

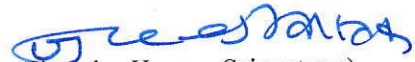
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Jan. 15, 2026

### NOTIFICATION

#### Sub: IGNOU's Policy on Consultancy

The Board of Management of the University in its 163<sup>rd</sup> meeting held on 27.11.2025 (vide Res.BM 163.62.1) approved the IGNOU's Policy on Consultancy to facilitate a transparent, accountable and efficient framework that governs all consultancy activities undertaken at the individual and institutional levels.

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



(Jitendra Kumar Srivastava)  
Registrar (Admn.)

Copy to:

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

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# IGNOU'S POLICY ON CONSULTANCY

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# **IGNOU's POLICY ON CONSULTANCY**

**Indira Gandhi National Open University (IGNOU)**

**Maidan Garhi, New Delhi -110068, INDIA**

**[www.ignou.ac.in](http://www.ignou.ac.in)**

## PREPARATION TEAM

 <p>Dr. Dev Kant Rao Director, ACD</p>	 <p>Prof Vijaykumar P., Director CIQA</p>	 <p>Prof Paramita Suklabaidya, SOTHSM</p>
 <p>Dr. Sunil Kumar Addl. Director, P&amp;DD</p>	 <p>Dr Kinkar B. Kamble, Asstt. Professor, SOA</p>	 <p>Dr. G S Bisht, Asstt. Registrar, ACD</p>
 <p>Prof. Manjulika Srivastava, Officer on Special Duty, CIQA</p>	 <p>Dr. S K Pulist Additional Director CIQA</p>	

# Foreword

Indira Gandhi National Open University (IGNOU), established by an Act of Parliament, has consistently upheld its mandate to democratize higher education and extend quality learning opportunities to diverse sections of society through innovative, flexible and learner-centric approaches. Over the years, the University has grown into a national resource in Open, Distance, and Digital Learning (ODDL), contributing significantly to teaching, research, training, capacity building and policy development at national and international levels.



In this context, consultancy emerges as an important avenue for the University to share its expertise, support evidence-based decision-making, and strengthen institutions and systems within and beyond the higher education landscape. Consultancy activities enable the University's teachers, academics and staff and institutional constituents units to provide professional services to government bodies, public and private organizations, and international agencies in areas aligned with the mandate of the University. Such engagements not only enhance IGNOU's visibility and credibility but also contribute to the enrichment of academic practice, development of innovative models, and strengthening of partnerships.

The Policy on Consultancy has been developed to facilitate a transparent, accountable and efficient framework that governs all consultancy activities undertaken at the individual and institutional levels. It outlines the guiding principles, processes, approval mechanisms, financial norms, and expected outcomes to ensure that consultancy assignments are aligned with IGNOU's mission and statutory provisions, uphold the highest standards of professionalism, and contribute meaningfully to institutional growth.

I appreciate the efforts of all the contributors involved in formulating this policy. Their work ensures that consultancy at IGNOU is carried out with integrity, responsibility, and a commitment to generating knowledge and solutions that benefit society at large.

I am confident that this policy will encourage and support our faculty and staff to engage in consultancy assignments that reflect IGNOU's strengths as a pioneering Open University and reaffirm our commitment to national development, innovation, and inclusive education.

**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 Academic Coordination 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 member of the preparation team 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**

**MAIDAN GARHI, NEW DELHI – 110068**

**IGNOU's POLICY ON CONSULTANCY**

**(Approved by the Board of Management in its meeting held on 27-11-2025 *vide* Resolution No. 163.62.1)**

**(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 “IGNOU's Policy on Consultancy”:**

**PART-I  
PRELIMINARY**

**1.0 Short Title, Application and Commencement**

1.1 This Policy may be called the “IGNOU's POLICY ON CONSULTANCY”

1.2 This Policy applies to all constituent units of IGNOU *viz.* Schools of Studies, Divisions, Institutes, Centres, Units, Cells, Regional Centres or any other Institutional structures established by IGNOU; and to all categories of University staff including teachers, academics, or any other person authorised to engage in consultancy assignments.

1.3 This policy shall replace the existing “IGNOU Consultancy Services” policy and come into effect from the date of approval by the Board of Management (BoM).

**1.4 Definitions:**

**Academic Integrity:** Academic integrity is a commitment to honest, responsible, and ethical conduct in all academic work that involves submitting original work, properly citing sources, and not cheating or plagiarizing.

**Agreement / Memorandum of Understanding (MoU):** Formal document between IGNOU or individual and an external organisation (client) defining consultancy terms.

**Board of Management (BoM):** IGNOU's apex executive authority approving policies and overseeing governance.

**Broadcast:** Transmission of educational content through radio.

**Capacity Building:** Training and skill enhancement programmes designed for organisations and individuals.

**Competent Authority:** An official with the legal power to act in a specific capacity, such as the Vice Chancellor empowered to perform a designated function.

**Conflict of Interest:** Any situation in which a teacher, academic, staff member, or any individual involved in a consultancy assignment has a personal, financial, professional, or other interest that could compromise, or appear to compromise, their impartiality, objectivity, or professional judgment while discharging responsibilities on behalf of IGNOU.

**Consultancy Charges:** Total amount charged to the client for consultancy services.

**Consultancy Days:** Approved days dedicated to consultancy work within annual limits.

**Consultancy:** The professional practice of offering expert advice, academic input, technical support, or specialised services by all categories of the University staff including teachers, academics, or any other person authorised to engage in consultancy assignments or the University's constituent units.

**Curriculum Planning and Development:** The process of designing the curriculum structure, developing the contents, and delivering the educational programmes.

**Curriculum Transaction:** Effective and desired implementation of the curriculum contents on the basis of aims and objectives listed in the curriculum.

**Schools / Divisions / Institutes/ Centres / Units / Cells/ Regional Centres:** IGNOU organisational entities involved in different academic, administrative, research and extension activities of the University.

**e-Content:** Digitally developed instructional materials such as videos, audios, self-learning materials, modules, quizzes/gamification, and animations.

**Educational System Development:** Development and improvement of educational frameworks, processes, and ODDL models.

**Educational Technology:** Technological tools used to enhance teaching, learning, assessment, and content development.

**Evaluation Methodology:** Tools and systems in-built in an educational programme for assessing learner performance.

**Expert Advisory Services:** Domain-specific consultancy inputs provided by IGNOU teacher/academic/staff.

**Financial Rules (GFR):** Government of India rules governing financial transactions in consultancy.

**Governance:** Organisational and regulatory processes guiding University's operations.

**Handholding of ODDL Providers:** Support provided by the University to institutions developing ODDL systems.



**Information and Communication Technology (ICT):** All the technologies, including hardware, software, and networks, used to handle, process, store, and share digital information.

**IGNOU Consultancy Cell (ICC):** Cell established in IGNOU to coordinate and manage consultancy proposals and assignments.

**Individual Consultancy:** The consultancy undertaken by one or more than one teacher/academic/staff together, or any other person authorised by the University to engage in consultancy assignments with or without use of any of the IGNOU's infrastructure facilities.

**Institutional Consultancy:** A consultancy assignment undertaken by an Institution (IGNOU) through its Schools, Divisions, Centres, Institutes, Units, Cells, or Regional Centres. The consultancy undertaken by one or a group of University's constituent units *viz.* Schools of Studies, Divisions, Institutes, Centres, Units, Cells, Regional Centres or any other Institutional structure established at IGNOU with or without use of any of the IGNOU's infrastructure facilities.

**Instructional Design:** Pedagogical approach used to create structured, outcome-based learning materials for educational programmes.

**Internationalisation of Education:** Processes enabling global partnerships, cross-border collaboration, and international ODDL standards.

**Leadership:** The process of guiding, inspiring, and influencing a group of people towards a common goal through a shared vision.

**Learner Support Services:** Academic and administrative support provided to learners through IGNOU's support network.

**Multimedia:** Audio, video, graphics, animations used for rich instructional content.

**Open, Distance, and Digital Learning (ODDL):** A flexible, learner-centric educational approach that removes barriers of time and physical location by leveraging various technologies.

**Progress Report:** Periodic reporting of consultancy achievements and expenditure.

**Regional Centres (RCs):** Full-time regional offices of the University that oversees the operations of Learner Support Centres within their respective jurisdiction and also monitor academic and administrative support to its learners.

**Revenue Sharing:** Distribution of consultancy charges between concerned teacher/academic/staff who is responsible for the consultancy assignment and IGNOU.

**Stakeholders:** Entities involved in consultancy including clients and IGNOU (Schools, Divisions, Centres, Institutes, Units, Cells, or Regional Centres).

**Statement of Expenditure (SoE):** An official financial document that provides a detailed account of all expenses incurred for a specific project, activity, programme, or consultancy assignment during a defined period.

**Teaching–Learning Methodology:** A comprehensive system of practices, principles, and techniques that guides the educational process to facilitate learning.

**Technical Services:** Expert advisory services that require technical skills or knowledge, such as in technology (ICT development), applied sciences, or engineering (system testing) provided as consultancy.

**Telecast:** Television-based broadcast of educational programmes.

**Utilization Certificate (UC):** Document certifying expenditure of consultancy funds.

**Webcast:** Online broadcast of live or recorded educational content.

## **PART-II**

### **PREAMBLE**

**2.0** The Indira Gandhi National Open University (IGNOU), established through an Act of Parliament in 1985, has been at the forefront of democratizing higher education by expanding access through the Open, Distance, and Digital Learning (ODDL) system. Over the decades, IGNOU has evolved into a national resource centre with unparalleled expertise in curriculum planning and development, instructional design, teaching–learning methodologies, learner support mechanisms, and diverse models of curriculum transaction. The University has also developed strong capabilities in evaluation systems, educational technology, digital and ICT-enabled learning, multimedia and e-content development, including broadcast, telecast, and webcast services, along with strengths in governance, leadership development, and educational system design.

IGNOU plays a significant role in promoting, coordinating, and supporting ODDL providers across the country by offering academic expertise, technological solutions, quality assurance guidance, and system-level handholding. The University has further distinguished itself in the areas of training, faculty development, capacity-building, and the internationalisation of education, thereby contributing to national and global educational development.

With the rapidly transforming educational landscape, the National Education Policy (NEP) 2020 underscores the importance of financial sustainability, institutional innovation, and the expansion of knowledge-driven professional services. It calls upon higher education

institutions to engage proactively in consultancy, training, research support, and capacity-building in order to strengthen institutional relevance, societal impact, and global outreach.

In this context, the present Consultancy Policy provides a structured, transparent, and accountable framework for consultancy engagements undertaken by IGNOU, its Schools, Divisions, Institutes, Centres, Units, Cells, Regional Centres and any other institutional structures established by IGNOU; and individual teacher/academic/staff or any other person authorised to engage in consultancy assignments. The policy ensures that consultancy assignments not only uphold academic integrity and institutional priorities but also contribute meaningfully to revenue generation, professional growth, and the fulfilment of IGNOU's mandate.

### **2.1 Consultancy assignments enable IGNOU to:**

- (i) Share its intellectual and pedagogical expertise.
- (ii) Strengthen linkages with government, industry, academia, national and international bodies.
- (iii) Support national mission on education and capacity-building initiatives.
- (iv) Generate resources that contribute to institutional growth, quality enhancement, and wider outreach.
- (v) Support and promote the national mission of strengthening the innovation and entrepreneurship ecosystem in the country by providing academic expertise and incubation guidance for developing innovative solution towards *Atmanirbhar Bharat* and *Viksit Bharat @2047* in consonance with the IGNOU's Institutional Innovation and Startup Policy (IISP).

## **PART III OBJECTIVES**

### **3.0 IGNOU's Policy on consultancy aims to:**

- (i) Provide a clear, transparent, and accountable framework for undertaking consultancy assignments.
- (ii) Facilitate the participation of Schools of Studies, Divisions, Institutes, Centres, Units, Cells, Regional Centres, and any other institutional structures established by IGNOU, along with all categories of IGNOU staff including teachers, academics, and or any other person authorised in offering professional expertise to external organizations. These organizations may include educational institutions, government bodies, public

sector undertakings, corporations, private industries, business houses, non-governmental organizations, and informal sectors at both national and international levels.

- (iii) Promote IGNOU's leadership in Open, Distance and Digital Learning (ODDL) through areas such as curriculum planning and development; instructional design; teaching-learning methodologies including curriculum transaction; learner support services; evaluation methodology and its implementation; educational technology including digital, information and communication technology (ICT); multimedia and e-content generation encompassing broadcast, telecast, and webcast; governance and leadership; educational system development including promotion, coordination, and handholding of ODDL providers and services; training and capacity building; and the internationalization of education.
- (iv) Strengthen partnerships with government bodies, industries, NGOs, and international agencies.
- (v) Ensure consultancy engagements align with IGNOU's mission and do not adversely affect core academic responsibilities.
- (vi) Provide mechanisms for revenue generation that contribute to institutional development, professional growth, and the creation and dissemination of knowledge.
- (vii) Streamline the processes related to approval, implementation, consultancy charges sharing, monitoring, review, and reporting of consultancy assignments.

## **PART IV**

### **SCOPE**

**4.0** Consultancy assignments shall include the following and require sharing of consultancy charges received therefrom:

- (i) Expert advisory services in the areas of domain knowledge expertise, curriculum planning and development; instructional design; teaching-learning methodology including curriculum transaction; learner support services; evaluation methodology and its implementation; educational technology including digital and information and communication technology; multimedia and e-Content generation including its broadcast/telecast/webcast; governance and leadership; educational system development including promotion, coordination and hand holding of ODDL providers/services; training and capacity building; internationalisation of education;

- (ii) Impact assessment, evaluation studies, pilot studies, and policy analysis;
- (iii) Technical services (media production, ICT design, LMS development, product/system development and testing, feasibility studies etc.);
- (iv) Expert advisory and support services in the areas of developing need-based capacity-building programmes on areas related to innovation and entrepreneurship; guidance and technical assistance designing and implementing incubator training modules; formulating policies for innovation promotion and entrepreneurship development; creating and supporting the implementation of monitoring evaluation mechanisms; facilitating institutional strengthening; and providing guidance for effective programme implementation and innovation and entrepreneurship ecosystem development;
- (v) Collaborative assignments with national and international agencies;
- (vi) Assignment, with prior approval, as Guest faculty in an institution/organization funded by Central Government / State Governments for PG level teaching, research and development and in extension activities. Honorarium/remuneration paid by these institutions shall not exceed the rates prescribed by the University Grants Commission (UGC) from time to time; and
- (vii) Any other area of expertise not specified above, with the prior approval of the Competent Authority.

**4.1** The following shall NOT be treated as Consultancy assignment and would be treated as Individual expertise not requiring sharing of remuneration/honorarium received:

- (i) Writing and/or publishing course materials/books/research articles/book chapters/units in one's own name or any academic/literary work undertaken in an individual capacity;
- (ii) Attending meetings as an expert nominated by the University;
- (iii) Attending meetings as an expert in an individual capacity with prior approval;
- (iv) Delivering lectures/Presenting papers in a conference, seminar, workshop, Faculty Development Programmes (FDPs), etc.;
- (v) Acting as a member of inquiry Committees/ disciplinary committees/High Power Committees/Statutory Committees/ Board of Studies etc.;
- (vi) Conducting routine learner counselling or academic advising sessions as part of official responsibilities;
- (vii) Evaluating theses/dissertations/project reports/research reports or answer scripts;
- (viii) Preparation and/or moderation of question papers including their translation;
- (ix) Any academic assignments leading to the generation of products or reports in one's own

name;

- (x) Reviewing research proposals, manuscripts, or grant applications in a personal capacity;
- (xi) Organizing or coordinating academic events such as conferences, seminars, or workshops without direct consultancy involvement;
- (xii) Membership in editorial boards of academic journals without specific consultancy deliverables; and
- (xiii) Mentoring of students towards establishing their enterprise or startup.

**4.2** Any assignment as Guest Faculty/visiting faculty in private or self-financed colleges, institutes and private universities shall not be permitted.

**4.3** Consultancy may be undertaken on an individual or institutional basis.

**4.4** Consultancy assignments shall be undertaken only with the prior approval of the Competent Authority.

## **PART V**

### **TYPES OF CONSULTANCY**

**5.0** IGNOU's consultancy ecosystem encompasses a wide range of academic, technical, advisory, training, and developmental assignments that utilise the University's extensive expertise, human resources, and institutional capacities. Consultancy assignments may be undertaken either by individual teachers/academics/staff or by the University as an institution through collaborative participation of multiple units. The following sub-sections define the major types and categories of consultancy permitted under this policy.

#### **5.1 Individual Consultancy**

Individual Consultancy refers to professional assignments undertaken by concerned teachers/academics/staff in their individual capacity, either with or without the use of IGNOU's facilities. These assignments leverage the professional expertise, domain knowledge, and experience of the individual while maintaining institutional oversight and compliance with University norms. Individual Consultancy shall be guided by the following conditions:

- The assignment must not interfere with his/her academic, administrative, extension, and research responsibilities within IGNOU.
- Where institutional resources (office space, software, studios, laboratories, ICT infrastructure, or administrative support) are utilised, appropriate overhead charges shall apply as per the prescribed rates specified in section 10.3.
- A copy of the agreement signed by the concerned individual, containing complete details of the consultancy assignment including timelines, consultancy charges,

resources to be utilised, expected outcomes, and any other relevant provisions shall be submitted to the ICC for record and monitoring.

- Teachers/academics/staff may undertake individual consultancy up to the permissible limit of consultancy days per year (refer to section 9.0), subject to prior approval of the Competent Authority.
- The individual Teachers/academics/staff shall ensure professional conduct, confidentiality, avoidance of conflict of interest, and adherence to the University's ethical and regulatory norms.

## **5.2 Institutional Consultancy**

Institutional Consultancy refers to consultancy assignments undertaken by the University as an institution, involving the participation of multiple Schools of Studies, Divisions, Centres, Institutes, Cells, Units, Regional Centres, or any other Institutional structures established at IGNOU. These assignments typically require a collective, multidisciplinary, or organisational approach and utilise institutional infrastructure and administrative systems. Key characteristics of Institutional Consultancy include:

- The consultancy assignment is formally contracted with IGNOU through a formal agreement signed by the Registrar of the University as its signatory, not with individual teachers/academics/staff, and all deliverables are owned by the University.
- Administrative and financial management is carried out through institutional channels, ensuring full compliance with statutory norms.

## **5.3 Categories of Consultancy Assignments**

### **Category A: Expert Advisory and Development Assignments**

This category includes assignments requiring specialised expertise, academic input, policy development, mentoring, or intellectual contributions from teachers, academics and staff.

*Examples include:*

- Advisory services to ministries, statutory bodies, universities, or international organisations.
- Curriculum design, instructional design, syllabus revision, programme evaluation, or quality assurance consultancy.
- Research studies, policy analyses, development of assessment tools, and academic review reports.

These assignments mainly draw upon intellectual input and professional experience rather than heavy institutional resources.

### **Category B: Technical, Testing, and Infrastructure-Intensive Assignments**

This category includes consultancy engagements requiring the use of IGNOU's technical facilities, production studios, labs, ICT infrastructure, computing resources, or specialised equipment/instruments. *Examples include:*

- Multimedia production assignments, MOOCs development, video content creation, or interactive learning modules.
- Software testing, platform evaluation, digital tool validation, technical system audits, or usability assessments.
- Technology-driven consultancy involving ICT infrastructure, digital learning frameworks, or technical architecture design.

This type of consultancy requires higher overhead charges due to the utilisation of institutional infrastructure, technical staff, and equipment.

### **Category C: Training and Capacity-Building Programmes**

This category covers consultancy-based training and professional development programmes designed for external organisations, educational institutions, government departments, public institutions, NGOs, industry, or international bodies. These programmes may include:

- Training of trainers (ToT) initiatives.
- Capacity-building programmes on ODDL, curriculum design, pedagogy, evaluation, governance and leadership, administration, assessment and accreditation, quality assurance, or any other emerging areas etc.
- Customised training delivered at IGNOU facilities, at client organisations, or through blended/online modes.

This type of consultancy enhances IGNOU's academic presence, support national capacity-building, and contribute to visibility and outreach.

## **PART VI**

### **GOVERNING PRINCIPLES**

**6.0** All consultancy assignments at IGNOU shall adhere to the following principles:

#### **6.1 Alignment with IGNOU's Mandate**

Consultancy assignments must be firmly rooted in the University's statutory mandate as articulated under the IGNOU Act, 1985, and should strengthen its core functions of teaching, research, extension, training, and capacity-building.



Every consultancy initiative shall:

- contribute to the advancement of the ODDL system.
- promote innovation in pedagogy, curriculum design, educational technology, digital learning, and related domains.
- enhance institutional reputation and visibility through high-quality professional services.
- reflect IGNOU's commitment to inclusivity, outreach, and national and institutional development goals, including the objectives of NEP 2020.
- ensure that institutional knowledge, expertise, and resources are utilised for societal benefit and capacity-building in education, government, industry, and community sectors.

Consultancy shall never conflict with IGNOU's broader mission of democratizing higher education or dilute the University's ethos of equity, access, and excellence or affect the normal functioning of the University or discharge of duty assigned to the position on which the person is working in the University.

## **6.2 Academic Integrity and Institutional Priority**

Consultancy work must be conducted with the highest standards of academic and professional integrity. It shall not, under any circumstances, interfere with or diminish the academic, administrative, assessment-related, or institutional commitments of teachers, academics, or staff. Accordingly:

- Consultancy engagements shall be scheduled and executed in a manner that ensures primary academic duties remain unaffected.
- No consultancy shall result in real or perceived conflicts of interest with IGNOU's academic objectives or operational priorities.
- The person concerned shall uphold scholarly ethics, avoid plagiarism, maintain confidentiality, and abide by professional norms at all times.

Academic integrity shall remain non-negotiable across all phases of consultancy from proposal development to final report submission and publishing, if any of the outcome(s).

## **6.3 Transparency and Accountability**

All consultancy assignments shall be conducted through clear, well-documented, and auditable processes to ensure fairness, integrity, and institutional oversight. The University shall ensure that:

- proposals follow the prescribed submission and approval process.
- agreements, budgets, timelines, deliverables, and responsibilities are clearly defined and approved prior to commencement of the consultancy.
- all financial transactions are routed through the designated Cell as per the prescribed procedures.
- concerned teachers/academics/staff or any other person authorised to engage in consultancy assignments, submit periodic progress reports, statement of expenditure, utilisation certificates, and final completion reports.
- records of all consultancy assignments are centrally maintained by the designated Cell and subject to audit, review, and compliance verification.

Transparency is essential to maintain trust among stakeholders, uphold institutional credibility, and ensure consistency across consultancy engagements.

#### **6.4 Equity and Inclusivity**

IGNOU is committed to ensuring fairness, inclusivity, and equal opportunity in all consultancy-related practices. Therefore:

- opportunities for consultancy shall be accessible to all teachers, academics and staff members without discrimination.
- allocation of consultancy work by the University shall be based on expertise, and institutional needs rather than individual preference.
- consultancy charges, workload distribution, and access to institutional facilities shall adhere to uniform and transparent norms.
- no teacher or academic or staff shall receive undue advantage or preferential treatment in consultancy assignments.

Inclusivity ensures that consultancy becomes an enabling platform for institutional growth and professional development across the University.

#### **6.5 Financial Sustainability**

Consultancy services shall serve as an important avenue for generating revenue that contributes to the University's financial health and long-term sustainability. Therefore, concerned teachers/academics/staff shall share a part of consultancy charges received as per the norms specified under section 10.0. Institutional consultancy assignments shall be designed to avoid financial risk, ensure cost recovery, and maintain fiscal responsibility. The budget estimates

shall include all necessary components such as consultancy charges, travel, institutional overhead charges, contingencies etc.

## **6.6 Compliance**

All consultancy assignments must adhere to applicable statutory, regulatory, financial, and procedural norms. This includes:

- Government of India financial rules, including General Financial Rules (GFR).
- IGNOU Act, Statutes, Ordinances, and administrative regulations.
- Audit and accounting norms of the Finance & Accounts Division.
- University Grants Commission (UGC) guidelines.
- Specific rules governing foreign collaboration as specified by Government of India.
- Ethical standards relating to confidentiality, conflict of interest, and professional conduct.

Concerned teachers/academics/staff shall be individually responsible for ensuring compliance with these regulations. The University reserves the right to review, audit, or discontinue any consultancy activity that violates institutional policies or statutory norms.

## **PART VII**

### **IGNOU CONSULTANCY CELL**

#### **7.0 Establishment of the IGNOU Consultancy Cell**

To facilitate, coordinate, and strengthen consultancy assignments at the University, an “IGNOU Consultancy Cell (ICC)” shall be established in the University. The IGNOU Consultancy Cell shall function as the Nodal unit for operationalizing consultancy processes and providing support to Schools, Divisions, Institutes, Units, Cells, Centres, Regional Centres, and other units engaged in consultancy assignments.

#### **7.1 Role of ICC**

The ICC shall:

##### **a) Individual Consultancy Assignments**

1. Coordinate the process for obtaining approval of individual consultancy assignments.
2. Maintain comprehensive records and documentation of all consultancy assignments for purposes of monitoring, reporting, and audit.
3. Monitor the progress and implementation of individual consultancy assignments in accordance with approved terms and conditions.

4. Process the University's share of consultancy charges as per the applicable norms and ensure timely remittance.
5. Prepare consolidated reports on individual consultancy on completion of the assignment for placement in the statutory bodies.

**b) Institutional Consultancy Assignments**

1. Coordinate the submission, processing, and approval of institutional consultancy proposals.
2. Support the implementation of consultancy assignments, including tracking progress, deliverables, timelines, and reporting requirements.
3. Maintain comprehensive records and documentation of all institutional consultancy assignments for monitoring, reporting, and audit purposes.
4. Provide guidance on policy compliance, drafting and vetting of agreements/MoUs, and adherence to regulatory requirements.
5. Facilitate internal approvals and clearances from relevant administrative and academic units to ensure smooth implementation of consultancy assignments.
6. Facilitate financial management, including preparation of budgets, invoicing, and revenue-sharing processes, in consultation with the Finance and Accounts Division.
7. Monitor all institutional consultancy assignments undertaken by the University to ensure adherence to approved terms and quality standards.
8. Promote institutional consultancy by facilitating outreach, capacity building, and identification of potential opportunities in collaboration with Schools, Divisions, Institutes, Centres, Cells, Units, and Regional Centres.
9. Prepare periodic consolidated reports on institutional consultancy activities for placement in the statutory bodies.

**PART VIII**

**CONSULTANCY FRAMEWORK**

**8.0** All consultancy proposals shall be submitted through a structured, transparent process. The submission and approval process shall include the following steps:

**8.1 Individual Consultancy Assignments**

**1. Submission of Agreement:**

The concerned individual shall submit a copy of the formal agreement/MoU signed with the external agency to the ICC, along with details of the consultancy assignment, including scope of work, timelines, deliverables, and financial terms.

**2. Approval by the Competent Authority:**

The ICC shall process the proposal and obtain approval from the Competent Authority. Upon approval, the ICC shall formally notify the concerned teacher/academic/staff member to undertake the consultancy assignment.

**3. Completion of Assignment and Submission of Report:**

The concerned teacher/academic/staff member shall complete the consultancy assignment in accordance with the approved terms and submit the completion report, deliverables, and any related documentation to the ICC for record-keeping and subsequent placement before the statutory bodies, wherever required.

**4. Remittance of University's Share:**

The concerned individual shall remit the University's share of consultancy charges through the ICC, as per the approved revenue-sharing norms. The ICC shall ensure the appropriate financial reconciliation and documentation.

**5. Compilation of Consolidated Reports:**

The ICC shall prepare consolidated reports on individual consultancy assignments upon their completion, including summary of activities, financial details, and outcomes. These reports shall be placed before the statutory bodies for information, review, and record.

## **8.2 Institutional Consultancy Assignments**

**1. Submission of Proposal:**

The concerned School/Division/Institute/Centre/Unit/Cell/Regional Centre shall submit the institutional consultancy proposal with an external agency to the ICC, along with the draft agreement/MoU, details of scope of work, timelines, resource requirements, deliverables, and financial terms.

**2. Processing and Approval by the Competent Authority:**

The ICC shall review the proposal for policy compliance, financial viability, and alignment with the University's mandate. The ICC shall process the proposal for approval by the Competent Authority after getting the agreement vetted for financial, administrative, and legal aspects ensuring adherence to statutory norms, legal requirements, intellectual property clauses, confidentiality provisions, and University procedures. ICC will communicate the decision to the concerned unit.

**3. Execution of Agreement/MoU:**

Upon approval, the ICC shall facilitate the execution of the agreement/MoU with the external agency.

**4. Implementation and Monitoring of the Consultancy Assignment:**

The concerned School/Division/Unit shall implement the consultancy assignment as per the agreement. The ICC shall monitor progress, timelines, deliverables, and compliance with contractual obligations, and provide necessary administrative and procedural support.

**5. Submission of Progress Reports and Completion Report:**

The implementing unit shall submit periodic progress reports and the final completion report, along with deliverables, to the ICC. The ICC shall maintain these records and place them before the statutory bodies, wherever required.

**6. Financial Management and Remittance of University's Share:**

The ICC shall facilitate financial processes related to the consultancy assignment including budgeting, receipt of funds, and revenue-sharing in consultation with the Finance and Accounts Division. The concerned unit shall ensure remittance of the University's share of consultancy earnings through the ICC as per approved norms and the Statement of Expenditure and Utilization Certificate.

**7. Documentation and Record Maintenance:**

The ICC shall maintain a centralized repository of agreements, deliverables, financial statements, progress reports, and other documentation related to institutional consultancy assignments for monitoring, audit, ranking, accreditation, and institutional reporting.

**8. Preparation of Consolidated Reports:**

The ICC shall prepare consolidated reports on institutional consultancy assignments upon their completion, capturing key activities, outputs, financial details, and outcomes. These reports shall be placed before the statutory bodies for information, review, and record.

**9. Termination and Dispute Resolution:**

In case of termination or dispute resolution, ICC will facilitate the process as per the terms and conditions of the consultancy agreement/MoU with the external agency.

## **PART IX**

### **CONSULTANCY TIME LIMITS**

**9.0** To ensure that consultancy assignments undertaken by teachers, academics, and staff do not adversely affect their core academic and administrative responsibilities, the following time limits shall apply:

- (i) **Annual Limit:** A maximum of 52 days per calendar year may be devoted to consultancy work. This limit includes Saturdays, Sundays, and gazetted holidays, thereby ensuring uniform calculation irrespective of workdays.
- (ii) **Extended Limit with Approval:** In exceptional circumstances such as assignments of strategic importance, national-level initiatives, or assignments requiring specialised expertise, the consultancy period may be extended up to 70 days in a year. Such extensions shall be permitted only with the explicit approval of the competent authority, and must be justified with clear evidence of institutional or national relevance.
- (iii) **Minimum Countable Unit:** For the purpose of calculating consultancy engagement, the minimum measurable unit shall be one full day. This allows for flexibility in managing shorter-duration engagements without compromising the accuracy of time accounting.

## PART X

### SHARING OF CONSULTANCY CHARGES

**10.0** The sharing of the consultancy charges between the teacher/academic/staff and University shall be governed by the following principles to ensure fairness, transparency, and institutional sustainability.

#### **10.1 Sharing When Consultancy Days is less than 52 Days**

For consultancy assignments where the total consultancy days do not exceed 52 days per calendar year, the consultancy charges received shall be shared with the University as follows:

<b>Consultancy charges received by individual Teacher/Academic/Staff</b>	<b>Share of the University</b>	<b>Share of the Teacher/Academic/Staff</b>
<b>Individual Consultancy</b>		
Up to 2 lakhs	One-fourth (1/4 <sup>th</sup> )	Three-fourth (3/4 <sup>th</sup> )
> 2 lakhs	One-third (1/3 <sup>rd</sup> )	Two-third (2/3 <sup>rd</sup> )
<b>Institutional Consultancy</b>	Two-third (2/3 <sup>rd</sup> )	One-third (1/3 <sup>rd</sup> )

#### **10.2 Sharing When Consultancy Days Exceed 52 Days**

For consultancy assignments extending beyond 52 days in a calendar year, the sharing ratio shall be adjusted to reflect increased institutional oversight and resource allocation:

<b>Consultancy charges received by individual Teacher/Academic/Staff</b>	<b>Share of the University</b>	<b>Share of the Teacher/Academic/Staff</b>
<b>Individual Consultancy</b>		
Up to 2 lakhs	Two-third (2/3 <sup>rd</sup> )	One-third (1/3 <sup>rd</sup> )
> 2 lakhs	Two-third (2/3 <sup>rd</sup> )	One-third (1/3 <sup>rd</sup> )
<b>Institutional Consultancy</b>	Two-thirds (2/3 <sup>rd</sup> )	One-third (1/3 <sup>rd</sup> )

### **10.3 Overhead Charges**

To cover administrative costs, infrastructure use, and other incidental expenses related to consultancy assignments, overhead charges shall be levied as follows:

- For individual or institutional consultancy assignment where the University resources are used, an overhead of 10% of the total consultancy charges shall be applied.
- Any deviation from this norm will require the prior approval of the competent authority.
- Overhead charges shall be deducted before the distribution of consultancy charges as per the above sharing ratios.

## **PART XI**

### **IMPLEMENTATION**

**11.0** The ICC shall serve as the nodal office responsible for the implementation of this policy. All 'constituent units of the University' shall actively support and coordinate efforts to ensure the effective execution of the policy.

## **PART XII**

### **POLICY REVIEW**

**12.0** This policy shall undergo a comprehensive revision periodically or at least once every five years to reflect changes in the external environment, regulatory framework, institutional priorities, and best practices. Earlier revisions may be undertaken if deemed necessary by the University due to evolving requirements or to address operational challenges. All revisions shall be formally approved by the Statutory Bodies.