shall be ordinarily permitted and shall only be done in exceptional circumstances such as health grounds or de-rostering of MD etc. However, a MD upon being mapped with an MDBI shall interface with the institute management and ascertain within 30 days if the MDBI meets the basic eligibility for seeking the NBA accreditation (factors such as admissions for last three years may be checked). In case such basic conditions are not satisfied, the MD should inform AICTE about the same for mapping another institute.

Appendix A

Refer to Chapter 2 & 3, Paragraph 6 respectively

SUGGESTED FLOW CHART OF TIMELINES TOWARDS NBA ACCREDITATION OF MBIs

END

At the end of 24 Months

- Acheive NBA Accreditation.
- Visit of NBA team- evaluaton and assessment.

At the end of 20 Months

- Completion of discrepancies/ shortcomings.
- Submission of SAR.
- Preparation for presentation.
- Undertake dummy visit.

At the end of 18 Months

- Full document Check.
- Dummy SAR check/ exercise. Fill Pre-qualifiers.
- Complete all developmental projects.
- Sensitize all stake holders for NBA.
- Schedule calendar of event till completion of NBA visit.

At the end of 16 Months

- Review & Improve upon NBA Criteria No 8, 9 & 10 with management.
- Essential documentation for Criteria 8, 9 & 10.

At the end of 12 Months

- Review of NBA Criteria No 4,5,6 & 7 with management.
- Collection & streamlining of documents relating to criteria 4,5,6 & 7.
- Initiate activities for enhancing Criteria No 8,9 & 10.

At the end of 6 Months

- Undertake Top management level SWOT analysis with MBIs.
- Review initial level of Preparedness for NBA.
- Definitiion and Validation of Course Outcomes & thier mapping to Program Outcomes/ Graduate Attributes.
- Review of NBA Criteria No 1,2 & 3 with management.
- Collection & streamlining of documents relating to criteria 1,2,& 3.
- Initiate activities for enhancing Criteria No 4,5,6 &7.

BEGIN

Appendix B

Refer to Chapter 2, Paragraph 7

SUGGESTED LIST OF ACTIVITIES

1. General

(a) Workshop on Washington Accord, NBA accreditation process, SWOT analysis for MBIs.

(b) Separate FDPs/ Workshops on each NBA Criteria (1 to 10) for seeking accreditation.

(c) Workshop on generation & submission of infrastructure project through various state/ central schemes.

(d) Workshop on Promoting Research, Consultancy, Industrial Projects etc.

(e) Guest lectures on Faculty motivation.

(f) Institutional visit at MI or other NBA accredited institutes.

(g) Benchmarking exercise with discussion on attainment of programme/ department wise target for achieving NBA.

(h) Guest lectures on Innovation, start-up & entrepreneurship environment for faculty and students.

(i) Workshops on modifications of curriculum, new teaching- learning process etc that aids in OBE.

(j) Mapping of the activities with the Graduate Aptitudes must be clearly done.

2. Institutional Reforms

(a) Implementation of curricular reforms and development.

(b) Improve student performance and evaluation.

(c) Implement performance appraisal of faculty by students.

(d) Facilitating Guest/Special lectures.

(e) Assisting institute to organise faculty development programmes .

(f) Research interaction and innovation with faculty & students.

(g) Focus on Technical and life skill encouragement.

(h) Assist faculty in enhancing Outcome based education

3. Quality Improvement

a) Improving student learning.

b) Improving student employability.

c) Increasing faculty productivity and motivation through professional development.

d) Increase in the average score of students participating in tests designed to measure technical and critical thinking skills.

e) Increase in percentage of PhD students in total enrolment in offered disciplines.

f) Percentage of sanctioned faculty positions in participating institutions filled by regular or contract faculty, contracted as per AICTE norms

g) Increase in number of Faculty Trained in either their subject domain, pedagogy or management.

h) Participation of institutes in newly designed research-hub related activities.

i) Increase in average satisfaction level of the Student, Staff and Faculty.

Appendix C

Refer to Chapter 2, Paragraph 3 (e)

APPLICATION CUM DETAILED PROJECT REPORT

FOR CONSIDERATION AS
MARGDARSHAN INSTITUTE
A SCHEME UNDER AICTE

SUBMITTED BY

SHRI _____

ON BEHLAF OF _____

NAME OF INSTITUTE_____

ON _____

_____ **20XX**

(INTERESTED INTITUTES MAY GENERATE A SUITBALE COPY BY TYPING THE RELEVANT PORTIONS FOR SUBMITTING DPR)

ENDORSING CHECK LIST

Sr. No.	Item	Indicate Appropriate answer
1.	Basic Details of own institute enclosed	Yes/ No
2.	No of MBIs proposed in this DPR	
3.	Consent of all MBIs enclosed	Yes/ No
4.	SWOC analysis of each MBIs has been carried out	Yes/ No
5.	Department wise PQs enclosed for each MBI is enclosed	Yes/ No
6.	Students admission certificate from affiliating University enclosed	Yes/ No
7.	Self-undertaking enclosed	Yes/ No
8.	Details of Proposed Activities enclosed	
9.	Mandate form enclosed	Yes/ No

I have checked the DPR for correctness and certify that the information provided in the DPR is correct as per my knowledge.

Seal of the Institute	Signature of the Chief Coordinator	Signature of Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

SECTION 1

BASIC INFORMATION

1. Name of Institute :
2. Institute Permanent ID :
3. Parent Trust/ Company :
4. Contact Details of Institute :

S. No.	Item	Details
(a)	Address	
(b)	Fax	
(c)	Landline	
(d)	Mobile	
(e)	Email	

5. Date & Place of registration as Company/Trust/ Society :
6. Year of establishment of Technical Institute :
7. Registration Number of Company/ Trust/ Society :
8. Names of Directors/ Promoters along with the contact details

S. No.	Name	Address (Office & residence)	Contact Details
(a)			
(b)			
(c)			
(d)			
(e)			

9. If government agency, provide contact details of hierarchy up to ministry level with designation at each level.

10. If AICTE approved Institution, provide details of approval & validity.

S. No.	Item	Details
(a)	Year of first approval	
(b)	Last EoA letter No & date	
(c)	Total No of programmes (in numbers)	
(d)	Total No of programmes having valid NBA as on date	
(e)	Total No of programmes having at least 6 months validity of NBA as on date	

11. Provide details of the programmes run by the Institute

S No	Programme	Total Intake Approved	Present Status of NBA Accreditation (Yes/ No)	NBA Accreditation Letter No & dat
Diploma Programmes				
Under Graduate Programmes				
Post Graduate Programmes				

12. Details of Chief Coordinator

S. No.	Item	Details	
(a)	AICTE Faculty ID		
(b)	Name & Designation of the Chief Coordinator		
(c)	Department		
(d)	Appointment Type (Only Regular faculty is eligible)		
(e)	Contact details	Email	
		Telephone	
		Mobile	

13. Academic Credentials of Chief Coordinator

S. No.	Parameter/ Criteria	Input by Institute
(a)	Ph.D. (Yes/No)	
(b)	Total Experience including teaching, industrial & Research (In years)	
(c)	Number of publications in last three years (National/International journals)	
(d)	Number of Patent Registered	
(e)	Number of Ph.D. student guided	

14. Credential of Institution /Department (Provide specific/ relevant letter No in respect of each credentials. Copy of such letter to be attached)

S. No.	Parameter/ Criteria	Details & letter to be attached
(a)	Last NIRF ranking (date & year)	
(b)	NAAC status as applicable	
(c)	Whether beneficiary of TEQIP at any point of time	
(d)	Standing of the Organization for more than 15 years (Yes/No)	
(e)	Academic autonomy (Yes/No)	
(f)	Financial autonomy (Yes/No)	
(g)	Number of PhD qualified Faculty	
(h)	Number of Professors in the Institute	
(i)	Research projects completed in last 3 years.	
	Total sponsored research projects grant received in last 3 years	
(j)	Consultancy projects completed in last 3 years	
	Total industrial consultancy projects grant received in last 3 years	

15. Justification for seeking nomination under MI **(Not more than 300 words)**

Seal of the Institute	Signature of the Chief Coordinator	Signature of the Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

SECTION 2

Details of Mentee Beneficiary Institutes (MBI)

1. List of MBIs proposed under Margdarshan Scheme

S. No	Name of Institute	Address	Distance from MI	Consent obtained (Yes/ No)	NBA Pre-qualifiers enclosed (Yes/ No)

2. Details of MBI 1 (_____ Name of Institute_____)

Item	Details	Remarks
Year of establishment		
Year of first AICTE approval		
Affiliation status/ Autonomy		
No of Diploma Programmes		
No of UG Programmes		
No of PG Programmes		
List all programmes in which accreditation of NBA is desired by proposed MBI		
Diploma Programmes		
UG Programmes		
PG Programmes		
Name & Contact details of Lead Coordinator		
Assessment of Potential of MBI for accreditation by NBA through NBA Pre-Qualifiers		
Details of admissions/ enrolment in last three years		

Provide similar details in respect of each of the proposed MBIs.

3 Details of MBI 2 (_____Name of Institute_____)

4. Details of MBI 3 (_____Name of Institute_____)

5. Details of MBI 4 (_____Name of Institute_____)

Seal of the Institute	Signature of the Chief Coordinator	Signature of the Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

SECTION 3

Details of Proposed Activities

1. Broad Activities Planned with time lines

S. No.	Activity Planned	Broad Timeline	Expenditure Involved	Justification of Expenditure in brief

Note. Assessment for NBA accreditation and detailed activity chart for each MBI should be attached with this DPR.

2. List of resource person(s) presently identified

S. No.	Name & Designation of Resource Person(s)	Contact No & email id	Profile in brief
(a)			
(b)			
(c)			

3. MBI wise target timelines for submission of SAR

S. No.	MBI Name	Earliest time frame by which SAR can be submitted	Latest timeline by which SAR is expected to be submitted by MBI
(a)			
(b)			
(c)			

Seal of the Institute	Signature of the Chief Coordinator	Signature of the Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

SECTION 4

INITIAL SWOC ASSESMENT BY SELF OF ALL PROPOSED MBIs IN CONTEXT OF NBA

MBI 1: _____ *Name of Beneficiary Institute* _____

1. Strengths

   (a)

   (b)

   (c)

   (d)

   (e)

   _____

2. Weaknesses

   (a)

   (b)

   (c)

   (d)

   (e)

   _____

3. Opportunities

(a)

(b)

(c)

(d)

(e)

_____

4. Challenges

(a)

(b)

(c)

(d)

(e)

_____

5. SWOC Matrix

	Strength	Weakness
Opportunities	Use strengths to take advantage of opportunities	Overcome weaknesses by taking advantage of the opportunities
Challenges	Use strengths to meet challenges	Minimise weaknesses to reduce challenges

6. Critical dependencies & assumptions in development of options
7. Chosen option with anticipated key milestones
8. How MI can help the MBI to achieve accreditation.
9. Roadmap with timelines.
10. Contingency scenarios & proposed action plan.

MBI 2: _____ *Name of Beneficiary Institute* _____

1. Strength
2. Weakness
3. _____
4 _____

_____

_____

_____

8. How MI can help the MBI to achieve accreditation.
9. Roadmap with timelines.
10. Contingency scenarios & proposed action plan.

MBI 3: _____ *Name of Beneficiary Institute* _____

MBI 4: _____ *Name of Beneficiary Institute* _____

MBI 5:

6

7

8

9

MBI 10: _____ *Name of Beneficiary Institute* _____

Seal of the Institute	Signature of the Chief Coordinator	Signature of the Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

SECTION 5

FORMAT OF UNDERTAKING & CERTIFCATES

1. Undertaking from Institute Submitting DPR for consideration as MI on their letter head.

I/ We ……..<names of the signatories of MI>…….. do hereby express our willingness to participate in the Margdarshan Initiative of AICTE. Our institute volunteer to be nominated as Mentor Institute under the Margdarshan Initiative. That our institute has been approved by AICTE vide approval letter No _____ dated _____.

I/ We ……..<names of the signatories of MI>…….. do hereby certify that all information as submitted in this DPR is correct & no material fact has been concealed. All documents submitted as part of this DPR are true copies and no document are false or incorrect.

I/ We ……..<names of the signatories of MI >…… also certify that we have perused the guidelines of the Margdarshan Initiative and understand the scope of the facilitative mechanism to prepare the MBIs for NBA accreditation.

I/ We ……..<names of the signatories of MI >……also certify that we are not linked to the same management/ board/ trust of any of the proposed MBIs.

I/ We ……..<names of the signatories of MI >…… also certify that we have …... No of programmes…… accredited by NBA in our institute. Further certified that ……. No of programmes……. have valid NBA status of at least 6 months from the date of making this application.

In case at any point of time any information is found to be false, I/ We ……..<names of the signatories of MI >…… shall be liable for penal/ administrative action as deemed fit by AICTE. I/We further undertake to comply with the decision of AICTE in this regard.

Declaration

We accept all the terms & conditions laid down in the scheme and convey our consent to implement the programme if approved. I/ we also undertake to provide/ submit all relevant information/ reports as specified in the scheme and/ or as and when called for by AICTE.

Seal of the Institute	Signature of the Chief Coordinator	Signature of the Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

2. Consent from proposed Mentee Beneficiary Institutes on their letter head.

I/ We ……..<names of the signatories of proposed MBI>…….. do hereby express our willingness to participate in the Margdarshan Initiative of AICTE. We volunteer to be associated with ……..<name of MI>…… as and when they are nominated by AICTE as Mentor Institute.

I/ We ……..<names of the signatories of proposed MBI>…… also certify that we have perused the guidelines of the Margdarshan Initiative and understand the scope of the facilitative mechanism to prepare our institute for NBA accreditation.

It is further certified that our institute is not affiliated to any other Margdarshak or Mentor Institution and neither receiving any such guidance from any other government sources.

I/ We ……..<*names of the signatories of proposed MBI*>……**also certify that we are not linked to the same management/ board/ trust of the**……..<*name of MI*>……

Seal of the Institute	Signature of the Authorised Signatory
	Name of the Authorised Signatory
Place:	AICTE Id No.
Date:	

3. Certificate from the Affiliating University on its letter head.

To whom so ever it may concern

This is to certify that the ……..<*name of proposed MBI*>…… is affiliated to this University with effect from ……<*date of affiliation*>……

As per University record the details of admissions in ……..<*name of proposed MBI*>…… over last five years in the departments/ branches are as under:-

S.No.	Year	Allowed Intake (Numbers)	Admissions (Numbers)
Department of ---------- engineering			
1	CAY		
2	CAY minus 1		
3	CAY minus 2		
4	CAY minus 3		
5	CAY minus 4		
Department of ----------			
1	CAY		
2	CAY minus 1		
3	CAY minus 2		
4	CAY minus 3		
5	CAY minus 4		
All other department for whom the Proposed MBI is aspiring to go for NBA			

Seal of the University	Signature of the Authorised Signatory of University
	Name of the Authorised Signatory
Place:	AICTE Id No.
Date:	

Appendix D

Refer to Chapter 2, Paragraph 8 (e)

MANDATE FORM (FOR INSTITUTES / COLLEGES)

Institute Details	
(a) Name of the Institute	
(b) Institute Permanent ID No	
(c) Head of the Institute (Director/Registrar/ Principal)	
(d) Type of Institution (Govt./Self Finance/Private)	
(e) Address of Institute	
	PIN
(f) PAN of the Institute (enclosed the copy)	
(g) Telephone No. of the Head of the Institute	
(h) E-Mail id of the Head of the Institute	
(i) Name of Bank where RTGS amount is to be sent	
(j) Branch Name	
(k) Address of the Bank	
	PIN
(l) Telephone No. of the Bank	
(m) Name of the A/c holder (Principal/Director/Registrar with Designation)	
(n) Account Type (Savings /Current Account)	
(o) Account Number (Full)	
(p) Banker's IFSC Code	

It is declared that all information we have provided are true in all respect.

Signature of Account holder
Or authorized Signatory with Seal

Banker's Signature and Seal

Date :

Place:

Note:

(1) All Data needs to be filled mandatorily for facilitating RTGS transfer of the amount against Institute name.

(2) Name of Institute and Name of Account holder should be same for remitting RTGS.

Appendix E

Refer to Chapter 2, Paragraph 11(b)

FORMAT ANNUAL PROGRESS REPORT

for AICTE funded Scheme under Mentor Institution (Margdarshan)

To be submitted every year by 20th April of each year

(Please include sufficient details in sections 6-9 so as to facilitate proper evaluation of your scheme.)

File No : _____ (As mentioned in sanction letter)

Date of Sanction : _____

1. Chief Coordinator
a. (Name &Address)
b. Contact No :
2. Date of Commencement of the Scheme :
3. Amount Sanctioned by AICTE :
4. Amount Released by AICTE :
5. Details of Expenditure :
   (a) Head-wise breakup of expenditure: _____
      (i) Expenditure for Resource Person
      (ii) Expenditure on Other Activities
   (b) Summary of bills/ vouchers to indicate the date, Name of Beneficiary & Amount Released
6. No of associated MBIs as on 31st Mar :
7. Complete status report of the scheme:
   a. Number of institutes benefited:
   b. Details of activities undertaken by MI for enhancement of quality of MBI:
   c. FDP and guest lecture photographs of participants:
   d. Feedback obtained from the participants:
   e. Attainment of outcomes of MBIs:
   f. Self-Assessment report of MBIs submitted:
   g. Accreditation certificates of programmes /courses of MBIs :
8. Summary of progress of other MBIs.
9. Any other information.

Seal of the Institute	Signature of the Chief Coordinator	Signature of the Head of the Institute
	Name of the Chief Coordinator	Name of the Head of Institute
Place:	AICTE Id No.	AICTE Id No.
Date:		

Appendix F

Refer to Chapter 2, Paragraph 11 (b)

Name of the Margdarshan Institute: _____

PART 1

AUDITED UTILISATION CERTIFICATE FOR THE FINANCIAL YEAR …….. ON ACCOUNT OF GRANT IN AID RELEASED UNDER MARGDARSHAN SCHEME

(To be submitted separately for each sanction order)

Sl. No	AICTE Sanction Order/Letter No. & Date under which the amount was sanctioned	Amount (Rs.)	
		Rs……..…… *(in words)* (Rs……..…… *(in numerals)*	Certified that (a) received as Grant-in-Aid of Rs……. (in words) (Rs……. (in numerals) Only) sanctioned by the AICTE during the financial year ------ in favour of …… as per letter mentioned in column 2. (b) Balance of Rs……..(in words) (Rs……. (in numerals) Only) on account of unspent balance of previous year. (c) Rs……. (in words) (Rs……. (in numerals) Only) has been utilized for the purpose for which it was sanctioned. (d) Balance of Rs……. (in words) (Rs……. (in numerals) Only) remained unutilized at the end of the year as checked on …… (date when audited).

Certified that I have satisfied myself that the conditions on which the amount was sanctioned have been duly fulfilled and that I have exercised the following checks to see that the money was actually utilized for the purpose for which it was sanctioned.

Certified that I have satisfied myself that the conditions on which the amount was sanctioned have been duly fulfilled and that I have exercised the following checks to see that the money was actually utilized for the purpose for which it was sanctioned.

Kinds of checks exercised: -

1. Audited Annual Accounts of the Institute
2. Receipt and Payment account
3. Periodical Progress Reports.
4. Others .....

Signature of Chartered Accountan	Signature of the Institute Finance Officer	Signature of the Coordinator
Name of Chartered Accountant	Name of the Finance Officer	Name of the Coordinator
Membership No.:	AICTE Id No.	AICTE Id No.
Date:	Date:	Date:

Full Address with Seal of the Institute	Signature of the Head of the Institute
	Name of the Head of Institute
Place:	AICTE Id No.
Date:	

Note:

Each page of UC should be signed by all the concerned

PART 2

UTILISATION CERTIFICATE FOR THE FINANCIAL YEAR …….. ON ACCOUNT OF GRANT IN AID RELEASED UNDER MARGDARSHAN SCHEME

FORMAT FOR RECEIPT AND PAYMENT ACCOUNT

Sl. No.	Receipt	Amount (Rs.)	Sl. No.	Payments	Amount (Rs.)
1	To Opening Balance		1	Expenditure towards reimbursement of TA to Margdarshaks/ Resource Person	
2	Sanction letter No._____		2	Expenditure towards honorarium to Margdarshaks/ Resource Person	
			3	Expenditure for activities. List activities	
			(a)		
			(b)		
			5	Expenditure towards honorarium to MI Staff	
			6	Others (specify)	
				Closing Balance	Nil
	Grand Total			**Grand Total**	

Signature of Chartered Accountant	Signature of the Institute Finance Officer	Signature of the Coordinator
Name of Chartered Accountant	Name of the Finance Officer	Name of the Coordinator
Membership No.:	AICTE Id No.	AICTE Id No.
Date:	Date:	Date:

Full Address with Seal of the Institute	Signature of the Head of the Institute
	Name of the Head of Institute
Place:	AICTE Id No.
Date:	

Note:

Each page of UC should be signed by all the concerned

Appendix G

Refer to Chapter 3, Paragraph 7(a) (i)

INITIAL SWOC ASSESMENT BY MD

MBI 1 : _____ *Name of Beneficiary Institute* _____

1. Strengths

   (a)

   (b)

   (c)

   (d)

   (e)

   _____

2. Weaknesses

   (a)

   (b)

   (c)

   (d)

   (e)

   _____

3. Opportunities

   (a)

   (b)

   (c)

   (d)

   (e)

   _____

4. Challenges

   (a)

   (b)

   (c)

   (d)

   (e)

   _____

5. SWOC Matrix

	Strength	Weakness
Opportunities	Use strengths to take advantage of opportunities	Overcome weaknesses by taking advantage of the opportunities
Challenges	Use strengths to meet challenges	Minimise weaknesses to reduce challenges

6. Critical dependencies & assumptions in development of options
7. Chosen option with anticipated key milestones
8. How MI can help the MBI to achieve accreditation.
9. Roadmap with timelines.
10. Contingency scenarios & proposed action plan.

MBI 2: _____*Name of Beneficiary Institute*_____

1. Strength
2. Weakness
3.
4
.
9. Roadmap with timelines.
10. Contingency scenarios & proposed action plan.

MBI 3: _____*Name of Beneficiary Institute*_____

Appendix H

Refer to Chapter 3, Paragraph 8

SUGGESTED LIST OF ACTIVITIES FOR MARGDARSHAKS

1. Institutional Reforms

(a) Implementation of curricular reforms and development.

(b) Improve student performance and evaluation.

(c) Implement performance appraisal of faculty by students.

(d) Facilitating Guest/Special lectures.

(e) Assisting institute to organise faculty development programmes .

(f) Research interaction and innovation with faculty & students.

(g) Focus on technical and life skill encouragement.

(h) Assist faculty in enhancing Outcome based education

2. Quality Improvement

(a) Improving student learning.

(b) Improving student employability.

(c) Increasing faculty productivity and motivation through professional development.

(d) Increase in the average score of students participating in tests designed to measure technical and critical thinking skills.

(e) Increase in percentage of Ph.D. students in total enrolment in offered disciplines.

(f) Assist institute in filling up of sanctioned faculty positions in participating institutions either by regular or contract faculty as per AICTE norms.

(g) Increase in number of Faculty Trained in either their subject domain, pedagogy or management.

(h) Participation of institutes in newly designed research-hub related activities.

(i) Increase in average satisfaction level of the Student, Staff and Faculty.

3. **Margdarshak Meetings at MBI**

In order to best understand institutional developments and requirements for quality upgradation, Margdarshaks should meet with various stakeholder groups during his visit to the mentee institute to elicit their opinions, views, and suggestions on the suggested topics. Following are the stakeholder groups:

(a) **Undergraduate Students** The meetings with UG students should be focussing upon the following topics:

(i) Improvements in student performance evaluation.

(ii) Curricular reforms including improvement in teaching-learning processes.

(iii) Exposure to industry.

(iv) Increasing effectiveness of academic support to weak students to improve their learning outcomes, and support to all students to improve their employability.

(v) Improving student satisfaction with the academic and administrative functioning of the institution.

(vi) Motivating students for greater participation in the technical level competitions.

(b) **Postgraduate Students** The meetings with PG students should focus on:

(i) All of the above (as is mentioned for undergraduate students), in addition to above

(ii) Facilitating the PG students' placement

(iii) Encouraging to work on industry-related projects.

(iv) Students' participation in research and development projects, consultancies. Publications of the work done as part of the students projects.

(c) **Faculty** The Margdarshaks will meet the faculty members to discuss the following topics:

(i) Effectiveness of curricular reforms carried out, including the improvement in teaching- learning processes.

(ii) Increasing effectiveness of academic support to weak students to improve their learning outcomes, and support to all students to improve their employability.

(iii) Increasing admissions to Bachelor, Master and Doctoral programmes.

(iv) Improving Faculty Development through additional training, including the pedagogical training.

(v) Improving research facilities and research environment in the institution.

(vi) Suggest ways and means for enhancing the exchange of knowledge through conferences, symposia, etc. and increasing both the quality and quantity of publications (research papers, books, etc.).

(vii) Increasing collaboration with industry for securing research and development projects and consultancy assignments, and for increased flow of industrial expertise to support curricula improvement, research and development activities.

(viii) Separate FDPs / Workshops on each NBA Criteria (1 to 10) for seeking accreditation.

(ix) Guest lectures for Faculty motivation.

(d) **Administrative and Technical Staff** The Administrative and Technical staff are important pillars of a technical Institution. Therefore, Margdarshak should meet with them to discuss:

(i) Their role in improving the quality of institutions.

(ii) Improving their effectiveness and performance through professional training.

(iii) Workshops on generation and submission of infrastructure project through various state / central schemes.

(iv) Adoption of virtual platforms to enhance effectiveness in the respective work areas.

(e) **Industry Representatives Associated with Institute** Industry-Institute interaction is important to promote education and entrepreneurship. The following topics may be discussed:

(i) Industry participation in curricula revision and development of new curricula, in the reform of teaching and learning processes to increase the employability of the graduates and post-graduates.

(ii) Increasing exposure of students and faculty to industrial practices.

(iii) Increasing the number of expert lectures from industry, and soliciting adjunct faculty from industry.

(iv) Workshops on promoting Research, Consultancy, Industrial Projects etc.

(f) **Head of Institution** The head of institution has an important role for effective general management of the Institution and to ensure academic leadership, strategic vision and imparting quality education to students. The Margdarshaks will discuss:

(i) Shortfalls in the academic progress, if any, and the steps that could be taken to increase the pace of implementation and achievement of targets.

(ii) Issues arising out of meetings with students, faculty, staff and senior functionaries, the recommendations made and progress in their compliance.

(iii) Benchmarking exercise with discussion on attainment of programmes / department wise target for achieving NBA accreditation.

(g) **Management** Margdarshaks will meet with the Management so that the prime goal of every programme is realized through the following:

(i) The development of institution strategic plan.

(ii) Ensuring all programmes are accredited.

(iii) Improving learning outcomes and employability.

(iv) Increasing admissions to Bachelors, Masters and Doctoral programmes.

(v) Implementation of curricular reforms.

(vi) Increasing the number of accredited programmes.

(vii) Making effective use of the findings from the students' evaluation of teachers.

(viii) Increasing collaboration with industry.

(ix) Workshops on Washington Accord, NBA accreditation process, SWOC analysis for MBIs.

(h) **Chairperson and Board of Governors**

(i) Reviewing the institution's strategies and plans for filling teaching and staff vacancies.

(ii) Reviewing the institution's incentives to faculty for continuing education, consultancy, research and development.

(iii) Reviewing the institution's strategies and plans for increasing the number of accredited programmes.

(iv) Enhancing interaction and collaboration with industry.

(v) Promoting management capacity building of senior functionaries.

(vi) Increasing revenue from research and development projects and consultancies.

(vii) Increasing transparency and openness of the governance process and discussion of issues that prevent further improvement of governance principles and practice.

(viii) Dissemination of information about schemes for infrastructure build-up.

Annexure 1

Refer to Chapter 1, Paragraph 4 (h)

EXCERPTS FROM APPROVAL PROCESS HANDBOOK

Chapter 2, Grant of Approval, Section 2.15, Page 51

b. It shall be necessary to provide Built-up area as per the norms required to conduct all the existing Course(s). However, all the exclusive facilities for Women only Institution shall also be maintained.

c. If the application for Conversion of Women's Institution into Co-ed Institution and vice-versa is not approved, EoA to the Institution shall be issued, however, the deficiencies noted by the Scrutiny/ Re-Scrutiny Committee shall be fulfilled before the issue of EoA for the next Academic Year.

d. The Conversion of Women's Institution into Co-ed Institution and vice-versa shall be effected only after the grant of approval by the Council.

2.15 Increase in Intake/ Additional Course(s)

2.15.1 The existing Institutions shall expand its activities by the Addition of new/ additional Course(s)/ Divisions, provided they have a valid National Board of Accreditation (NBA) in place for following reasons.

a. Increased demand in certain domains as per the industrial need for technical personnel

b. To increase the utilization of Infrastructure available at the Technical Institutions

c. Ensure quality of Technical Education being imparted

b. The Institution applied for NBA and awaiting for the results of the visit is also eligible to apply, but a valid NBA Certificate shall be produced at the time of Scrutiny.

c. Increase in Intake/ Additional Course in Under Graduate Degree/ Post Graduate Degree Level in Engineering and Technology shall be permissible only in EMERGING AREAS.

d. The Institution seeking approval for Increase in Intake/ Additional Course(s) shall apply on AICTE Web-Portal along with the additional documents as per Appendix 17 of the Approval Process Handbook.

e. The Institution shall have "Zero Deficiency" based on Self-Disclosure as per the Deficiency Report generated through Web-Portal.

f. No punitive action is pending against the Institution or FIR is filed by CBI or any other agency.

g. Action taken on those Institutions based on the Chapter VIII for the non-fulfilment of the norms specified in the Approval Process Handbook shall not be eligible for Increase in Intake/ Additional Course(s), even if the Course(s) are having valid NBA accreditation.

2.15.3 Institutions shall be eligible for new Course(s) / expansion of existing Course(s), equal to the number of valid NBA accredited Course(s), limited to a maximum of FOUR within the definition of Division/ Programme/ Level, subject to the following conditions:

a. A maximum of two Divisions shall be allowed to be added in the existing valid NBA accredited Diploma/ Under Graduate/ Post Graduate Course(s), subject to the condition that total number of Divisions after expansion per Course shall not exceed the "Maximum Intake Allowed" as specified in Appendix 5 of the Approval Process Handbook.

Annexure 2

Chapter 7- Norms & Requirement, Paragraph 7.4, Page 100

		Electronics and Communication Engineering; Electronics Engineering;
26	3D Printing	Mechanical Engineering; Civil Engineering
27	Electric Vehicles	Mechanical Engineering; Electrical Engineering
28	Sensors Technology	Electronics and Communication Engineering; Electronics Engineering; Computer Science and Engineering; Instrumentation Engineering
29	Microgrid Technologies	Electrical Engineering
30	Infrastructure Engineering	Civil Engineering
31	Environmental Geotechnology	Civil Engineering
32	Earthquake Engineering	Civil Engineering
33	Waterways Transport Engineering	Civil Engineering
34	Lean Construction Technology	Civil Engineering
35	Organ Printing Technology	Biotechnology
36	Nutrition Technology	Biotechnology
37	Drug Engineering	Biotechnology
38	Aqua-food Technology	Chemical Engineering; Biotechnology
39	Cellular Agriculture	Biotechnology

Disclaimer:
Areas in which Minor Degree/Hons. may be offered are numerous. It is up to the Universities with the help of their Academic Board/Council to decide whether Minor Degree/Hons. is to be offered or not in any particular area, which is not mentioned above. **AICTE approval is not required for offering Minor Degree/Hons. in any such area,** however the criteria that "Minor Degree or Hons. will cumulatively require additional 18 to 20 credits in the specified area in addition to the credits essential for obtaining the Under Graduate Degree in Major Discipline (i.e. 160 credits)".

7.4 To maintain the quality of Education, 60% of the eligible Courses in any Technical Institution shall be accredited in the next 3 years' time, else EoA shall not be issued by the Council.

7.5 The "Maximum Intake Allowed" in a new Technical Institution offering Technical Programme(s) at Diploma/ Post Diploma Certificate/ Under Graduate Degree/ Post Graduate Diploma/ Post Graduate Degree Level shall be as per the Appendix 5 of the Approval Process Handbook. The same shall also be applicable to an existing Institution **WITHOUT NBA.**

7.6 **The Council shall permit the Introduction/ Continuation of NRI/ OCI/ FIO/ FN/ Children of Indian Workers in the Gulf Countries seats ONLY in the Courses conducted in the timing of Regular/ First Shift.**

7.7 Course(s) conducted in the timing of Part time are permitted with the rationale that the existing facilities of the same Course(s) offering in the timing of Regular/ First Shift shall be utilized. Therefore, Course(s) shall not be conducted in the timing of Part Time, if the Institution is not offering the same Course(s) in the timing of Regular/ First Shift or other Level (Diploma/ Under Graduate Degree) of the same Programme.

7.8 The Council shall not permit the Post Graduate Course(s) (except MCA and Management), if the Institution is not offering an Under Graduate (Core) Course in the same Programme. However, the same is permitted to State/ Central Universities or Autonomous Government Institutions offering Only Post Graduate Courses in Engineering and Technology.

7.9 The Council shall not permit the conduct of PGDM and MBA Courses in the same Institution.

Annexure 2:

Norms for Intake and Number of Courses/ Divisions in a new Technical Institution, Section 3.3 Post Graduate Diploma/ Post Graduate Degree Level, Page 145

3.3 Post Graduate Diploma/ Post Graduate Degree Level

Sl. No.	Programme	Intake per Division	Maximum number of Post Graduate Division(s) allowed in a Technical Institution	
			Course(s) / Division(s)	Maximum Intake allowed
i	Engineering and Technology	30#	5	150
ii	Pharmacy			
	a. M.Pharm. b. Pharm.D. c. Pharm.D. (Post Baccalaureate)	15## 30 10	1# 1# 1#	15 30 10
iii	Architecture and Planning			
	a. Architecture b. Planning	20 30*	3 1#	60 30
iv	Applied Arts, Crafts and Design a. Applied Arts and Crafts b. Design	 30 15	 3 3	 90 45
v	Hotel Management and Catering Technology	30	3	90
vi	MCA	60	3#	180
vii	Management	60	5	300

#Number of Divisions
For other Programmes, a MAXIMUM OF THREE DIVISIONS PER COURSE is permissible, without exceeding the "Maximum Intake Allowed"

*Minimum of 6 seats in steps of 6 up to maximum 30
**Minimum of 6 seats in steps of 3 up to a maximum of 15

Note:
One Division with Collaboration and Twinning is permissible in each Programme

State/ Central Universities or Autonomous Government Institutions offering Only Post Graduate Courses in Engineering and Technology shall be granted a MAXIMUM of 5 Courses. Any additional Course(s) shall be granted to such Institutions based on the valid National Board of Accreditation (NBA). The Institution shall have "Zero Deficiency" based on Self-Disclosure as per the Deficiency Report generated through Web-Portal.

In Management Programme, the "Maximum Intake Allowed" shall comprise of various combinations of Intake in PGCM/ PGDM/ MBA without exceeding 3 DIVISIONS in any single Course in any Level.

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION
(A STATUTORY BODY OF THE GOVERNMENT OF INDIA)

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