


IG/Admn.(G)/Not.2026/334
Jan. 15, 2026

NOTIFICATION

Sub: Policy document on Resource Mobilisation at IGNOU

The Board of Management of the University in its 163rd meeting held on 27.11.2025 (vide Res.BM 163.35.2) approved the Policy document on Resource Mobilisation at IGNOU developed by a committee involving teachers, academics and administrative staff to ensure continued compliance with regulatory requirements and to strengthen the institutional framework of the University.

A copy of the aforesaid policy document is enclosed at **Annexure** for reference.


(Jitendra Kumar Srivastava)
Registrar (Admn.)

To:

- (i) All the Directors of Schools/Heads of Divisions/Centres/Units
- (ii) AR, VCO
- (iii) PS to Registrar (Admn.)

POLICY ON RESOURCE MOBILISATION AT IGNOU

**Indira Gandhi National Open University (IGNOU)
New Delhi - 110068**

“शिक्षा मानव को बन्धनों से मुक्त करती है आज के युग में तो यह लोकतन्त्र की भावना का आधार भी है। जन्म तथा अन्य कारणों से उत्पन्न जाति एवं वर्गगत विषमताओं को दूर करते हुए मनुष्य को इन सबसे ऊपर उठाती है।”

– इन्दिरा गाँधी

"Education is liberating force, and in our age it is also democratising force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances."

- Indira Gandhi

POLICY ON RESOURCE MOBILISATION AT IGNOU

**Indira Gandhi National Open University (IGNOU)
New Delhi - 110068**

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Foreword

The Indira Gandhi National Open University (IGNOU), established by an Act of Parliament in 1985, has consistently upheld its mandate of democratizing higher education, ensuring inclusivity, and reaching the unreached through innovative modes of teaching and learning. As the world's largest open university system, IGNOU has made significant contributions in shaping the landscape of open and distance learning (ODL), catering to millions of learners in India and abroad.



In recent years, the changing dynamics of higher education, coupled with the aspirations outlined in the National Education Policy (NEP) 2020, have highlighted the importance of diversifying and strengthening resource mobilisation. Sustained academic and infrastructural growth requires not only efficient use of existing resources but also the creation of new avenues of support through partnerships, collaborations, and innovative financial models.

The '*Policy on Resource Mobilisation at IGNOU*' is a step forward in this direction. It provides a structured framework for mobilising financial and non-financial resources in alignment with the University's mission and vision. The policy emphasizes transparency, accountability, and efficiency while ensuring that all initiatives remain learner-centric and socially relevant exercising economies of scale. It also underlines the role of partnerships, industry linkages, alumni engagement, collaborations, and knowledge-driven enterprises in strengthening the University's resource base.

This policy is envisaged not merely as a financial strategy but as a roadmap for enhancing institutional sustainability, fostering innovation, and expanding IGNOU's global footprint. It will enable the University to continue fulfilling its commitment to quality, access, and equity in higher education.

I am confident that this policy will guide the University community in working collectively towards building a robust and sustainable system of resource mobilisation, thereby reinforcing IGNOU's role as a premier institution of open and distance learning.

Prof. Uma Kanjilal
Vice Chancellor
Indira Gandhi National Open University

Acknowledgment



In alignment with the strategic objectives of the Indira Gandhi National Open University (IGNOU), and in view of its continued commitment to institutional excellence, the Centre for Internal Quality Assurance (CIQA) undertook the task of developing a comprehensive calendar of activities to guide and support preparations for the second cycle of NAAC accreditation and the NIRF 2026 ranking process. These activities were designed to address critical domains, including NAAC-related documentation and data validation, National Education Policy (NEP) 2020 implementation, data capturing and analysis for the National Institutional Ranking Framework (NIRF), and the development of Standard Operating Procedures (SOPs), policy documents and best practices to streamline internal processes and ensure compliance with national quality benchmarks.

To accomplish this multifaceted undertaking in a time-bound and systematic manner, the Hon'ble Vice Chancellor constituted a series of committees comprising academic and administrative professionals from across the University. Each committee was entrusted with a specific thematic area, with the responsibility of planning, preparing, and reviewing documentation and institutional practices in accordance with the evolving frameworks of quality assurance and regulatory expectations.

The Centre for Internal Quality Assurance (CIQA) sincerely acknowledges and appreciates the outstanding commitment, scholarly engagement, and collaborative spirit demonstrated by all committee members. Their meticulous attention to detail, academic rigour, and deep understanding of the institutional processes were critical to the successful preparation of comprehensive and credible documentation in support of the University's goals. The committee members undertook additional responsibilities beyond their regular duties, working diligently to collate data, contribute to narrative reports, validate evidence, and ensure alignment with national quality parameters.

The committees' collective efforts have greatly strengthened the University's internal quality systems and have contributed meaningfully to projecting IGNOU's distinct status as a national resource in the field of open and distance and online education. Their work reflects not only professional excellence but also a shared vision of advancing IGNOU's mission of inclusive and quality higher education across the country and beyond. CIQA acknowledges the contribution of the Finance and Accounts Division for providing the necessary information which helped in completing the document.

CIQA places on record its deep gratitude to the Hon'ble Vice Chancellor for her support, insightful leadership and guidance. Above all, CIQA extends its heartfelt thanks to each committee member for their valuable contributions, without which the timely completion of this critical institutional endeavour would not have been possible.

Prof. Vijayakumar P.
 Director, CIQA
 Indira Gandhi National Open University

**INDIRA GANDHI NATIONAL OPEN UNIVERSITY,
MAIDAN GARHI, NEW DELHI – 110068**

POLICY ON RESOURCE MOBILISATION AT IGNOU

(Approved by the Board of Management in its meeting held on..... Vide Resolution....)

(Under Clause (3) of Statute 7 of Statutes of the IGNOU Act, 1985)

In exercise of the powers conferred by Sections 17 of IGNOU Act, 1985 and Clause (3) of Statute 7 of Statutes of the University, the Board of Management of the Indira Gandhi National Open University adopts the following 'Policy on Resource Mobilisation at IGNOU':

**PART-I
PRELIMINARY**

1. Short Title, Application and Commencement

- 1.1 This document may be called the 'POLICY ON RESOURCE MOBILISATION AT IGNOU'
- 1.2 This document shall apply to all the constituent units of the Indira Gandhi National Open University viz. Schools of Studies, Divisions, Centres, Units, Cells, Institute, Regional Centres, other administrative and academic entities within IGNOU as well collaborating institutions, with the aim of ensuring a transparent and well-planned financial management system for mobilisation and utilisation of resources (Financial, Academic, Human, Technological and Infrastructural Resources).

1.3 Definitions:

Academic Council: The statutory academic body of IGNOU responsible for maintaining standards of instruction, education, and examination within the University.

Academic Resources: Academic resources at IGNOU refer to all learning, teaching, and research-related materials and facilities that support the University's academic mission. These include programme curricula, study materials (print, audio, video, and online), e-content, research repositories, library resources, academic collaborations, and expertise available within the Schools of Studies, Divisions, Centres, Institute, Units, Cells, Regional Centres and Learner Support Centres.

Accountability: The obligation to be answerable for actions, decisions, and the use of resources, ensuring transparency and adherence to institutional and statutory norms.

Alumni Engagement: Systematic involvement of former learners of IGNOU in supporting the University through knowledge-sharing, networking, mentorship, scholarships, donations, or endowments.

Annual Report: A comprehensive document published once a year that presents an institution's

achievements, activities, financial status, and future directions, serving as a record of accountability and transparency.

Audit: A formal examination and verification of accounts, records, and processes to ensure compliance with statutory, financial, and institutional regulations.

Board of Management (BoM): The principal executive body of IGNOU that oversees administration, finance, and governance of the University.

Capacity-Building: Initiatives aimed at enhancing skills, competencies, and capabilities of individuals or institutions through training, development programmes, and knowledge-sharing.

Capital Fund: A financial reserve maintained by a university to support long-term development and infrastructure needs, comprising endowments, grants, donations, or surpluses earmarked for capital expenses like buildings, equipment, laboratories, libraries, and other fixed assets.

Consultancy: Professional advice, guidance, or services offered by IGNOU faculty or units to external organisations, agencies, or industries, often on a fee-based or project-supported basis.

Contract Research: Research activities undertaken by an institution or faculty on behalf of an external agency, industry, or government body under a formal agreement, often funded and time-bound.

Corporate Social Responsibility (CSR): Contributions made by corporate entities, including financial support, infrastructure, or services, towards educational or social development projects.

Endowment: A financial contribution made to the University, the returns of which are used to fund scholarships, chairs, fellowships, or infrastructure.

Equity and Access: The principle of ensuring that all learners, particularly those from disadvantaged groups, have fair and equal opportunities to pursue higher education.

Financial Resources: The funds and monetary support available to the University for carrying out its academic, administrative, and developmental activities. These include budgetary allocations from the Government of India, learner fees, grants, consultancy income, project funding, and other sources of revenue generation.

Governance: The framework of rules, processes, and practices through which the University is directed, managed, and held accountable.

Human Capital: Refers to the collective skills, knowledge, abilities, and attributes possessed by individuals, which contribute to economic productivity, innovation, and organizational growth.

Human Resources: It encompasses all personnel engaged in fulfilling the University's objectives—academic, administrative, and technical. This includes teachers, academics, consultants, academic counsellors, technical staff, and administrative staff.

Inclusivity: The practice of ensuring equal access, participation, and opportunities for all individuals, regardless of gender, socio-economic background, physical ability, or geographical location, fostering equity in education and society.

Infrastructure: Refers to the physical and institutional facilities that support IGNOU's functioning.

It includes buildings at headquarters, Regional Centres, Learner Support Centres, libraries, laboratories, classrooms, Convention centre, Studios, and Guest house, where applicable. It also extends to digital and communication infrastructure that enables ODDL delivery and learner support across diverse geographical regions.

Intellectual Resources: Knowledge-based assets of an institution or organization, including expertise, research outputs, creative ideas, and intellectual property, that enhance academic and professional development.

Knowledge-Based Resources: Intellectual capital, expertise, academic content, and innovations that can be leveraged for educational or financial support.

Learner-Centric: An approach that places learners at the core of decision-making, ensuring that all policies, programmes, and initiatives are designed to serve their needs and interests.

Mobilisation: It is the systematic process of identifying, generating, and harnessing resources: academic, financial, human, infrastructural, and technological—to achieve institutional goals. In IGNOU's context, it involves strategic planning, partnerships, collaborations, and initiatives aimed at strengthening institutional capacity and expanding outreach.

Monitoring and Evaluation: A systematic process of reviewing, assessing, and reporting on activities, outcomes, and impacts to ensure effectiveness and continuous improvement.

Nodal Officer: A designated official within a School, Division, or Centre of IGNOU responsible for coordinating resource mobilisation activities with the University-level Resource Mobilisation Committee.

Open Distance and Digital Learning (ODDL): A mode of education (Open and distance; Online Modes) that leverages technology to deliver learning materials and experiences beyond traditional classrooms, enabling learners to study flexibly across time and location.

Open and Distance Learning (ODL): A flexible system of education that allows learners to study at their own pace, place, and time through multiple modes, including print, digital, and face-to-face support.

Optimal utilisation: Optimal utilisation means the efficient and judicious use of available resources to maximize academic quality, operational effectiveness, and learner satisfaction. For IGNOU, this involves ensuring that all resources—human, financial, academic, infrastructural, and technological—are used in a coordinated and sustainable manner to enhance access, equity, and excellence in open distance and digital education.

Partnerships and Collaborations: Cooperative arrangements between IGNOU and external stakeholders, such as government, industry, academia, NGOs, and international organisations, for mutual benefit and resource sharing.

Performance Indicators: Quantifiable measures used to assess the efficiency, effectiveness, and impact of an institution's policies, programmes, or operations in achieving set objectives.

Philanthropic Support: Voluntary financial or non-financial contributions from individuals, foundations, or organisations to support education, scholarships, research, or infrastructure.

Public-Private Partnership (PPP): A cooperative arrangement between IGNOU (a public institution) and private entities for developing infrastructure, technology, or joint programmes.

Resource Mobilisation: The process of identifying, securing, and utilising financial and non-financial resources from internal and external sources to support the University's mission and objectives.

Resource Mobilisation Committee (RMC): The proposed University-level body responsible for planning, overseeing, and monitoring all activities related to resource mobilisation.

Scholarship: Financial aid provided to learners to support their studies, usually based on merit, need, or specific criteria.

Sponsored Research: Research projects funded by external agencies, including government, industries, or international organisations, often focused on specific themes or areas.

Stakeholders: Individuals, groups, or organisations that have an interest in the functioning and outcomes of IGNOU, including learners, faculty, alumni, industry, government, and society at large.

Standard Operating Procedures (SOPs): Detailed instructions and protocols developed to standardise processes for approval, implementation, monitoring, and reporting of resource mobilisation activities.

Sustainability: The ability of the University to maintain and grow its operations, programmes, and services over time through responsible and innovative resource utilisation.

Technological Resources: Technological resources comprise the tools, systems, and digital platforms that enable IGNOU's open and distance education framework. These include the Learning Management System (LMS), SWAYAM and SWAYAM Prabha platforms, digital repositories, video conferencing systems, online admission and examination systems, and ICT-enabled learner support services. Technology acts as the backbone of IGNOU's teaching-learning and administrative ecosystem.

Transparency: The principle of conducting processes and sharing information in an open, fair, and verifiable manner, ensuring trust and confidence among stakeholders.

PART II PREAMBLE

2. The Indira Gandhi National Open University (IGNOU), established by an Act of Parliament in 1985, has been a pioneer in democratizing higher education by providing flexible, inclusive, and learner-centric opportunities across India and abroad. With its extensive network of Regional Centres, Study Centres, digital platforms, and international collaborations, IGNOU serves millions of learners each year, making it the largest open university in the world. To sustain this vast system and to expand further in response to changing global and national educational needs, it is essential to mobilise resources effectively and efficiently.

The University operates in an environment where higher education institutions are increasingly expected to be self-reliant, innovative, and responsive to societal needs. The National Education Policy (NEP) 2020 also emphasizes the importance of financial sustainability, institutional

autonomy, and innovative partnerships. In this context, IGNOU requires a clear, structured, and forward-looking policy on resource mobilisation that can support its academic expansion, strengthen its infrastructure, enhance research and innovation, and maintain affordability for its diverse learner population. This policy is thus a strategic framework to guide the University in harnessing and mobilising resources responsibly, transparently, and sustainably.

PART III OBJECTIVES

3. The Policy on Resource Mobilisation at IGNOU is designed with a multi-dimensional set of objectives which are as follows:
 - Establish a structured framework for resource mobilization and utilization.
 - Strengthen the University's capacity for self-reliance while keeping education accessible and affordable for all sections of learners, particularly those from disadvantaged backgrounds.
 - Encourage an environment where partnerships and collaborations can thrive, supporting the growth of new programmes, projects, and services that benefit learners and society at large.
 - Ensure accountability and transparency in financial management and deployment of resources.
 - Align resource planning and usage with IGNOU's goals of inclusive, affordable, and quality education.
 - Promote optimal utilization of academic, human, infrastructural, and technological resources.

PART IV SCOPE

4. The scope of this policy is broad, covering all levels and units of the University for mobilisation and utilisation of resources ((Financial, Academic, Human, Technological and Infrastructural Resources). It applies to Schools of Studies, Divisions, Centres, Units, Cells, Institute, Regional Centres, other administrative and academic entities within IGNOU as well collaborating institutions. It encompasses both financial and non-financial resources, recognising that knowledge, expertise, infrastructure, and human capital are as valuable as direct financial contributions.

PART V GUIDING PRINCIPLES

5. Resource mobilisation activities at IGNOU shall be guided by the fundamental principles given below.
 - 5.1 **University's Statutory Mandate:** Every effort to mobilise financial or non-financial resources shall align with the objects of the University and support its core functions

viz. teaching, research, training, extension, and capacity building. Resource mobilisation shall not, in any manner, dilute the University's commitment to equity, inclusivity, and Institutional Development Plan (IDP).

5.2 *Affordability and Inclusivity:* The University shall strive to balance revenue generation with its social responsibility of keeping education affordable, particularly for learners from disadvantaged, marginalised, and remote backgrounds. Pricing models, fee structures, and service charges, where applicable, shall be designed to remain affordable without diluting the quality of academic delivery.

5.3 *Transparency and Accountability:* The University shall establish clear policies, procedures, and governance mechanisms to ensure that all resource-related decisions are evidence-based, well-documented, and subject to periodic internal and external audits. Financial integrity and adherence to statutory norms shall be upheld at every stage of the resource mobilisation process.

5.4 *Innovation and Sustainability:* The University shall leverage emerging technologies, digital platforms, and innovative partnerships to enhance efficiency, reduce costs, and generate new streams of revenue. Emphasis shall be placed on green practices, environmentally responsible initiatives, and socially inclusive models that strengthen IGNOU's role as a socially accountable and future-ready institution.

Resource mobilisation activities shall not be conceived as short-term measures but shall focus on creating durable and sustainable systems that support learners for generations. Further, active stakeholder engagement shall remain central to all such initiatives. IGNOU will encourage collaboration with industries, alumni, civil society, and national/ international organisations, fostering a culture of shared ownership in strengthening the University.

PART VI TYPES OF RESOURCES

6. The Financial, Academic, Human, Technological and Infrastructural Resources are outlined below:

6.1 Financial Resources

Financial resources are the backbone of IGNOU's academic, research, and outreach activities. They include:

- Grants received from the Ministry of Education.
- Student Fees and other receipts from ODL and Online programmes.
- Externally Funded Projects supported by government agencies, international organisations, industries, etc.
- Consultancy, Professional Development and Training Income through institutional and faculty-level services.
- Donations, Endowments, and Alumni Contributions.
- Revenue from Publications, MOOCs, and Outsourcing of services.

6.2 Academic Resources

The academic resources include the intellectual and pedagogical assets of the University:

- Programme curricula, syllabi, and study materials (print and digital).
- Learning resources developed through multimedia (audio and video programmes), MOOCs, and open educational repositories, etc.
- Faculty expertise, research output, and scholarly publications.
- Academic collaborations with universities, industry partners or any other external agency.
- Institutional innovations in pedagogy, assessment, etc.

6.3 Human Resources

IGNOU's human capital comprises:

- Teachers and Academics.
- Administrative and Technical Staff.
- Academic Counsellors, Evaluators, Course Writers, etc.
- Consultants and contractual staff.

6.4 Infrastructural Resources

IGNOU possesses the following physical infrastructure:

- The Main Campus at Maidan Garhi, New Delhi.
- Regional Centres and Learner Support Centres across India and Overseas Study Centres abroad.
- Academic and administrative buildings, classrooms, studios, laboratories, conference halls, auditorium, warehouses, etc.
- Housing quarters and guest houses.
- Libraries and archives at Headquarters and Regional Centres.

6.5 Technological Resources

Technological assets include:

- Learning Management Systems (LMS) and online delivery platforms.
- IGNOU Website, SWAYAM, *eGyanKosh*, *Gyandhara*, *Gyan Darshan*, *GyanVani*, SWAYAM *Prabha*, and SAMARTH ERP Systems, etc.
- Virtual learning tools (video conferencing, online tutorials, and digital repositories).
- Software for student support, analytics, and automation of administrative workflows.

PART VII

STRATEGIES FOR RESOURCE MOBILISATION

7. Resource mobilisation at IGNOU is a strategic and continuous process aimed at ensuring the University's long-term financial sustainability, academic excellence, and institutional growth. The following strategies are adopted for mobilisation of the financial resources.

7.1 Government Funding

- Regular engagement with the Ministry of Education for grant-in-aid.
- Preparation of Detailed Project Reports (DPRs) for infrastructure and academic expansion for obtaining government loans.
- Timely submission of Utilization Certificates (UCs) and audit reports.

7.2 Student Fee Revenue

- Periodic review of fee structures ensuring affordability and cost recovery.
- Strengthening enrolment through outreach, international programmes, and digital platforms.

7.3 Externally Funded Projects

- Encouraging teachers, academics and Schools of Studies, Divisions, Centres, Institute, Cells and Units to secure research grants from national/ international agencies/ organizations.
- Creation of a Research and Development Centre with a Project Facilitation Unit to support proposal development and project management.

7.4 Consultancy Professional Development and Training

- Establishing institutional consultancy mechanisms for encouraging teaches and academics to provide consultancy to external organisations.
- Generating resources through professional development programmes, conferences, symposia, workshops seminars, training programmes, etc.

7.5 Industry and Public-Private Partnerships (PPP)

- Collaborations for development of skill-based and vocational programmes.
- Joint evaluation and certification with industries and government agencies under NHEQF and other schemes.

7.6 Alumni, Donations, and Endowments

- Enhancement of IGNOU Endowment Fund.
- Establishment of Alumni Chapters to mobilize contributions and mentorship networks.

7.7 Academic Resource Mobilization

- Strengthening collaboration between Schools for inter- and multidisciplinary programme development.
- Development of Open Educational Resources (OERs) and sharing through *eGyanKosh*.
- Joint research and publication with national and international universities.
- Launching online short-term courses and MOOCs for continuous learning and revenue generation.

7.8 Human Resource Mobilization

- Transparent and merit-based recruitment aligned with UGC and Government norms.
- Redeployment of existing staff to priority areas through workload rationalization.
- Professional development through Faculty Development Programmes (FDPs), MOOCs, etc.
- Engaging experts, consultants, and adjunct faculty from academia and industry.
- Strengthening STRIDE to manage training, appraisal, and skill enhancement for both internal and external teachers, academics and administrative staff working in the ODDL system.

7.9 Technological Resource Mobilization

- Upgradation of ICT infrastructure for content creation, LMS hosting, and virtual classrooms.
- Extensive use of Cloud-based systems for data management and integration of administrative processes.
- Collaboration with EdTech and AI companies for innovation in teaching, learning, and analytics.
- Strengthening cybersecurity and data protection mechanisms.

7.10 Infrastructural Resource Mobilization

- Maintenance and modernization of existing infrastructure through periodic audits.
- Development of eco-friendly and energy-efficient campuses at the headquarters and the Regional Centres.
- Enhancement of the use of renewable green energy at all campuses.
- Collaboration with government agencies and local institutions for shared infrastructural facilities.
- Establishment of innovation hubs, incubation centres, and multimedia studios at all campuses.

PART VIII UTILISATION OF RESOURCES

8. The effective utilisation of resources is essential to ensuring accountability, efficiency, and sustainability in the functioning of IGNOU. The strategies for utilisation of different resources in alignment with the mission of the University and the directives of the NEP 2020 are presented below.

8.1 Financial Utilisation

- All expenditures must comply with IGNOU Financial Rules, General Financial Rules (GFR), and audit guidelines.
- Annual Budget proposals to be prepared based on approved priorities and needs assessment.
- Regular monitoring of expenditure and submission of utilisation certificates.
- Digitization of all financial processes through ERP systems to enhance transparency.

8.2 Academic Utilisation

- Development, updating, and revision of study materials on regular basis.
- Collaborative use of academic resources among within the University.
- Periodic evaluation of programme outcomes and learner feedback.
- Publication and dissemination of IGNOU's research outputs.
- Promotion of IGNOU MOOCs and study material.

8.3 Human Resource Utilisation

- Equitable distribution of workload and responsibilities across all constituent units of the University.
- Redeployment of existing staff to priority areas through workload rationalization.
- Regular performance appraisal based on teaching, research, and service.
- Encouragement of interdisciplinary work and project participation.
- Incentive schemes for innovation, publication, and external projects.

8.4 Technological Utilisation

- Ensuring maximum use of digital platforms for administration, finance, teaching-learning, learner support, evaluation, etc.
- Regular maintenance, upgradation, and backup of IT systems.
- Training and re-training of all staff in ICT competencies for smooth digital operations.

8.5 Infrastructural Utilisation

- Centralized database of physical assets and property management.
- Efficient space management for optimal use of classrooms, studios, and libraries.
- Preventive maintenance schedules for equipment and buildings.
- Implementation of green campus initiatives (solar power, paperless operations, and waste management).
- Disposal of obsolete items to save on space.

PART XI GOVERNANCE AND IMPLEMENTATION

9. To ensure effective implementation of this policy, IGNOU shall constitute a Resource Mobilisation Committee (RMC) at the University level. The Committee will be responsible for formulating strategies, reviewing proposals, and monitoring outcomes of all resource mobilisation activities. Each School, Division, Centres, Units, Cells, institute, and Regional Centres shall appoint a Nodal Officer to coordinate with the RMC, ensuring decentralised but well-coordinated efforts across the University.

Standard Operating Procedures (SOPs) will be developed to regulate the approval, implementation, and monitoring of all initiatives under this policy. All financial contributions shall be accounted for as per statutory provisions and subjected to internal and external audits. Non-financial contributions, such as knowledge, infrastructure, or services, will also be systematically documented and reported to ensure accountability.

PART X MONITORING AND EVALUATION

- 10.** Monitoring and evaluation are integral to the success of this policy. The Resource Mobilisation Committee shall prepare an annual report detailing the initiatives undertaken, resources mobilised, and outcomes achieved. This report shall be submitted to the Academic Council and the Board of Management for review and further guidance.

Periodic evaluations will be conducted to identify best practices, address challenges, and recalibrate strategies in light of changing scenario. Key performance indicators will include the volume of resources mobilised, the number of partnerships established, the extent of research funding secured, and the measurable impact on learners and communities.

PART XI POLICY REVIEW

- 11.** Recognising the dynamic nature of higher education and resource mobilisation practices, this policy shall be reviewed every five years, or earlier, if deemed necessary by the University. Reviews shall take into account national priorities, global developments, and evolving institutional needs, ensuring that the policy remains relevant, effective, and responsive.



