# AN ANALYTICAL REPORT ON PRESENT STATUS AND STRATEGIES FOR PLANNING OF RUSA ASSAM



राष्ट्रीय उच्चतर शिक्षा अभियान

NATIONAL HIGHER EDUCATION MISSION

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# FOREWORD

I am delighted to learn that Rashtriya Uchchatar Shiksha Abhiyan, (RUSA) Assam is publishing an Analytical Report of RUSA Assam namely "An Analytical report on present status and strategies for planning of RUSA Assam".

The report covers all present activities of RUSA Assam and future strategies to be adopted by the Scheme in our State in future in the field of Higher Education. An Analytical report of a project is very essential to find out the shortfalls of past and to know the strategies to be adopted for future development. RUSA Assam is the first RUSA office of the Country to prepare an "Analytical Report" of its activities.

I also feel pleased and honoured to express my gratitude to the team RUSA under the guidance of Dr Deepak Majumdar, (IAS) Secretary to the Govt. of Assam cum Mission Director RUSA Assam for the tremendous efforts to cover all aspects of RUSA Assam in the report. The report contains 8 numbers of chapters and the Chapters are: Introductory Chapter, Database Management, Monitoring System of RUSA Assam, Internal Administration of RUSA Assam, Financial records, accounting and audit under RUSA Assam, Trainings under RUSA Assam, Effective use of technology and concluding chapter. Each of these chapters rightly cover the traditional methods that had been followed, new initiatives that have been taken and future initiatives and roles to be followed by RUSA Assam in the field of Higher Education.

I am sure that this report will be helpful in preparing a plan for Higher Education in our State to fulfil the RUSA's basic objectives, i.e. ensuring access, equity and excellence in Higher Education. The report is found to be very informative, detailed and transparent.

I am offering my best wishes to the team RUSA Assam for future endeavours.

Dr Himanta Biswa Sarmah
Minister Education, Govt. of Assam

# ACKNOWLEDGEMENT

Rashtriya Uchchattar Shiksha Abhiyan (RUSA) is going to complete its 7 years of existence in our State. At this junction it has become very much essential to evaluate the present activities of the Scheme and to fix strategies for future. I am delighted to know that RUSA Assam has prepared an Analytical Report namely "An Analytical report on present status and strategies for planning of RUSA Assam". This report has covered all present activities under RUSA Assam and future strategies to be adopted by the Scheme in our State in the field of Higher Education.

It is my pleasure to acknowledge the team RUSA, Assam under the guidance of Dr. Deepak Majumdar, IAS has been doing tremendous work in the field of Higher Education of the State, which rightly reflects the present activities of RUSA Assam along with the future strategies to be adopted by RUSA Assam as mentioned in the Analytical Report.

I would also like to appreciate the effort of Smt. Nomita Baruah (Project Planning Officer and Branch Head, PIM Branch, RUSA Assam) for her co-ordination, contribution, edition and compilation of the report and Dr Lipika Sarma (Programme Officer RUSA Assam), Sri Dhrubajyoti Bardoloi (Programme Officer RUSA Asam), Dr. Pranjal Mahanta (Programme Officer RUSA Assam), Smt. Jinty Kashyap (Assistant Programme Officer RUSA Assam), Smt. Angana Das (Accountant RUSA Assam) for their assistance in contribution of various topics and Sri Raktim Baruah (Data Entry Operator RUSA Assam) for his formatting works in the preparation of this Analytical Report.

I hope, it is not the end of the report, it is just the beginning of tremendous future and expect that in the coming days, RUSA Assam will take greater strides towards excellence in the field of Higher Education.

(Preetam Saikia, IAS)
Commissioner & Secretary to the Govt. of Assam
Higher Education Department

# PREFACE

This analytical report has been prepared to identify the loopholes of existing procedure adopted in RUSA Assam in implementing various projects as per Govt. of India Guidelines. As on today RUSA Assam is involved in as many as not less than 1000 projects of various components under RUSA 1.0 and RUSA 2.0. Total fund approved in respect of RUSA 1.0 is Rs 456 crore and in respect of RUSA 2.0 is Rs 385 crore. These infrastructural development schemes need to be thoroughly monitored. This has necessitated the need for an analytical study, so that we are able to find out the best possible way to achieve our objectives within the scheduled time frame.

The whole exercise has given us the opportunity to understand as well as to identify the problems. It has been observed that database management and effective monitoring are the most challenging tasks. Besides it is also found that preparation of a strategy for achieving the objective within 2021-2022 is of utmost importance. The road map so prepared will definitely help all the stakeholders.

The entire team of PIM branch has been engaged to prepare this report during the period of Lockdown with effect from 2rd April 2020. I express my gratitude to Smt. Nomita Baruah, Project Planning Officer and Branch Head for contribution, coordination, compilation and editing of this important work. The other contributors of various topics Sri Dhrubajyoti Bardoloi, Programme Officer, Dr Lipika Sarmah Programme Officer, Sri Pranjal Mahanta Programme Officer, Smti Jinty Kashyap Asstt Programme Officer and Smt. Angana Das Accountant RUSA Assam also deserve applause for their sincere and dedicated effort in preparation of this work.

This exercise is first of its kind in RUSA Assam. We have committed to prepare a revised strategy and planning after 2021-2022.

Dr. Deepak Majumdar, IAS
Secretary to the Govt. of Assam,
Higher Education Department
& Mission Director, RUSA Assam

Dated : 31st August, 2020
Place : Guwahati

# DISCLAIMER

The Scheme Rashtriya Uchchatar Shiksha Abhiyan shortly RUSA in our State Assam has almost completed its projects implemented during RUSA phase I and is in the mid of the RUSA phase II. Therefore need of an Analytical Report was felt to find out the achievements of RUSA Scheme till date, loopholes in implantation of the Scheme in the State and to find out the possible solutions to eliminate these loopholes, to cover the existing official structure, procedures have been following under the Scheme and the modifications required to make the mission more fruitful, various new additions in the implementation procedure of the Scheme, working conditions under the Scheme for more effective implementation of the Scheme in the State and to plan for RUSA 3.0 or EQUIP beyond 2021.

This analytical report has been covering the present procedures and status of actions adopted for planning implementation and monitoring of the Scheme in the State as well as the policies and strategies to be adopted in future under the Scheme for the Higher Education sector of the State.

MHRD, Govt. of India has not yet clearly mentioned after 2020-21, whether there will be RUSA 3.0 or EQUIP. RUSA Assam is now in right track and able to function it's all activities systematically and smoothly under RUSA 2.0. Therefore in present situation, RUSA Assam is totally ready for implementation of RUSA 3.0. or EQUIP beyond 2021. From the year 2019 , various new initiatives were already adopted under RUSA Assam such as development of "Higher Education Information System", use of Assamese language in correspondence with institutions, preparation of outcome study report of RUSA phase I, office digitalization, digitalization of accounts branch, preparation of E-Magazine, development of its own project monitoring system etc. RUSA Assam is the only RUSA office of the Country to take such new initiatives besides its regular work profiles. Again in near future RUSA Assam office is willing to work more in the field of Planning and Research in the field of Higher Education.

This analytical report has been prepared under the guidance of Dr. Deepak Majumdar, IAS, Secretary to the Govt. of Assam, Higher Education Department, which rightly focuses on the new challenges that have been taken by RUSA Assam and how the State is functioning smoothly to achieve its targets. This report also tries to cover all plan and activities proposed under RUSA, Assam to be adopted in future, the implementation of it will be possible only after getting approval from the Government of the State.

It is prepared in the form of an administrative report as it reflects all existing activities under RUSA Assam and probable activities to be adopted by RUSA Assam in future. However it will be upgraded time to time in the end of every financial year as situation demands.

**Nomita Baruah**
PPO & Branch Head, PIM Branc
RUSA, Assam

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# CHAPTER 1

# INTRODUCTION

## 1.1. Background of RUSA :

Rashtriya Uchchatar Shiksha Abhiyan shortly, RUSA is a Centrally Sponsored Scheme launched in the year 2013. The Scheme aims at providing strategic funding to eligible state higher educational institutions. The Scheme aims to ensure Access, Equity and fostering excellence in Higher Education Institutions. Under the Scheme the ratio for Central and State share has been fixed 60:40 for general categories, 90:10 for special category States and 100:0 for Union territories.

## 1.2. Objective of RUSA:

Improvement of the overall quality of state institutions by ensuring conformity to prescribed norms and standards and adopt accreditation as a mandatory quality assurance framework is the most important objective of RUSA. Other objectives of RUSA Assam are as follows:

a) To ensure transformative reforms in the State Higher Education System by creating a facilitating institutional structure for planning and monitoring at the State level, promoting autonomy in State Universities and improving governance in institutions.
b) To ensure reforms in the affiliation, academic and examination system.
c) To ensure adequate availability of quality faculty in all higher educational institutions and ensure capacity building at all levels of employment.
d) To create an enabling atmosphere in the Higher Educational Institutions to devote themselves to research and innovations.
e) To expand the institutional base by creating additional capacity in existing institutions and establishing new institutions, in order to achieve enrolment targets.
f) To correct regional imbalances in access to higher education by setting up institutions in unserved and underserved areas.
g) To improve in higher education by providing adequate opportunities of higher education to SC/STs and socially and educationally backward classes, promote inclusion of women, minorities and differently abled persons.

### 1.3. RUSA in Assam:

Govt. of Assam had agreed to participate in RUSA since 2013. In Assam the ratio for Central and State ratio has been fixed 90:10. Assam had got approval of fund under RUSA for the first time during first Project Approval Board of RUSA, MHRD held on 6th November 2013.

### 1.4. Mission Director incumbency list:

| Sl No | Name of the Mission Director | Service Period at RUSA Assam |
|---|---|---|
| 1 | Sri Hemanga Kishor Sarma, IAS Commissioner and Secretary to the Govt. of Assam, Higher Education Department. | 12-11-2014 to 22-06-2015 |
| 2 | Sri Manish Thakur, IAS Commissioner and Secretary to the Govt. of Assam, Higher Education Department. | 23-06-2015 to 28-2-2016 |
| 3 | Sri Sisir Kumar Baruah, ACS Secretary to the Govt. of Assam, Higher Education Department. | 29-02-2016 to 31-01-2018 |
| 4 | Smt. Madhurima Barua Sen, IAS Secretary to the Govt of Assam, Cultural Affair Department. | 5-3-2018 to 10-01-2019 |
| 5 | Sri Moloy Bora , IAS Secretary Higher Education Department | 11-1-2019 to 01-03-2019 |
| 6 | Dr. Deepak Majumdar, IAS Secretary to the Govt. of Assam, Higher Education Department | 01-03-2019 to till date |

### 1.5. RUSA Beneficiary List:

### List of Institutions Approved during RUSA 1.0

### RUSA 1.0 Infrastructure Grants to Universities

| Sl. No. | Name of the Institution | PAB Number | Component Name |
|---|---|---|---|
| 1 | Gauhati University | 5th | Infrastructure Grants to Universities |
| 2 | Dibrugarh University | 5th | Infrastructure Grants to Universities |

### RUSA 1.0 -Upgradation of Existing Degree Colleges to Model Degree Colleges

| Sl No | Name of the Institution | PAB Number | Component Name |
|---|---|---|---|
| 1 | Tangla College | 5th | Upgradation of Existing Degree Colleges to MDC |
| 2 | Pub Kamrup College, Baihata Chariali | 5th | Upgradation of Existing Degree Colleges to MDC |
| 3 | Dergaon Kamal Dowerah College | 5th | Upgradation of Existing Degree Colleges to MDC |
| 4 | Sibsagar Girls' College, | 5th | Upgradation of Existing Degree Colleges to MDC |
| 5 | Dhemaji College | 5th | Upgradation of Existing Degree Colleges to MDC |

### USA 1.0 - New Professional Colleges

| Sl No | Name of the Institution | PAB | Component Name |
|---|---|---|---|
| 1 | Nagaon Engineering College | 5th | New Professional Colleges |
| 2 | Udalguri engineering College | 5th | New Professional Colleges |
| 3 | Nalbari Engineering College | 5th | New Professional Colleges |

# RUSA1.0- Infrastructure grants to Colleges

| Sl No | Name of the Institution | PAB Number | Component Name |
|-------|-------------------------|------------|----------------|
| 1 | Nowgong College | 5th | Infrastructure grants to Colleges |
| 2 | Srikishan Sarda College | 5th | Infrastructure grants to Colleges |
| 3 | Debraj  Roy College | 5th | Infrastructure grants to Colleges |
| 4 | Dimoria College | 5th | Infrastructure grants to Colleges |
| 5 | Monohari Devi Kanoi Girl's College | 5th | Infrastructure grants to Colleges |
| 6 | Handique Girls' College | 5th | Infrastructure grants to Colleges |
| 7 | Bhola Nath College | 5th | Infrastructure grants to Colleges |
| 8 | Darrang College | 5th | Infrastructure grants to Colleges |
| 9 | Duliajan College | 5th | Infrastructure grants to Colleges |
| 10 | Dakshin  Kamrup College | 5th | Infrastructure grants to Colleges |
| 11 | Golaghat Commerce College | 5th | Infrastructure grants to Colleges |
| 12 | Rangia College | 5th | Infrastructure grants to Colleges |
| 13 | Gauhati Commerce College | 5th | Infrastructure grants to Colleges |
| 14 | Jogananda Deva Satradhikar Goswami College | 5th | Infrastructure grants to Colleges |
| 15 | Karimganj College | 5th | Infrastructure grants to Colleges |
| 16 | Moran College | 5th | Infrastructure grants to Colleges |
| 17 | Nabin Chandra College | 5th | Infrastructure grants to Colleges |

| 18 | Bongaingaon College | 5th | Infrastructure grants to Colleges |
| 19 | Hemo Prova Borbora Girl's College | 5th | Infrastructure grants to Colleges |
| 20 | Jorhat College | 5th | Infrastructure grants to Colleges |
| 21 | Chaiduar College | 5th | Infrastructure grants to Colleges |
| 22 | Furkating College | 5th | Infrastructure grants to Colleges |
| 23 | Pragjyotish College | 5th | Infrastructure grants to Colleges |
| 24 | Pandu College | 5th | Infrastructure grants to Colleges |
| 25 | Goalpara College | 5th | Infrastructure grants to Colleges |
| 26 | Sonari College | 5th | Infrastructure grants to Colleges |
| 27 | Gargaon College | 5th | Infrastructure grants to Colleges |
| 28 | Marigaon College | 5th | Infrastructure grants to Colleges |
| 29 | Doom Dooma College | 5th | Infrastructure grants to Colleges |
| 30 | Tezpur College | 5th | Infrastructure grants to Colleges |
| 31 | Assam Engineering College | 5th | Infrastructure grants to Colleges |
| 32 | Jorhat Engineering College | 5th | Infrastructure grants to Colleges |
| 33 | Jorhat Institute of Science & Technology | 5th | Infrastructure grants to Colleges |
| 34 | Bineswar Brahma Engineering College | 5th | Infrastructure grants to Colleges |
| 35 | Cotton College | 5th | Infrastructure grants to Colleges |
| 36 | Diphu Govt. College | 5th | Infrastructure grants to Colleges |
| 37 | Joya Gogoi College | 8th | Infrastructure grants to Colleges |
| 38 | Namrup College | 8th | Infrastructure grants to Colleges |

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|---|---|---|---|
| 39 | Women's College, Silchar | 8th | Infrastructure grants to Colleges |
| 40 | Jowaharlal Nehru College | 8th | Infrastructure grants to Colleges |
| 41 | Puthimari College | 8th | Infrastructure grants to Colleges |
| 42 | Tyagbir Hem Baruah College | 8th | Infrastructure grants to Colleges |
| 43 | Rabindra Sadan Girls' College | 8th | Infrastructure grants to Colleges |
| 44 | Kamargaon College | 8th | Infrastructure grants to Colleges |
| 45 | Rangapara College | 8th | Infrastructure grants to Colleges |
| 46 | Bikali College | 8th | Infrastructure grants to Colleges |
| 47 | Dr Birinchi Kumar Barooah College | 8th | Infrastructure grants to Colleges |
| 48 | Anandaram Dhekial Phookan College College | 10th | Infrastructure grants to Colleges |
| 49 | Kaliabor College | 10th | Infrastructure grants to Colleges |
| 50 | Nowgong Girls' College | 10th | Infrastructure grants to Colleges |
| 51 | Biswanath College | 10th | Infrastructure grants to Colleges |
| 52 | Dudhnoi College, Guwahati | 10th | Infrastructure grants to Colleges |
| 53 | Birjhora Mahavidyalaya, | 10th | Infrastructure grants to Colleges |
| 54 | Bahona College | 10th | Infrastructure grants to Colleges |
| 55 | Hojai College | 10th | Infrastructure grants to Colleges |
| 56 | Margherita College, | 10th | Infrastructure grants to Colleges |
| 57 | Nanda Nath Saikia College | 10th | Infrastructure grants to Colleges |
| 58 | Rupahi College | 10th | Infrastructure grants to Colleges |
| 59 | Guwahati College | 10th | Infrastructure grants to Colleges |

| 60 | Lanka Mahavidyalaya, | 10th | Infrastructure grants to Colleges |
|---|---|---|---|
| 61 | Silapathar College | 10th | Infrastructure grants to Colleges |
| 62 | Chandra Kamal Bezbaruah College, Teok. | 10th | Infrastructure grants to Colleges |
| 63 | Sonapur College, Guwahati | 10th | Infrastructure grants to Colleges |
| 64 | Moridhal College | 10th | Infrastructure grants to Colleges |
| 65 | Bhawanipur Anchalik College | 10th | Infrastructure grants to Colleges |
| 66 | Madhab Choudhury College | 10th | Infrastructure grants to Colleges |
| 67 | Sibsagar Commerce College | 10th | Infrastructure grants to Colleges |
| 68 | Swahid Peoli Phukan College | 10th | Infrastructure grants to Colleges |
| 69 | Abhayapuri College | 10th | Infrastructure grants to Colleges |
| 70 | Digboi College | 10th | Infrastructure grants to Colleges |
| 71 | Srinivash Basudev Deorah College | 10th | Infrastructure grants to Colleges |
| 72 | Saraighat College | 10th | Infrastructure grants to Colleges |
| 73 | Pramathesh Barua College | 10th | Infrastructure grants to Colleges |
| 74 | Chhaygaon College | 10th | Infrastructure grants to Colleges |
| 75 | Naharkatiya College | 10th | Infrastructure grants to Colleges |
| 76 | Paschim Guwahati Mahavidyalaya | 10th | Infrastructure grants to Colleges |
| 77 | Kharupetia College | 10th | Infrastructure grants to Colleges |
| 78 | Kamakhya Ram Borooah Girl's College | 10th | Infrastructure grants to Colleges |
| 79 | Sualkuchi Budram Madhab Satradhikar College | 10th | Infrastructure grants to Colleges |
| 80 | Kokrajhar Government College | 10th | Infrastructure grants to Colleges |

| 81 | Chilarai College | 10<sup>th</sup> | Infrastructure grants to Colleges |
|----|------------------|------|------------------------------------|
| 82 | Dispur College | 10<sup>th</sup> | Infrastructure grants to Colleges |
| 83 | Khowang College | 10<sup>th</sup> | Infrastructure grants to Colleges |
| 84 | Gogamukh College | 10<sup>th</sup> | Infrastructure grants to Colleges |
| 85 | Raha College | 10<sup>th</sup> | Infrastructure grants to Colleges |
| 86 | Tingkhong College | 10<sup>th</sup> | Infrastructure grants to Colleges |
| 87 | Suren Das College | 10<sup>th</sup> | Infrastructure grants to Colleges |

## RUSA 1.0 -New Model Degree Colleges (Erstwhile)

| Sl No | Name of the Institution | PAB Number | Component Name |
|-------|-------------------------|------------|----------------|
| 1 | Govt. Model Degree College, Deithor, Distt. Karbi Anglong | 1<sup>st</sup> | New Model Degree Colleges (Erstwhile) |
| 2 | Govt. Model Degree College, Karimganj (South), Distt. Karimganj | 1<sup>st</sup> | New Model Degree Colleges (Erstwhile) |
| 3 | Govt. Model Degree College, Borkhola, Distt. Cachar | 1<sup>st</sup> | New Model Degree Colleges (Erstwhile) |
| 4 | Govt. Model Degree College, Katlicherra, District, Hailakandi | 1<sup>st</sup> | New Model Degree Colleges (Erstwhile) |
| 5 | Govt. Model Degree College, Lahorigate, Distt. Morigaon | 1<sup>st</sup> | New Model Degree Colleges (Erstwhile) |
| 6 | Govt. Model Degree College, Dalgaon, Distt. Darrang | 1<sup>st</sup> | New Model Degree Colleges (Erstwhile) |

| | | | |
|---|---|---|---|
| **7** | Govt. Model Degree College, Samaguri, Distt. Nagaon | 1st | New Model Degree Colleges (Erstwhile) |
| **8** | Govt. Model Degree College, Bihali, Distt. Sonitpur | 1st | New Model Degree Colleges (Erstwhile) |
| **9** | Govt. Model Degree College, Abhayapuri (North), Distt. Bongaigaon | 1st | New Model Degree Colleges (Erstwhile) |
| **10** | Govt. Model Degree College, South Salmara, Distt. Dhubri | 1st | New Model Degree Colleges (Erstwhile) |
| **11** | Govt. Model Degree College, Dudhnoi, Distt. Goalpara | 1st | New Model Degree Colleges (Erstwhile) |
| **12** | Govt. Model Degree College, Kakopathar, Distt. Tinsukia | 1st | New Model Degree Colleges (Erstwhile) |

## RUSA 1.0 - Equity Initiatives

| Sl No | Name of the College | PAB Number | Component |
|---|---|---|---|
| 1 | D.C.B Girls College | 10th | Equity Initiatives |
| 2 | Bineswar Brahma Engineering College | 10th | Equity Initiatives |
| 3 | Sadiya College | 10th | Equity Initiatives |
| 4 | Gauhati Commerce College | 10th | Equity Initiatives |
| 5 | Maibang Degree College | 10th | Equity Initiatives |
| 6 | North Lakhimpur College | 10th | Equity Initiatives |
| 7 | Paschim Guwahati Mahavidyalaya | 10th | Equity Initiatives |
| 8 | Kharupetia College | 10th | Equity Initiatives |
| 9 | Hojai College | 10th | Equity Initiatives |
| 10 | Kokrajhar Govt. College | 10th | Equity Initiatives |

| 11 | Namrup College | 10th | Equity Initiatives |
|----|----------------|------|-------------------|
| 12 | Digboi College | 10th | Equity Initiatives |
| 13 | Jorhat Engineering College | 10th | Equity Initiatives |
| 14 | Dibrugarh University | 10th | Equity Initiatives |
| 15 | Dibrugarh University | 10th | Equity Initiatives |
| 16 | Gurucharan College | 10th | Equity Initiatives |
| 17 | Srikishan Sarda College | 10th | Equity Initiatives |
| 18 | Srikishan Sarda College | 10th | Equity Initiatives |
| 19 | D.R.College | 10th | Equity Initiatives |
| 20 | Silapathar College | 10th | Equity Initiatives |
| 21 | Kaliabor College | 10th | Equity Initiatives |
| 22 | ADP College | 10th | Equity Initiatives |
| 23 | Margherita College | 10th | Equity Initiatives |
| 24 | Pramathesh Barua College | 10th | Equity Initiatives |
| 25 | M.C.College | 10th | Equity Initiatives |
| 26 | Biswanath College | 10th | Equity Initiatives |
| 27 | Birjhora Mahavidyalaya | 10th | Equity Initiatives |
| 28 | Cotton University | 10th | Equity Initiatives |
| 29 | Haflong Government College | 10th | Equity Initiatives |
| 30 | DHSK College | 10th | Equity Initiatives |
| 31 | Sonapur College | 10th | Equity Initiatives |

# List of Institutions approved during RUSA 2.0

## RUSA 2.0 - Infrastructure Grants to Colleges

| Sl. No. | Name of the Institution | PAB Number | Component |
|---------|------------------------|------------|-----------|
| 1 | Abhayapuri College | 13th | Infrastructure Grants To Colleges |
| 2 | Amguri College | 12th | Infrastructure Grants To Colleges |
| 3 | Anandaram Dhekial Phookan College | 13th | Infrastructure Grants To Colleges |
| 4 | Arya Vidyapeeth College | 12th | Infrastructure Grants To Colleges |
| 5 | Barpeta Howly College | 12th | Infrastructure Grants To Colleges |
| 6 | Bholanath Barooah College | 12th | Infrastructure Grants To Colleges |
| 7 | Bahona College | 13th | Infrastructure Grants To Colleges |
| 8 | Baosi Banikanta  Banikanta Kakati College | 12th | Infrastructure Grants To Colleges |
| 9 | Bapujee College Sarukshetri | 13th | Infrastructure Grants To Colleges |
| 10 | Barama College | 12th | Infrastructure Grants To Colleges |
| 11 | Barnagar College | 12th | Infrastructure Grants To Colleges |
| 12 | Barpeta Girls College | 13th | Infrastructure Grants To Colleges |
| 13 | Bhawanipur Anchalik College | 13th | Infrastructure Grants To Colleges |
| 14 | Bhawanipur Hastinapur Bijni College | 12th | Infrastructure Grants To Colleges |
| 15 | Bijni College | 12th | Infrastructure Grants To Colleges |
| 16 | Bikali College | 13th | Infrastructure Grants To Colleges |

| 17 | Bimala Prasad Chaliha College | 13th | Infrastructure Grants To Colleges |
|----|-------------------------------|------|-----------------------------------|
| 18 | Birjhora Mahavidyalaya | 13th | Infrastructure Grants To Colleges |
| 19 | Biswanath College | 13th | Infrastructure Grants To Colleges |
| 20 | Bhola Nath  College | 12th | Infrastructure Grants To Colleges |
| 21 | Chaidaur College | 12th | Infrastructure Grants To Colleges |
| 22 | Chandra Kamal Bezbaruah College, Teok | 13th | Infrastructure Grants To Colleges |
| 23 | Chhaygaon College | 13th | Infrastructure Grants To Colleges |
| 24 | Chilarai College | 13th | Infrastructure Grants To Colleges |
| 25 | Chandra Kamal Bezbaruah Commerce College | 12th | Infrastructure Grants To Colleges |
| 26 | Dakha Devi Rasiwasia College | 13th | Infrastructure Grants To Colleges |
| 27 | Dakshin Kamrup College | 12th | Infrastructure Grants To Colleges |
| 28 | Dakhin Kamrup Girls College | 13th | Infrastructure Grants To Colleges |
| 29 | Demow College | 13th | Infrastructure Grants To Colleges |
| 30 | Dhakuakhana College | 13th | Infrastructure Grants To Colleges |
| 31 | Dhemaji Commerce College | 15th | Infrastructure Grants To Colleges |
| 32 | Dhing College | 12th | Infrastructure Grants To Colleges |
| 33 | Dibrugarh Hanumanbox Surajmal Kanoi College | 12th | Infrastructure Grants To Colleges |
| 34 | Dibru College | 12th | Infrastructure Grants To Colleges |

| 35 | Digboi College | 13th | Infrastructure Grants To Colleges |
|----|----------------|------|-----------------------------------|
| 36 | Digboi Mahila Mahavidyalaya | 13th | Infrastructure Grants To Colleges |
| 37 | Dispur College | 13th | Infrastructure Grants To Colleges |
| 38 | Dudhnoi College | 13th | Infrastructure Grants To Colleges |
| 39 | Furkating College | 12th | Infrastructure Grants To Colleges |
| 40 | Ganesh Lal Choudhury College | 13th | Infrastructure Grants To Colleges |
| 41 | Gogamukh College | 13th | Infrastructure Grants To Colleges |
| 42 | Gurucharan College | 12th | Infrastructure Grants To Colleges |
| 43 | Guwahati College | 13th | Infrastructure Grants To Colleges |
| 44 | Hem Chandra Dev Goswami College | 13th | Infrastructure Grants To Colleges |
| 45 | Haflong Govt. College, Dima Hasao | 16th | Infrastructure Grants To Colleges |
| 46 | Haji Anfor Ali College | 13th | Infrastructure Grants To Colleges |
| 47 | Harhi College | 15th | Infrastructure Grants To Colleges |
| 48 | Jagiroad College | 12th | Infrastructure Grants To Colleges |
| 49 | Janata College | 13th | Infrastructure Grants To Colleges |
| 50 | Jawaharlal Nehru College | 13th | Infrastructure Grants To Colleges |
| 51 | Jagannath Borooah College | 15th | Infrastructure Grants To Colleges |
| 52 | Jhanji Hemnath Sarma College | 13th | Infrastructure Grants To Colleges |

| 53 | Jorhat Kendriya Mahavidyalaya | 12th | Infrastructure Grants To Colleges |
|----|------------------------------|------|-----------------------------------|
| 54 | Kakojan College | 12th | Infrastructure Grants To Colleges |
| 55 | Kaliabor College | 13th | Infrastructure Grants To Colleges |
| 56 | Kamrup College | 12th | Infrastructure Grants To Colleges |
| 57 | Khagarijan College | 13th | Infrastructure Grants To Colleges |
| 58 | Kharupetia College | 13th | Infrastructure Grants To Colleges |
| 59 | Khowang College | 13th | Infrastructure Grants To Colleges |
| 60 | Kokrajhar Govt College | 13th | Infrastructure Grants To Colleges |
| 61 | Kamakhya Ram Borooah Girls College | 13th | Infrastructure Grants To Colleges |
| 62 | Lakhimpur Girls College | 12th | Infrastructure Grants To Colleges |
| 63 | Lanka Mahavidyalaya | 13th | Infrastructure Grants To Colleges |
| 64 | Lakhimpur Telahi Kamalaboria College | 12th | Infrastructure Grants To Colleges |
| 65 | Madhab Chandra Das College | 13th | Infrastructure Grants To Colleges |
| 66 | Madhab Chandra College | 13th | Infrastructure Grants To Colleges |
| 67 | Madhabdev College | 13th | Infrastructure Grants To Colleges |
| 68 | Majuli College | 15th | Infrastructure Grants To Colleges |
| 69 | Mankachar College | 12th | Infrastructure Grants To Colleges |
| 70 | Margherita College | 13th | Infrastructure Grants To Colleges |
| 71 | Mariani College | 12th | Infrastructure Grants To Colleges |

| 72 | Monohari Devi Kanoi Girls College | 15th | Infrastructure Grants To Colleges |
|---|---|---|---|
| 73 | Mahendra Narayan Choudhurty Balika Mahavidyalaya | 12th | Infrastructure Grants To Colleges |
| 74 | Moirabari College | 12th | Infrastructure Grants To Colleges |
| 75 | Moridhal College | 13th | Infrastructure Grants To Colleges |
| 76 | Nabajyoti College, kalgachia | 12th | Infrastructure Grants To Colleges |
| 77 | Nagaon GNDG Commerce College | 12th | Infrastructure Grants To Colleges |
| 78 | Naharkatiya College | 13th | Infrastructure Grants To Colleges |
| 79 | Nalbari Commerce College | 12th | Infrastructure Grants To Colleges |
| 80 | Nanda Nath Saikia College | 13th | Infrastructure Grants To Colleges |
| 81 | Nirmal Haloi College | 13th | Infrastructure Grants To Colleges |
| 82 | North Gauhati College | 13th | Infrastructure Grants To Colleges |
| 83 | North Kamrup College | 13th | Infrastructure Grants To Colleges |
| 84 | North Lakhimpur College | 15th | Infrastructure Grants To Colleges |
| 85 | Nowgong College | 12th | Infrastructure Grants To Colleges |
| 86 | Nowgong Girls College | 13th | Infrastructure Grants To Colleges |
| 87 | Panigaon Om Prakash Dinodia College | 13th | Infrastructure Grants To Colleges |
| 88 | Paschim Guwahati Mahavidyalaya | 13th | Infrastructure Grants To Colleges |
| 89 | Pramathesh Barua College | 13th | Infrastructure Grants To Colleges |
| 90 | Pub Kamrup College | 13th | Infrastructure Grants To Colleges |

| 91 | Purbanchal College | 13th | Infrastructure Grants To Colleges |
|---|---|---|---|
| 92 | Radha Govinda Baruah College | 12th | Infrastructure Grants To Colleges |
| 93 | Radhamadhab College | 13th | Infrastructure Grants To Colleges |
| 94 | Raha College | 13th | Infrastructure Grants To Colleges |
| 95 | Rangachahi College | 13th | Infrastructure Grants To Colleges |
| 96 | Ratnapith College | 12th | Infrastructure Grants To Colleges |
| 97 | Rupahi College | 13th | Infrastructure Grants To Colleges |
| 98 | Srinivash Basudev Deorah College | 13th | Infrastructure Grants To Colleges |
| 99 | Sapatgram College | 12th | Infrastructure Grants To Colleges |
| 100 | Saraighat College | 13th | Infrastructure Grants To Colleges |
| 101 | Science College Kokrajhar | 12th | Infrastructure Grants To Colleges |
| 102 | Sibsagar College | 12th | Infrastructure Grants To Colleges |
| 103 | Sibsagar Commerce College | 13th | Infrastructure Grants To Colleges |
| 104 | Silapathar College | 13th | Infrastructure Grants To Colleges |
| 105 | Sipajhar College | 12th | Infrastructure Grants To Colleges |
| 106 | Sonapur College | 13th | Infrastructure Grants To Colleges |
| 107 | Sualkuchi Budram Madhab Satradhikar College | 13th | Infrastructure Grants To Colleges |
| 108 | Suren Das College | 13th | Infrastructure Grants To Colleges |

| 109 | Swahid Peoli Phukan College, Namti | 13th | Infrastructure Grants To Colleges |
|-----|-----------------------------------|------|-----------------------------------|
| 110 | Tengakhat College | 12th | Infrastructure Grants To Colleges |
| 111 | TIHU College Tihu | 12th | Infrastructure Grants To Colleges |
| 112 | Tingkhong College | 13th | Infrastructure Grants To Colleges |
| 113 | Tinsukia College | 12th | Infrastructure Grants To Colleges |
| 114 | Tinsukia Commerce College | 13th | Infrastructure Grants To Colleges |
| 115 | West Goalpara College | 12th | Infrastructure Grants To Colleges |
| 116 | Womens College Tinsukia | 12th | Infrastructure Grants To Colleges |
| 117 | Abhayapuri College | 13th | Infrastructure Grants To Colleges |

## RUSA 2.0 – Infrastructure Grants to Universities

| Sl. No. | Name of the Institution | PAB Number | Component |
|---------|-------------------------|------------|-----------|
| 1. | Dibrugarh University | 14th | Infrastructure Grants to Universities |
| 2. | Gauhati University | 14th | Infrastructure Grants to Universities |

## RUSA 2.0 – Equity Initiative

| Sl. No. | Name of the Institution | PAB Number | Component |
|---------|-------------------------|------------|-----------|
| 1. | Arya Vidyapeeth College | 12th | Equity Initiative |

| 2. | Sibsagar College | 12th | Equity Initiative |
|----|------------------|------|-------------------|

## **RUSA 2.0 – Upgradation of Existing Degree Colleges to Model Degree College**

| Sl. No. | Name of the Institution | PAB Number | Component |
|---------|-------------------------|------------|-----------|
| 1 | Madhya Kamrup College Subha, Barpeta | 12th | Upgradation of Existing to Model Degree College |
| 2 | Habraghat Mahavidyalaya, Krishnai, Goalpara | 12th | Upgradation of Existing to Model Degree College |
| 3 | Goreswar College, Baksa | 12th | Upgradation of Existing to Model Degree College |
| 4 | Udalguri College, Udalguri | 12th | Upgradation of Existing to Model Degree College |
| 5 | Murkong Selek College | 13th | Upgradation of Existing to Model Degree College |
| 6 | Gossaigaon College | 13th | Upgradation of Existing to Model Degree College |
| 7 | Nehru College | 13th | Upgradation of Existing to Model Degree College |
| 8 | Kherajkhat College | 13th | Upgradation of Existing to Model Degree College |
| 9 | Jengraimukh College | 13th | Upgradation of Existing to Model Degree College |

| 10 | Bengtol College | 13th | Upgradation of Existing to Model Degree College |
|---|---|---|---|
| 11 | Lumding College | 15th | Upgradation of Existing to Model Degree College |
| 12 | Dibrugarh Hanumanbax Surajmal Kanoi Commerce College | 15th | Upgradation of Existing to Model Degree College |

## RUSA 2.0 – Establishment of New Model Degree College

| Sl No | Name of the College | PAB Number | Component |
|---|---|---|---|
| 1 | New MDC , Baksa | 12th | New Model Degree College |
| 2 | New MDC, Udalguri | 12th | New Model Degree College |
| 3 | New MDC , Barpeta | 12th | New Model Degree College |
| 4 | New MDC, Dhubri | 12th | New Model Degree College |
| 5 | New MDC , Dima Hasao | 12th | New Model Degree College |

## RUSA 2.0 – Faculty Improvement

| 1 | HRDC, Gauhati University | 16th | Faculty Improvement |
|---|---|---|---|

## 1.6.   Office staffing pattern:

| Sl No | Designation | Mode of Engagement | Grade | Number | Remarks |
|---|---|---|---|---|---|
| 1 | Mission Director | On Deputation | A | 1 | With the rank of Secretary or above, born in IAS cadre. |

| | | | | | |
|---|---|---|---|---|---|
| 2 | Finance and Accounts Officer | On Deputation | A | 1 | Born in Assam Financial Services. |
| 3 | Project Planning Officer | On Contract | | 1 | Born in RUSA Assam Cadre |
| 4 | System Analyst | Do | | 1 | Do |
| 5 | Project Engineer | Do | | 1 | Do |
| 6 | Programme Officer | Do | | 3 | Do |
| 7 | Programmer | Do | | 1 | Do |
| 8 | Assistant Programme Officer | Do | | 1 | Do |
| 9 | Assistant Programmer | Do | | 2 | Do |
| 10 | Accountant | Do | | 1 | Do |
| 11 | Accounts Assistant | Do | | 1 | Do |
| 12 | Data Entry Operator | Do | | 2 | Do |
| 13 | Office Assistant | Do | | 1 | Do |
| 14 | Grade IV Staff | Do | | 2 | One from RUSA Cadre and other from outsourcing Agency |

## 1.7 Branch wise structure:

| Planning Implementation and Monitoring Branch | |
|---|---|
| Project Planning Officer | Branch Head |
| Programme Officer -1 | |
| Programme Officer -2 | |

| | |
|---|---|
| Programme Officer- 3 | |
| Assistant Programme Officer | |
| Data Entry Operators | |
| Office Assistant | |

| Finance Audit and accounts Branch | |
|---|---|
| Finance and Accounts Officer | Branch Head |
| Accounts Officer | |
| Accountant | |
| Accounts Assistant | |

| Engineering and Information Technology Branch | |
|---|---|
| System analyst | Branch Head |
| Project Engineer | |
| Programmer | |
| Assistant Programmer (2) | |

| Personnel and Nazrat Branch | |
|---|---|
| PA to MD RUSA Assam | Smt. Jinty Kashyap is holding both the position of Assistant Programme Officer & PA to MD |
| Nazir | Raktim Baruah DEO is also holding the position of Nazir |
| Grade IV | Rajib Gayan is from RUSA Cadre & other is from outsource Agency |

## 1.8 Office System:

There is not any District level office of Mission Director, RUSA Assam. Mission Director, RUSA Assam is the controlling Authority of RUSA Assam Office.

The most important stake holder of RUSA office are – the Higher Education Institutions of the state. These institutions communicates with RUSA office a) via official mail or b) via post. The reports which are generally received via parcel are placed in the issue register by PA to MD and after approval of Mission Director RUSA Assam, these are distributed among the branches of RUSA Assam.

The reports received via e mail, are replied by the Head of PIM Branch cum Project Planning Officer. After issue of acknowledgement emails some mails are placed by PA to MD in the issue register and finally emails are distributed among the different branches of RUSA Assam.

The concerned Branches prepares the reply of the matter and after getting the approval of MD RUSA Assam, they submits the softcopy/ hard copy to the PA to MD. The PA to MD assigns the issue numbers and the letters / reports are issued to the concerned institution/ office/ official etc.

**Action taken Report Tracking System of RUSA Assam:** It has been planning to introduce another online system at RUSA Assam namely "Action Taken Report Tracking System" to track the actions made by different branches/ officials of RUSA Assam against the issues / letters received from outside institutions/ Departments/ Organizations.

### 1.9  Monthly Expenditure on Salary:

| Sl. No. | Designation | Contract Amount (In Rs) | Allowances (In Rs) | Gross (Excluding Professional Taxes) (In Rs) |
|---|---|---|---|---|
| 1 | Project Planning Officer | 41,000.00 | 500.00 | 41,500.00 |
| 2 | System Analyst | 41,000.00 | 500.00 | 41,500.00 |

| | | | | |
|---|---|---|---|---|
| 3 | Project Engineer | 40,000.00 | 500.00 | 40,500.00 |
| 4 | Programme Officer | 35,000.00 | 500.00 | 35,500.00 |
| 5 | Programmer | 38,000.00 | 500.00 | 38,500.00 |
| 6 | Assistant Programme Officer | 30,000.00 | 500.00 | 30,500.00 |
| 7 | Assistant Programmer | 30,000.00 | 500.00 | 30,500.00 |
| 8 | Accountant | 30,000.00 | 500.00 | 30,500.00 |
| 9 | Accounts Assistant | 25,000.00 | 500.00 | 25,500.00 |
| 10 | Data Entry Operator | 28,000.00 | 500.00 | 28,500.00 |
| 11 | Office Assistant | 25,000.00 | 500.00 | 25,500.00 |
| 12 | Grade IV Staff | 20,000.00 | 300.00 | 20,300.00 |

**1.10 Expenditures other than Salary:**

**1.10.1**. **Outsourcing:**

RUSA Assam is outsourcing 1 draftee from external private agency. The person has been hired for the purpose of delivery of official letters to other institutions, persons and to the Department of Higher Education, Govt. of Assam.

**1.10.2. Rented Vehicles:**

RUSA Assam do not have their own vehicles and drivers for official purposes. Therefore RUSA Assam is hiring 2 vehicles, one is for transportation of MD RUSA Assam and the another is for urgent transportation of official staff. RUSA

Assam has empanelled one travel agency via tendering method to hire these vehicles.

Besides these vehicles, for field visit of officials/ staff of RUSA Assam to different Districts of the State, vehicles have been hired from the same empanelled agency.

### 1.10.3. Internet Connectivity:

For smooth functioning of internet connection in the office of the RUSA Assam, Jio Fiber connections has been installed.

### 1.10.4. Electricity Supply:

APDCL is providing the service of electricity to the RUSA Assam office. RUSA Assam is regularly paying the bills to APDCL for electricity supply.

### 1.10.5. Hiring of Security Personnel:

3 numbers of security persons have been hired from Home Guard Battalion of Assam. This arrangement has enhanced the security aspect of RUSA office.

### 1.10.6. Installation of Solar Energy:

A plan is also prepared to install solar energy panels at the rooftop of RUSA office, so as to reduce the APDCL consumption. Assam Energy Development Agency (AEDA) of Govt. of Assam has been entrusted the project.

# CHAPTER 2

# DATABASE MANAGEMENT

## 2.1 Introduction

A database is an organized management of data, which can be easily accessed, managed and updated as per requirement of persons or organizations. Management of data involves both defining structures for storage of information and providing mechanisms for the manipulation of information. The database system must ensure the safety of the information stored. If data are to be shared among several users, the system must avoid possible anomalous results.

Objectives of Database Management in RUSA, Assam is mentioned below:

- To get an abstract view of Higher Education data of the State.
- To ensure efficient access of Higher Education data of the State.
- To store Higher Education data of the State in a secured store.

At present we are dependent on the database maintained at All India Survey of Higher education. In Assam, systematic Higher Education related database is not available. Therefore RUSA Assam has decided to set up a Higher Education Information Centre in the 1st floor of its building, where all type of Higher Education related data of the State will be stored.

The type of database to be maintained by RUSA Assam are as follows:

## 2.2. Features of Database:

RUSA Assam is going to establish its Higher Education Information Centre at the 1st floor of the RUSA building. In this centre all data relating to Higher Education of the State will be stored. It has been planned to store 3 types of data in the Centre. These are Institution wise data, Faculty data and Student data. To identify each institution, each faculty and each student under Higher Education

of the State, it has been decided by RUSA Assam to assign unique IDs to each of them.

### 2.2.1. Institution Wise Database:

The first type of data stored at Higher Education Information Centre is "Institution wise data". Under HEIC database, there will be a separate corner to store data of all Higher Education Institutions of the State. There are various categories of Higher Education Institutions in our State. Most of them are providing Post Graduate Degree Courses, Degree Courses, Technical Courses etc. Again these institutions are categorised as Government Institutions, Provincialized institutions, Private institutions, non - provincialized institutions etc. Here Institution base database means organized management of all institution related database of HEIs of the State.

The following institution wise data will be kept in RUSA office:

1. Name of the institution
2. Type
3. Location
4. Contact details with principals details
5. Affiliated University
6. Strems available
7. Courses available: Regular/ Distance/ subject wise/ BA/BSc/BCom/ MA/ MSc/M.Com
8. Subjects availability with combination of subjects.
9. Last year cut off marks
10. Enrolment capacity
11. Sanction posts, vacant posts, filled up posts, temporary post of faculties
12. Student teacher ratio
13. Alumni information
14. Employability of the passed out students

15. Year wise /stream wise results

16. Accreditation Status

17. Sources for grants received.

18. Student facilities like disable friendly facilities, transportation facilities, hostel facilities, campus selection facilities etc.

An unique ID assigned to a particular institution is useful to differentiate one institution from another one. It is helpful to identify an institution immediately by using this unique ID. Every institutions will be assigned unique ID using the following formula:

| Type of Institution | Code to be Assigned |
| :---: | :---: |
| University: | UN |
| Engineering College | EC |
| Law College | LC |
| Commerce College | CC |
| General College | GC |
| Management College | MC |
| Private College | PV |
| State Universities | ST |
| Central Universities | CE |
| Provincialised | PR |
| Autonomous | AU |
| Non – Provincialised Institutions | NP |

| District | Code to be assigned |
| :---: | :---: |
| Tinsukia | TI |
| Dibrugarh | DI |
| Dhemaji | DM |
| Lakhimpur | LA |

| | |
|---|---|
| Majuli | MJ |
| Jorhat | JO |
| Biswanath | BS |
| Golaghat | GG |
| Karbi Anglong | KG |
| Sonitpur | ST |
| Nagaon | NN |
| Hojai | HJ |
| West Karbi Anglong | WK |
| Dima Hasao | DH |
| Cachar | CA |
| Hailakandi | HA |
| Karimganj | KR |
| Morigaon | MA |
| Darrang | DR |
| Kamrup M | KM |
| Baksa | BK |
| Nalbari | NB |
| Kamrup | KU |
| Barpeta | BP |
| Chirang | CH |
| Bongaigaon | BO |
| Goalpara | GP |
| Kokrajhar | KJ |

| Dhubri | DM |
|---|---|
| South Salmara (Mancacahr) | SM |

Year of Establishment: 1984, 1991 etc.

Numbers (On the basis of year of establishment of the institution in the District): 1, 2, 3 etc.

By using the above mentioned code, for example if the College is situated at Barpeta District and it was established in the year 1984 and is a General provincialized college and it is the 3rd college of the District, then the code of the college will be:

**GCPCBP198403**

(where GC means General College, PC means provincialized college, BP means Barpeta District 1984 is the year of establishment of the College and 03 means the College is the 3rd College of the District.)

This institution base data will be collected from all higher educational institutions of the State. Since there is not any State regulations for private HEIs of the State, it will be difficult to judge the authenticity of the database submitted by private institutions of the State.

Again for authentication of the uploaded database the concerned institution authority will submit an authentication certificate to RUSA Assam. There will be option in the portal to upload this certificate with the uploaded database.

**2.2.2. Faculty Wise Database:**

Faculty data base of Higher Education Institutions of the State will also be stored at HEIC of RUSA Assam. This faculty wise data base will be used:

- To locate a particular faculty in the faculty database.

- In future it will also be helpful to issue auto generated ID cards to the faculties by RUSA Assam. The print copy of these ID cards may be downloaded by the faculties.

- Again these type of data is very much essential to know the student teacher ratio of a Higher Education institution to maintain a good quality of education.

- To know the strength of the faculties (Subject wise) of HEIs of our State

- It will also help the policy makers to take appropriate decisions regarding recruitment of faculties.

The following information of Faculties will be stored in the system:

- Total Sanction posts of faculties
- Subject wise name of faculties
- Filled up posts
- Subject wise faculty strength
- Student teacher Ratio
- Vacant faculties
- Master roll records
- Faculties to be retired in the next 6 months
- Education Qualification of the faculties
- Joining Date / Retirement date
- Permanent Address of the faculties
- ST/SC/OBC / General/ Differently Abled Faculties/ Female/ Male.

An unique ID will be provided to each faculty. On the basis of this unique ID each faculty will be identified. This ID will be assigned to the faculty on his joining date. The ID will be the same during his entire service period. If the faculty transfers to different places during his service period, the ID will be the same. The formula to put unique IDs to the faculties will be:

**If the Year of Recruitment of the faculty is:** 2020 etc.

**Gender of the faculty is:** Male M/ Female F

**Subject Code:** Assamese 01, Geography 02, History 03 etc.

**Sl. No:** 0000 (4 digit number)

Hence a Male Faculty when appointed on 2020 in Assamese Dept., ID will be 2020 M010010 (4 digit number will be as per Sl. No). This four digit number will be auto generated.

List of the Institution Unique IDs generated through the system is shown at Annexure A of this chapter.

### 2.2.3.. Student wise Database:

Student database are student related database related information of Higher Education Institutions of the State, which will be stored in a systematic way at RUSA Assam.  These data base will cover the institution wise and subject wise database of the students of Higher Education Institutions of the State. All students of all streams and subjects of Higher education institutions of the State will be covered under the project. This means it will cover the under graduate and Post Graduate students of Higher Education Institutions of the State.

 The Student related database is very much useful as:

- It will be helpful to find out the subject wise, gender wise number of enrolment in Higher Education Institutions of the State.
- The database will be also useful to find out the drop out in Higher Education.
-  In will be helpful to find out the future employability strength of the State.
- It is helpful to issue auto generated ID cards to the students in the future.
- To know the subject wise students to be passed out.

- To know the future economic strength of the State.
- To know the drop out of students in Higher Education of the State.
- To know the academic cycle of students and their placement

Data to be stored at Student base data are the Name of the Student, gender of the Student, Date of Birth of the Student, fathers name, mothers name, contact number, photographs, blood group, mother taunge, religion, cast, account number Birth District and his/her serial number etc.

It has been decided to assign unique IDs to each students under Higher Education to store it in the database of RUSA Assam. For example if a student is a male student and his permanent address is at Kamrup Metro District, his date of birth is 30th Nov 2001 and his Sl no is 0001, is this case his unique ID will be KMM3011010001, where KM means Kamrup Metro, M means male, 301101 means his date of birth ie 30th Nov 2001 and 0001 is his serial number.

## 2.3. Management of Database:

For collection, uploading and storing of all higher education data in the system of RUSA Assam, a systematic management system within the RUSA office has been planned as follows:

### 2.3.1. Responsibility of uploading database at institution level:

The institution wise database will be uploaded by the concerned institutions. Every institute will authorise one person to upload the data in the portal. The selected person will be authorised with written documents by the concerned Principal of the College. This authorised person in case of RUSA beneficiary institutions will be the RUSA coordinator of the concerned college. But in case of non- RUSA institutions the authorised person will be selected by the concerned Head of the institution.

### 2.3.2. The admin use:

RUSA Assam will be the admin of the software. There will be user ID and password with the admin. Only the admin will be allowed to see the database. The admin can authorise a second person to access the database only with the written permission of MD RUSA.

### 2.3.3. Security of institution database:

The database will not be accessible to public. The public will not be allowed to access the whole database. The summary of the database will be make available to public in the website.

### 2.3.4. Upgradation of database:

Database will be updated in 6 months duration. The concerned authorised person of the institution will be allowed to update the data. The Upgradation of data will be allowed from the institution only for 7 days in 6 months. In the remaining months, visibility of the particular data base of the concerned institution will be available with the institution but they will not be allowed to upgrade their database. In emergency situations to upgrade the institution database by the concerned institutions, the concerned College/ University authority will have to take prior permission from RUSA Assam.

### 2.3.5. Role of Planning Monitoring and Implementation Cell of RUSA Assam:

PIM Cell of RUSA Assam will keep all information regarding the authorised persons for data entry at the institution level. This branch have the responsibility to prepare the concept note for development of different database management system.

As per requirement, the Project Planning and Programme Officers will be allowed to get the summary report of the database for submission of official reports to MHRD or to the State. To access the database, the Branch Head must take the

prior permission of MD RUSA. To access the data, they will be provided with one time password and ID by the admin.

This Branch will also coordinate with IT Branch of RUSA Assam in assigning IDs to the institutions. They will keep close coordination with IT Branch of RUSA Assam and with the concerned Higher Education Institutions.

### 2.3.6. The possible store house:

Software will be generated and it will be stored at "Higher Education Information System" of RUSA Assam". The software will be controlled by IT branch of RUSA Assam.

### 2.3.7. Levels of users, roles, process:

The users of the portal will be the admin at RUSA Assam and the authorised person of the concerned institutions.

### 2.4.8. Role of Data entry operators:

Data entry operators will help the PIM Branch to keep the information of authorised persons of the concerned institutions. All DEO s will be assigned some Districts and accordingly they will keep the database of the concerned Districts. To access the database, they must take the prior permission of MD RUSA. Data Entry operators will be responsible for updating of database of institutions of the concerned Districts assigned to them.

### 2.3.9. Link for website:

The link of the whole database will not be available in the RUSA website. The link will provide the following information only:

a) Information available with RUSA Assam
b) Application Procedures  to access the data base

### 2.3.10. Testing for authentication:

The authentication of data may be tested by a committee of 3 persons from TSG groups. They will randomly select few institution in every 6 months to manually test the authentication of data uploaded by the institution. RUSA Assam will make all necessary arrangements for their visit.

### 2.3.11. Possible report for the use of database:

Various type of reports will be automatically generated from the database for official uses. Required reports are of: report on Govt. Colleges, report on Provincialized Colleges, and report on institutions affiliated to a particular University etc.

### 2.3.12. Accessibility of the Database

Summary of the database should be seen by Admin of RUSA Assam. The concerned colleges will be able to see only their own data. The outsiders will be allowed to see the database only in respect of selected fields. The concerned institution, students, faculties etc. will be allowed to see their information in the view part of the portal. RUSA Assam authority will decide selected fields to be viewed by the public.

### 2.3.13. Report Generation

Filtration of Database and summary database by RUSA Assam will be processed as per requirement of Planning Implementation and Monitoring Branch of RUSA Assam.

### 2.3.14. Role of DHE:

Directorate of Higher Education in Assam is responsible for all recruitment related works at HEIs of the State. RUSA Assam is dependent on DHE for faculty related data. Hence DHE will provide the authentication certificate for the faculty related information, recruitment related information etc.

**2.4. Possible outcome & Future scope for expansion of the Project:**

There will be systematic database of faculties of Higher Education Institutions of the State. Summary of data base will be easily available and it will be systematic.

In future the stored data can be further developed for creation of a new system i.e. "Online Admission System" of Higher Education. In Assam, the admission system at the higher education institutions are not uniform. In some particular institutions they have developed their own online admission system, but there is not uniformity in their norms of admission. The application & admission procedure is also not following any policy and system. Without a proper common process of online admission system in the State, it becomes difficult to maintain to keep track in the entire State's admission System. The main objectives of this project is:

- To make the admission process transparent and easy.

- To make the admission system more convenient to the applicant.

- To reduce paper works in admission system.

- To ensure quick access to student records.

- To increase accuracy and efficiency in the admission system.

- To abolish the geographical barriers in the admission process as the process will be based on online system.

- To increase in the Gross Enrolment Ratio by reducing the duplicacy in admission and by reducing the wastage of seats.

- To ensure transparency in category wise admission and vacant seats in the intuitions.

- To ensure uniform admission fee in all institutions.

- To build a centralized admission system for all Degree level Colleges.

In order to have an extensive database, the Higher Education Information Centre will be designed to cover following fields in the next 2 years, from the date of its launch:

A) Examination result database.

B) Classroom Attendance

C) ID Card generation

D) Faculty wise records

E) Placement of students.

F) All student welfare activities.

G) All attendance activities.

## 2.5. Conclusion:

The report of All India Survey on Higher Education is the only reliable source for Higher Education statistics. There is not authentic common source of data to get all Higher education Institutions related information like: institution data, information on available courses, available resources at HEIs, faculty related information, dropout related information, enrolment related information etc. This project of "Higher Education Database System is expected to be very much helpful to get systematically in detail and the summary of all Higher Education institutions of the State. Since the related data will be collected from authentic

sources, the database will be reliable one. The database will be stored in a secured way and it will be helpful for the researchers and persons from Higher Education sector to easily access the data base.

On the other hand, RUSA fund related database is discussed in detail in Chapter - 3

## Annexure A

| Sl No. | Institution Name | Unique Id | Year Of Estd. | District | Type |
|--------|-----------------|-----------|---------------|----------|------|
| 1 | Salbari College | GCPRBK198304 | 1983 | Baksa (BTAD) | General |
| 2 | Gyanpeeth Degree College | GCPRBK199302 | 1993 | Baksa (BTAD) | General |
| 3 | B.B.Kishan College | GCPRBK199802 | 1998 | Baksa (BTAD) | General |
| 4 | Goreswar College | GCPRBK197402 | 1974 | Baksa (BTAD) | General |
| 5 | Barama College | GCPRBK197106 | 1971 | Baksa (BTAD) | General |
| 6 | Luitparia College | GCPRBP199303 | 1993 | Barpeta | General |
| 7 | Uttar Barpeta College | GCPRBP199107 | 1991 | Barpeta | General |
| 8 | Mandia Anchalik College | GCPRBP1981012 | 1981 | Barpeta | General |
| 9 | Madhya Kamrup College | GCPRBP1971011 | 1971 | Barpeta | General |
| 10 | Bapujee College | GCPRBP197003 | 1970 | Barpeta | General |
| 11 | Barpeta Girls College | GCPRBP197806 | 1978 | Barpeta | Girls' |

| 12 | GL Choudhury College | GCPRBP199001 | 1990 | Barpeta | General |
|----|----------------------|--------------|------|---------|---------|
| 13 | Nirmal Haloi College | GCPRBP197908 | 1979 | Barpeta | General |
| 14 | North Kamrup College | GCPRBP197907 | 1979 | Barpeta | General |
| 15 | Barnagar College | GCPRBP196206 | 1962 | Barpeta | General |
| 16 | Nabajyoti College | GCPRNB197105 | 1971 | Barpeta | General |
| 17 | BHB College | GCPRBP197103 | 1971 | Barpeta | General |
| 18 | BH College, Howly | GCPRBP196602 | 1966 | Barpeta | General |
| 19 | Madhab Choudhury College | GCPRBP193902 | 1939 | Barpeta | General |
| 20 | Bhawanipur Anchalik College | GCPRBP198201 | 1982 | Barpeta | General |
| 21 | Behali Degree College | GCPRST199803 | 1998 | Biswanath Chariali | General |
| 22 | Chatia College | GCPRST1971013 | 1971 | Biswanath Chariali | General |
| 23 | Pandit Deen Dayal Upadhyaya Adarsha Mahavidyalaya, Behali | CCPRBS201704 | 2017 | Biswanath Chariali | General |
| 24 | Chaiduar College | GCPRBS196701 | 1967 | Biswanath Chariali | General |
| 25 | Biswanath College | GCPRBS196002 | 1960 | Biswanath Chariali | General |
| 26 | Mahatma Gandhi College | GCPRBO199503 | 1995 | Bongaigaon | General |
| 27 | R. G. Memorial College | GCPRBO199205 | 1992 | Bongaigaon | General |
| 28 | Birjhora Kanya Mahavidyalaya | GCPRBO199301 | 1993 | Bongaigaon | Girls' |

| 29 | Pandit Deen Dayal Upadhyaya Adarsha Mahavidyalaya, Tulungia | CCPRBO201701 | 2017 | Bongaigaon | General |
|----|-----|-----|-----|-----|-----|
| 30 | Bongaigaon College | GCPRBO199201 | 1992 | Bongaigaon | General |
| 31 | Birjhora Mahavidyalaya | GCPRBO198601 | 1986 | Bongaigaon | General |
| 32 | Abhyapuri College | GCPRBO195502 | 1955 | Bongaigaon | General |
| 33 | Silchar College | GCPRCA199402 | 1994 | Cachar | General |
| 34 | S.R.COLLEGE | GCPRCA199206 | 1992 | Cachar | General |
| 35 | West Silchar College | GCPRCA198502 | 1985 | Cachar | General |
| 36 | J.N.Singh College | GCPRCA199801 | 1998 | Cachar | General |
| 37 | Cachar College | GCPRCA196005 | 1960 | Cachar | General |
| 38 | Women's College, Silchar | GCPRCA196308 | 1963 | Cachar | Girls' |
| 39 | Srikishan Sarda College | GCPRHA195001 | 1950 | Cachar | General |
| 40 | MC Das College, Cachar | GCPRCA197209 | 1972 | Cachar | General |
| 41 | Radhamadhab College | GCPRCA197109 | 1971 | Cachar | General |
| 42 | Janata College | GCPRCA1964013 | 1964 | Cachar | General |
| 43 | Gurucharan College | GCPRCA193501 | 1935 | Cachar | General |
| 44 | Borhat BPB Memorial College | GCPRCD199504 | 1995 | Charaideo | General |
| 45 | Sonari Commerce College | CCPRCD199108 | 1991 | Charaideo | Commerce |
| 46 | Sapekhati College | GCPRCD198804 | 1988 | Charaideo | General |

| 47 | Moran Mahila Mahavidyalaya | GCPRCD199202 | 1992 | Charaideo | Girls' |
|---|---|---|---|---|---|
| 48 | Bengtol College | GCPRCH1981011 | 1981 | Chirang | General |
| 49 | Bijni College | GCPRCH196904 | 1969 | Chirang | General |
| 50 | Jaleswar College | GCPRGP1981014 | 1981 | Darrang | General |
| 51 | Mangaldoi Commerce College | GCPRDR198206 | 1982 | Darrang | Commerce |
| 52 | Deomornoi Degree College | GCPRDR199804 | 1998 | Darrang | General |
| 53 | Mangaldoi College | GCPRDR195101 | 1951 | Darrang | General |
| 54 | Pandit Deen Dayal Upadhyaya Adarsha Mahavidyalaya, Dalgaon | GCPRDR201702 | 2017 | Darrang | General |
| 55 | Sipajhar College | GCPRDR197108 | 1971 | Darrang | General |
| 56 | Kharupetia College | GCPRDR198103 | 1981 | Darrang | General |
| 57 | Silapathar Town College | GCPRDM199304 | 1993 | Dhemaji | General |
| 58 | Sisi Borgaon College | GCPRDM199207 | 1992 | Dhemaji | General |
| 59 | Machkhowa College | GCPRDM198404 | 1984 | Dhemaji | General |
| 60 | Dhemaji Commerce College | GCPRDM198207 | 1982 | Dhemaji | Commerce |
| 61 | Jonai Girls' College | GCPRDM199401 | 1994 | Dhemaji | Girls' |
| 62 | Dhemaji Girls' College | GCPRDM198603 | 1986 | Dhemaji | Girls' |
| 63 | Dhemaji College | GCPRDM196507 | 1965 | Dhemaji | General |
| 64 | Silapathar College | GCPRDM1979010 | 1979 | Dhemaji | General |

| 65 | Murkong Selek College | GCPRDM198403 | 1984 | Dhemaji | General |
|---|---|---|---|---|---|
| 66 | Purbanchal College | GCPRDM199601 | 1996 | Dhemaji | General |
| 67 | Moridhol College | GCPRDM198801 | 1988 | Dhemaji | General |
| 68 | Pragati College | GCPVDU200001 | 2000 | Dhubri | General |
| 69 | Hamidabad College | GCPRDU1979013 | 1979 | Dhubri | General |
| 70 | Halakura College | GCPRDU199109 | 1991 | Dhubri | General |
| 71 | Alamganj Rangamati College | GCPRDU199305 | 1993 | Dhubri | General |
| 72 | Bilasipara College | GCPRDU196006 | 1960 | Dhubri | General |
| 73 | Hatidhura College | GCPRDU199003 | 1990 | Dhubri | General |
| 74 | Dhubri Girls' College | GCPRDU198302 | 1983 | Dhubri | General |
| 75 | BN College | GCPRDU194603 | 1946 | Dhubri | General |
| 76 | Ratnapith College | GCPRDU197805 | 1978 | Dhubri | General |
| 77 | Sapatgram College | GCPRDU197205 | 1972 | Dhubri | General |
| 78 | Mankachar College | GCPRDU197107 | 1971 | Dhubri | General |
| 79 | Pramathesh Barua College | GCPRDU1964010 | 1964 | Dhubri | General |
| 80 | Chilarai College | GCPRDU197301 | 1973 | Dhubri | General |
| 81 | Nandalal Borgohain City College | GCPRDI199203 | 1992 | Dibrugarh | General |
| 82 | Duliajan Girls' College | GCPRDI196607 | 1966 | Dibrugarh | Girls' |
| 83 | Pithubar Girls' Degree College | GCPRDI198903 | 1989 | Dibrugarh | Girls' |

| 84 | Tingkhong College | GCPRDI1972010 | 1972 | Dibrugarh | General |
|-----|-------------------|---------------|------|-----------|---------|
| 85 | DHSK Commerce College | CCPRDI196004 | 1960 | Dibrugarh | Commerce |
| 86 | Dakha Devi Rasiwasia College | GCPRDI1971010 | 1971 | Dibrugarh | General |
| 87 | Tengakhat College | GCPRDI196704 | 1967 | Dibrugarh | General |
| 88 | Dibru College | GCPRDI196302 | 1963 | Dibrugarh | General |
| 89 | Namrup College | GCPRDI197302 | 1973 | Dibrugarh | General |
| 90 | Naharkatiya College | GCPRDI196409 | 1964 | Dibrugarh | General |
| 91 | Moran College | GCPRDI196407 | 1964 | Dibrugarh | General |
| 92 | Manohari Devi Kanoi Girls' College | GCPRDI196301 | 1963 | Dibrugarh | Girls' |
| 93 | Khowang College | GCPRDI198203 | 1982 | Dibrugarh | General |
| 94 | Duliajan College | GCPRDI196901 | 1969 | Dibrugarh | General |
| 95 | Dibrugarh Hanumanbax Surajmall Kanoi College | GCPRDI194501 | 1945 | Dibrugarh | General |
| 96 | Rangsina College | GCPRKG198307 | 1983 | Dima Hasao | General |
| 97 | Maibang Degree College | GCPRDH198803 | 1988 | Dima Hasao | General |
| 98 | Haflong Government College | GCPRDH196104 | 1961 | Dima Hasao | Govt. |
| 99 | Dolgoma Anchalik College | GCPRGP199306 | 1993 | Goalpara | General |
| 100 | Lakhipur College | GCPRGP199805 | 1998 | Goalpara | General |
| 101 | Pandit Deen Dayal Upadhyaya Adarsha Mahavidyalaya, Amjonga | GCPRGP201703 | 2017 | Goalpara | General |

| 102 | Habraghat Mahavidyalaya | GCPRGP197909 | 1979 | Goalpara | General |
|-----|-------------------------|--------------|------|----------|---------|
| 103 | West Goalpara College | GCPRGP198107 | 1981 | Goalpara | General |
| 104 | Goalpara College | GCPRGP195503 | 1955 | Goalpara | General |
| 105 | Dudhnoi College | GCPRGP197201 | 1972 | Goalpara | General |
| 106 | Bikali College | GCPRGP198202 | 1982 | Goalpara | General |
| 107 | Marangi Mahavidyalaya | GCPRGG199005 | 1990 | Golaghat | General |
| 108 | CNB College | GCPRGG199505 | 1995 | Golaghat | General |
| 109 | Barpathar College | GCPRGG198702 | 1987 | Golaghat | General |
| 110 | Kamarbandha College | GCPRGG198606 | 1986 | Golaghat | General |
| 111 | Sarupathar College | GCPRGG197009 | 1970 | Golaghat | General |
| 112 | Dergaon Kamal Dowerah College | GCPRGG196208 | 1962 | Golaghat | General |
| 113 | Kamargaon College | GCPRGG197203 | 1972 | Golaghat | General |
| 114 | Joya Gogoi College | GCPRGG199101 | 1991 | Golaghat | General |
| 115 | J.D.S.G.College | GCPRGG196405 | 1964 | Golaghat | General |
| 116 | H.P.B.Girls College | GCPRGG196902 | 1969 | Golaghat | Girls' |
| 117 | Golaghat Commerce College | CCPRGG197202 | 1972 | Golaghat | Commerce |
| 118 | Furkating College | GCPRGG198101 | 1981 | Golaghat | General |
| 119 | Debraj Roy College | GCPRGG194901 | 1949 | Golaghat | General |

| 120 | SC Dey College | GCPRHA199209 | 1992 | Hailakandi | General |
|---|---|---|---|---|---|
| 121 | Moinul Haque Choudhury College | GCPRHA199702 | 1997 | Hailakandi | General |
| 122 | SK Roy College | GCPRHA199403 | 1994 | Hailakandi | General |
| 123 | Lala Rural College | GCPRHA1964016 | 1964 | Hailakandi | General |
| 124 | AL Choudhury College | GCPRHA199602 | 1996 | Hailakandi | General |
| 125 | Hojai Girls' College | GCPRHJ199103 | 1991 | Hojai | Girls' |
| 126 | Lumding College | GCPRHJ195905 | 1959 | Hojai | General |
| 127 | Lanka Mahavidyalaya | GCPRHJ197902 | 1979 | Hojai | General |
| 128 | Sorbodoi College | GCPRJO197403 | 1974 | Jorhat | General |
| 129 | Na-kachari College | GCPRJO198807 | 1988 | Jorhat | General |
| 130 | Dr NB College | GCPRJO198607 | 1986 | Jorhat | General |
| 131 | Borholla College | GCPRJO199007 | 1990 | Jorhat | General |
| 132 | Cinnamara College | GCPRJO199104 | 1991 | Jorhat | General |
| 133 | DCB Girls' College | GCPRJO195505 | 1955 | Jorhat | Girls' |
| 134 | JAGANNATH BOROOAH COLLEGE | GCPRJO193001 | 1930 | Jorhat | General |
| 135 | chandra kamal bezbaruah college | GCPRJO195906 | 1959 | Jorhat | General |
| 136 | Mariani College | GCPRJO196605 | 1966 | Jorhat | General |
| 137 | Kakojan College | GCPRJO196706 | 1967 | Jorhat | General |

| 138 | Jorhat Kendriya Mahavidyalaya | GCPRJO198104 | 1981 | Jorhat | General |
|---|---|---|---|---|---|
| 139 | Nanda Nath Saikia College | GCPRJO195904 | 1959 | Jorhat | General |
| 140 | Jorhat Institue of Science and Technology | GCPRJO197101 | 1971 | Jorhat | General |
| 141 | Jorhat College | GCPRJO196202 | 1962 | Jorhat | General |
| 142 | CKB Commerce College | CCPRJO196502 | 1965 | Jorhat | Commerce |
| 143 | Bahona College | GCPRJO196601 | 1966 | Jorhat | General |
| 144 | Beltola College | GCPRKM198305 | 1983 | Kamrup (M) | General |
| 145 | Karmashree Hiteshwar Saikia College | GCPRKM198805 | 1988 | Kamrup (M) | General |
| 146 | Krishna Kanta Handique Government Sanskrit College Guwahati | GCSTKM197007 | 1970 | Kamrup (M) | General |
| 147 | BRM Government Law College | LCSTKM191401 | 1914 | Kamrup (M) | Law |
| 148 | Narangi Anchalik Mahavidyalaya | GCPRKM199106 | 1991 | Kamrup (M) | General |
| 149 | K.C. Das Commerce College | CCPRKM198303 | 1983 | Kamrup (M) | Commerce |
| 150 | S.B.Deorah College | GCPRKM198904 | 1989 | Kamrup (M) | General |
| 151 | RG Barooah College | GCPRKM197808 | 1978 | Kamrup (M) | General |
| 152 | LCB College | GCPRKM197006 | 1970 | Kamrup (M) | General |
| 153 | Kanya Mahavidyalaya | GCPRKM197702 | 1977 | Kamrup (M) | General |
| 154 | Sonapur College | GCPRKM199102 | 1991 | Kamrup (M) | General |

| 155 | R.G. Baruah College | GCPRKM197804 | 1978 | Kamrup (M) | General |
|------|---------------------|--------------|------|------------|---------|
| 156 | B Barooah College | GCPRKM194301 | 1943 | Kamrup (M) | General |
| 157 | Pragjyotish College | GCPRKM195401 | 1954 | Kamrup (M) | General |
| 158 | Paschim Guwahati Mahavidyalaya | GCPRKM197803 | 1978 | Kamrup (M) | General |
| 159 | Pandu College | GCPRKM196204 | 1962 | Kamrup (M) | General |
| 160 | Arya Vidyapeeth College | GCPRKM195801 | 1958 | Kamrup (M) | General |
| 161 | KRB GIRLS' COLLEGE | GCPRKM197102 | 1971 | Kamrup (M) | Girls' |
| 162 | Handique Girl's College | GCPRKM193901 | 1939 | Kamrup (M) | Girls' |
| 163 | Gauhati Commerce College | GCPRKM196201 | 1962 | Kamrup (M) | Commerce |
| 164 | Gauhati College | GCPRKM196403 | 1964 | Kamrup (M) | General |
| 165 | Dispur College | GCPRKM197801 | 1978 | Kamrup (M) | General |
| 166 | Dimoria College | GCPRKM197901 | 1979 | Kamrup (M) | General |
| 167 | Vidya Bharti College | GCPRKM199009 | 1990 | Kamrup | General |
| 168 | Pub Kamrup College | GCPRKU1972011 | 1972 | Kamrup | General |
| 169 | Chamaria Anchalik College | GCPRKU199404 | 1994 | Kamrup | General |
| 170 | BC Medhi College | GCPRKU1992010 | 1992 | Kamrup | General |
| 171 | Manobendra Sarma Girls' College | GCPVKU198406 | 1984 | Kamrup | General |
| 172 | Sontali Anchalik College | GCPRKU198703 | 1987 | Kamrup | General |

| 173 | FA Ahmed College | GCPRKU198405 | 1984 | Kamrup | General |
|-----|------------------|--------------|------|--------|---------|
| 174 | Dakshin Kamrup Girls' College | GCPRKU198902 | 1989 | Kamrup | Girls' |
| 175 | Suren Das College | GCPRKU1979011 | 1979 | Kamrup | General |
| 176 | Sualkuchi Budram Madhab Satradhikar College | GCPRKU196305 | 1963 | Kamrup | General |
| 177 | Nehru College | GCPRCA196506 | 1965 | Kamrup | General |
| 178 | Dakhin Kamrup College | GCPRKU196103 | 1961 | Kamrup | General |
| 179 | Saraighat College | GCPRKU1981010 | 1981 | Kamrup | General |
| 180 | BP Chaliha College | GCPRKU197206 | 1972 | Kamrup | General |
| 181 | North Gauhati College | GCPRKM196207 | 1962 | Kamrup | General |
| 182 | Rangia College | GCPRKU196304 | 1963 | Kamrup | General |
| 183 | Puthimari College | GCPRKU198105 | 1981 | Kamrup | General |
| 184 | Kamrup College | GCPRNB196603 | 1966 | Kamrup | General |
| 185 | J.N. College | GCPRKU196406 | 1964 | Kamrup | General |
| 186 | Chayygaon College | GCPRKU197401 | 1974 | Kamrup | General |
| 187 | Rukasen College | GCPRKG1992011 | 1992 | Karbi Anglong | General |
| 188 | Eastern Karbi Anglong College | GCPRKG199703 | 1997 | Karbi Anglong | General |
| 189 | Thongnokbe College | GCPRKG198407 | 1984 | Karbi Anglong | General |
| 190 | Diphu Government College | GCSTKG196402 | 1964 | Karbi Anglong | General |

| 191 | Nilambazar College | GCPRKR199405 | 1994 | Karimganj | General |
|---|---|---|---|---|---|
| 192 | RK Nagar College | GCPRKM1964017 | 1964 | Karimganj | General |
| 193 | Patharkandi College | GCPRKR199502 | 1995 | Karimganj | General |
| 194 | Pandit Deen Dayal Upadhyaya Adarsha Mahavidyalaya, Eraligool | GCPRKR201705 | 2017 | Karimganj | General |
| 195 | Nabinchandra College | GCPRKR196003 | 1960 | Karimganj | General |
| 196 | Karimganj College | GCPRKR194602 | 1946 | Karimganj | General |
| 197 | Fakiragram College | GCPRKJ199406 | 1994 | Kokrajhar | General |
| 198 | Girls' College, Kokrajhar | GCPRKJ199002 | 1990 | Kokrajhar | Girls' |
| 199 | BASUGAON COLLEGE | GCPRKJ198604 | 1986 | Kokrajhar | General |
| 200 | Kokrajhar Commerce College | CCPRKJ198501 | 1985 | Kokrajhar | Commerce |
| 201 | Gossaigaon College | GCPRKJ1971012 | 1971 | Kokrajhar | General |
| 202 | Science College, Kokrajhar | GCPRKJ199501 | 1995 | Kokrajhar | General |
| 203 | Kokrajhar Govt. College | GCPRKJ195903 | 1959 | Kokrajhar | Govt. |
| 204 | Lakhimpur Kendriya Mahavidyalaya | GCPRLA1992012 | 1992 | Lakhimpur | General |
| 205 | Bihpuria College | GCPRLA197305 | 1973 | Lakhimpur | General |
| 206 | Sankardeva Mahavidyalya | GCPRLA198209 | 1982 | Lakhimpur | General |
| 207 | Laluk College | GCPRLA198504 | 1985 | Lakhimpur | General |

| 208 | Brahmaputra Degree College | GCPRLA199308 | 1993 | Lakhimpur | General |
|---|---|---|---|---|---|
| 209 | Harhi College | GCPRLA199603 | 1996 | Lakhimpur | General |
| 210 | Pub Dikrong College | GCPRLA1991010 | 1991 | Lakhimpur | General |
| 211 | Lakhimpur Commerce College | GCPRLA1972012 | 1972 | Lakhimpur | Commerce |
| 212 | North Lakhimpur College (Autonomous) | GCPRLA195201 | 1952 | Lakhimpur | General |
| 213 | Kherajkhat College | GCPRLA198204 | 1982 | Lakhimpur | General |
| 214 | Dhakuakhana College | GCPRLA196606 | 1966 | Lakhimpur | General |
| 215 | Panigaon OPD College | GCPRLA198402 | 1984 | Lakhimpur | General |
| 216 | North Bank College | GCPRLA196102 | 1961 | Lakhimpur | General |
| 217 | LTK College | GCPRLA197701 | 1977 | Lakhimpur | General |
| 218 | Lakhimpur Girls' College | GCPRLA197204 | 1972 | Lakhimpur | Girls' |
| 219 | Gogamukh College | GCPRDM198102 | 1981 | Lakhimpur | General |
| 220 | Majuli College | GCPRMJ196209 | 1962 | Majuli | General |
| 221 | Ujani Majuli Kherkatia College | GCPRMJ197304 | 1973 | Majuli | General |
| 222 | Pub Majuli College | GCPRMJ199008 | 1990 | Majuli | General |
| 223 | Jengraimukh College | GCPRMJ197303 | 1973 | Majuli | General |
| 224 | Rangachahi College | GCPRMJ198301 | 1983 | Majuli | General |

| 225 | Moirabari College | GCPRMA198105 | 1981 | Morigaon | General |
|-----|-------------------|--------------|------|----------|---------|
| 226 | Mayong Anchalik College | GCPRMA199208 | 1992 | Morigaon | General |
| 227 | Ghanakanta Baruah College | GCPRMA199307 | 1993 | Morigaon | General |
| 228 | Charaibahi College | GCPRMA199006 | 1990 | Morigaon | General |
| 229 | Jagiroad College | GCPRMA197905 | 1979 | Morigaon | General |
| 230 | Moirabari College | GCPRMA198105 | 1981 | Morigaon | General |
| 231 | Kampur College | GCPRNN196707 | 1967 | Nagaon | General |
| 232 | Samaguri College | GCPRNN199004 | 1990 | Nagaon | General |
| 233 | Juria College | GCPRNN198905 | 1989 | Nagaon | General |
| 234 | Nonoi College | GCPRNN198503 | 1985 | Nagaon | General |
| 235 | Hatichong College | GCPRNN198806 | 1988 | Nagaon | General |
| 236 | Khagarijan College | GCPRNN197207 | 1972 | Nagaon | General |
| 237 | Rupahi College | GCPRNN198108 | 1981 | Nagaon | General |
| 238 | Haji Anfor Ali College | GCPRHJ198602 | 1986 | Nagaon | General |
| 239 | Raha College | GCPRNN1964011 | 1964 | Nagaon | General |
| 240 | Baosi Banikanta Kakoti College, Nagaon | GCPRBP197104 | 1971 | Nagaon | General |
| 241 | GNDG Commerce College | GCPRNN198401 | 1984 | Nagaon | Commerce |
| 242 | Dhing College | GCPRNN196504 | 1965 | Nagaon | General |

| 243 | Nowgong Girls' College | GCPRNN196203 | 1962 | Nagaon | Girls' |
|-----|-----|-----|-----|-----|-----|
| 244 | Nowgong College | GCPRNN194401 | 1944 | Nagaon | General |
| 245 | Kaliabor College | GCPRNN196903 | 1969 | Nagaon | General |
| 246 | Dr. B.K.B. College | GCPRNN196703 | 1967 | Nagaon | General |
| 247 | ADP College | GCPRNN195901 | 1959 | Nagaon | General |
| 248 | Nalbari College | GCPRNB194504 | 1945 | Nalbari | General |
| 249 | Barkhetri Collage | GCPRNB198306 | 1983 | Nalbari | General |
| 250 | Barbhag College | GCPRNB1964014 | 1964 | Nalbari | General |
| 251 | Tihu College | GCPRNB196303 | 1963 | Nalbari | General |
| 252 | Nalbari Commerce College | GCPRNB197904 | 1979 | Nalbari | Commerce |
| 253 | MNC Balika Mahavidyalaya | GCPRNB197903 | 1979 | Nalbari | Girls' |
| 254 | Swahid Maniram Devan (SMD) College | GCPRSV1964015 | 1964 | Sibsagar | General |
| 255 | Dikhowmukh College | GCPRSV198208 | 1982 | Sibsagar | General |
| 256 | Bir Lachit Borphukan College | GCPRSV1981013 | 1981 | Sibsagar | General |
| 257 | Nazira College | GCPRSV188101 | 1881 | Sibsagar | General |
| 258 | Sibsagar Girls College | GCPRSV1964014 | 1964 | Sibsagar | Girls' |
| 259 | Swahid Peoli Phukan College | GCPRSV197005 | 1970 | Sibsagar | General |
| 260 | Sonari College | GCPRKM197004 | 1970 | Sibsagar | General |

| 261 | Sibsagar Commerce College | GCPRSV196905 | 1969 | Sibsagar | Commerce |
|---|---|---|---|---|---|
| 262 | Hem Chandra Dev Goswami College | GCPRSV196505 | 1965 | Sibsagar | General |
| 263 | Demow College | GCPRSV197002 | 1970 | Sibsagar | General |
| 264 | Jhanji Hemnath Sarma College | GCPRSV1964012 | 1964 | Sibsagar | General |
| 265 | Amguri College | GCPRSV196705 | 1967 | Sibsagar | General |
| 266 | Sibsagar College | GCPRSV194701 | 1947 | Sibsagar | General |
| 267 | Gargaon College | GCPRCD195902 | 1959 | Sibsagar | General |
| 268 | Pati Darrang College | GCCEKU198906 | 1989 | Sonitpur | General |
| 269 | Lokanayak Omeo Kumar Das College | GCPRST197008 | 1970 | Sonitpur | General |
| 270 | L.G.B. Girls College | GCPRST1979012 | 1979 | Sonitpur | Girls' |
| 271 | Kalabari College | GCPRST199204 | 1992 | Sonitpur | General |
| 272 | Tezpur College | GCPRST196307 | 1963 | Sonitpur | General |
| 273 | Tyagbir Hem Baruah College | GCPRST196306 | 1963 | Sonitpur | General |
| 274 | Rangapara College | GCPRST197906 | 1979 | Sonitpur | General |
| 275 | Darrang College | GCPRST194502 | 1945 | Sonitpur | General |
| 276 | South Salmara College | GCPRSM198605 | 1986 | South salmara | General |
| 277 | Hatsingimari College | GCPRSM198701 | 1987 | South salmara | General |
| 278 | Ledo College | GCPRTI199701 | 1997 | Tinsukia | General |

| 279 | Sadiya College | GCPRTI198205 | 1982 | Tinsukia | General |
|------|----------------|--------------|------|----------|---------|
| 280 | Tinsukia Commerce College | GCPRTI197208 | 1972 | Tinsukia | Commerce |
| 281 | Digboi Mahila Mahavidyalaya | GCPRTI198109 | 1981 | Tinsukia | Girls' |
| 282 | Tinsukia College | GCPRTI195601 | 1956 | Tinsukia | General |
| 283 | Women's College Tinsukia | GCPRTI196604 | 1966 | Tinsukia | Girls' |
| 284 | Margherita College | GCPRTI197802 | 1978 | Tinsukia | General |
| 285 | Doom Dooma College | GCPRTI196702 | 1967 | Tinsukia | General |
| 286 | Digboi College | GCPRTI196503 | 1965 | Tinsukia | General |
| 287 | MAZBAT COLLEGE | GCPRUD199105 | 1991 | Udalguri (BTAD) | General |
| 288 | Udalguri College | GCPRUD197807 | 1978 | Udalguri (BTAD) | General |
| 289 | Tangla College | GCPRUD197001 | 1970 | Udalguri (BTAD) | General |
| 290 | Janata College, Chirang | GCPRCH197703 | 1977 | Chirang | General |
| 291 | Swami Jaganandaguri College | GCPRKJ199408 | 1994 | Kokrajhar | General |
| 292 | SS Mahavidyalaya | GCPRBP1991013 | 1989 | Nagaon | General |
| 293 | Paschim Barigog Anchalik Mahavidyalaya | GCPRKU198408 | 1984 | Kamrup | General |
| 294 | Swami Vivekananda College | GCPRKR199506 | 1970 | Sibsagar | General |
| 295 | Nowboicha College | GCPRLA198505 | 1985 | Lakhimpur | General |
| 296 | Melamora College | GCPRGG198704 | 1993 | Golaghat | General |

| 297 | Khairabari College | GCPRDR1991012 | 1991 | Darrang | General |
|------|---------------------|----------------|------|-----------|---------|
| 298 | Manikpur Anchalik College | GCPRBO199309 | 1993 | Bongaigaon | General |
| 299 | Srimanta Sankar Madhab Mahavidyalaya | GCPRBP1991011 | 1950 | Hailakandi | General |
| 300 | Simen Chapari College | GCPRDM199407 | 1994 | Cachar | General |
| 301 | Uttar Kampith Mahavidyalaya | GCPRNB198308 | 1991 | Barpeta | General |
| 302 | Batadrava Sri Sri Sankardev College | GCPRNN198906 | 1989 | Nagaon | General |

# CHAPTER 3

## SYSTEMATIC MONITORING SYSTEMS OF RUSA ASSAM

### 3.1. Introduction:

Monitoring Systems are continuous process that are used to analyse the operation and performance of a particular project. Under RUSA Assam, various monitoring systems were used as per the rules under MHRD guidelines. Recently a new Monitoring systems was introduced by RUSA Assam. RUSA Assam is the only RUSA office of the Country, who has developed their own systematic monitoring System.

Objective of a Systematic Monitoring System are as follows:

- To get information on the operation and performance of the project.
- To get information on the outcome and impact of the project.
- To judge the effectiveness, efficiency of a project.
- To take decisions regarding future changes in the project implementation.

### 3.2.  Traditional Monitoring Mechanism:

Before 2019 there was not any systematic Monitoring Mechanism under RUSA Assam. At initial stage, monitoring was not done properly due to non-availability of support staff. After appointment of support staff in the year 2017 Monitoring by using traditional tools has been started under RUSA Assam, which are mentioned below:

### 3.2.1. PFMS:
Public Financial Management System (PFMS) was initially started as a Plan scheme named CPSMS of the Planning Commission in 2008-09 on pilot basis in four States of Madhya Pradesh, Bihar, Punjab and Mizoram for four Flagship schemes namely MGNREGS, NRHM, SSA and PMGSY. After the initial phase of establishing a network across Ministries /departments, it has been decided to undertake National rollout of CPSMS (PFMS) to link the financial networks of

Central, State Governments and the agencies of State Governments. The scheme was included in 12th Plan initiative of Planning Commission and Ministry of Finance. As per RUSA guidelines, all the beneficiary institutions must use PFMS for all Financial activities from 1st April 2016

### 3.2.2. Bhuvan RUSA:

Bhuvan RUSA is a GIS portal which displays entire India's map showing various institutions that are centrally sponsored under the RUSA scheme. Under the system, the institutions funded under RUSA Assam were instructed to download the Bhuvan RUSA app at their smart phone. Through this system MHRD Govt. of India along with the RUSA State office was able to monitor the progress of RUSA works at the site by getting the photographs from the site regularly. During RUSA 2.0, the popularity of this portal has been decreased.

### 3.2.3. Fund Tracker:

In the Fund Tracker system the institute form had been designed to capture as well as update the utilization related information for the various institutes who have received funds under RUSA grants. The institute form had been designed for better visibility and user experience thus allowing the users to maintain and update their information regularly as and when allocations, releases and utilizations takes places.

### 3.2.4. Physical Inspection:

As per RUSA guidelines of MHRD, Govt. of India, while submitting the Utilization Certificate of RUSA fund, the physical inspection report of the project done by the RUSA beneficiary institutions have to be submitted by RUSA Authority. For physical inspection of RUSA projects at institution level, a RUSA team is constituted as per approval of Mission Director, RUSA Assam. The team submits a written Report to the Mission Director RUSA Assam in a format prescribed by RUSA Guidelines. Only after approval of the report, the Utilization

Certificates are to be submitted to MHRD Govt. of India along with the physical inspection report.

### 3.2.3. Project Monitoring Unit:

There are project monitoring units in every beneficiary institutions as per the guideline of MHRD. The committee had been constituted with the members from the teaching, non-teaching and student community of the institutes. This Unit plans for RUSA proposals at the institution level, monitors the RUSA activities at the institution level and approves the bills to be paid by the particular institution at institution level. RUSA beneficiary institutions are allowed to submit utilization certificates to RUSA State office for approval, only with the consent of those bills by the Project Monitoring Unit of that particular institution.

### 3.3. Monitoring Meeting:

Monitoring Meeting are considered as one of the important tool for monitoring of RUSA projects. These meetings are useful for direct communication with the beneficiary institutions to share different problems and to find out solutions within minimum time. Various Monitoring meetings organized under RUSA are as follows:

### 3.3.1. Project Monitoring Unit Meeting:

As per RUSA guidelines, each RUSA beneficiary institution will have to form a Project Monitoring Unit at the institution level with the chairman and prescribed members. This unit have to sit at the institution level in a particular duration  to take RUSA related decisions like – projects to be proposed under RUSA by the institution, utilization of fund, selection of executing agency, selection of tender , approval of Detail Project Report for construction at institution level etc. The RUSA beneficiary institutions are to submit the minutes of those meetings regularly to RUSA office for information.

### 3.3.2. Tender/ Purchase committee meeting:

This meeting are held at institutional level. Tender/Purchase related every decision of an institution are taken in tender/purchase committee meeting. The institutions are to follow strictly the Assam Financial rules for tendering at institution level. The minutes of all such kind of meetings, will have to be stored by the particular institution to show it during visit of physical inspection team from RUSA State Office. In the newly created Project Monitoring System of RUSA Assam, the decisions of this committee meetings are to be compulsorily uploaded by the institution in the particular corner of the project.

### 3.3.3. Review meetings:

Various Review meetings are organized under RUSA Assam to find out    the progress of development under different components. These review meetings are organized with RUSA beneficiary institutions, executing agencies etc by RUSA Authority. Sometimes, higher Authority of Higher Education Department, Hon'ble Minister Education reviews the RUSA activities. MHRD Govt. of India also organized review meetings to see the progress of RUSA works at different States of the Country.

### 3.3.4. Physical Inspection Committee meeting:

During physical inspection of various RUSA projects at institution level, by RUSA State team, meeting is organized at those institutions where Governing Body President and PMU also present in the meeting. During these meetings all RUSA related activities at the institution level are discussed and all documents were verified by RUSA team.

**3.3.5. Future Prospects/roadmap of Monitoring Meeting:**

**3.3.5.1. Digital Monitoring meeting**:

Physical meetings with each beneficiary institution takes more time, therefore Video Conferencing meetings can be organized under RUSA Assam by using different software for smooth monitoring of RUSA projects at institution level.

**3.3.5.2. Zone wise review may be introduced**. :

It is very difficult to organize meeting at all RUSA beneficiary institutions. Therefore RUSA Office may organize zone wise review meeting at a institution of that particular zone, where all surrounding institutions will come and join the meeting.

**3.4. Review Meeting:**

To speed up the process of RUSA activities in the State, various type of Review meetings are organized under RUSA. These Review Meeting are of the following types:

**Review Meeting with beneficiary institutions:**

Timely review meeting with beneficiary institutions are organized by RUSA Assam to review the progress of different civil and non- civil projects funded under RUSA Assam.

**Review Meeting with different branches of RUSA Assam by MD RUSA Assam:**

MD RUSA Assam organized Review Meetings with different Branches of RUSA Assam periodically to review the progress of planning, monitoring, implementation of different components under RUSA Assam.

**Review Meeting with Executing agencies of Civil Works:**

To find out the progress of works, RUSA Assam organizes review meetings with its executing agencies of civil works. These executing agencies are: ASHB, HOUSEFED, PWD (B) etc.

**Review Meeting with Higher Authority of Higher education:**

Sometimes Minister Education, Commissioner & Secretary Higher Education reviews the progress of RUSA under different components. These type of meetings are also organized to review different proposed activities under RUSA Assam by the higher authority.

**Review Meeting with MHRD Govt. of India:**

MHRD, Govt. of India organizes review meetings in New Delhi and in some cases via Video Conferences to review the progress of RUSA projects at different States of the Country. RUSA Assam also attends such kind of meeting periodically as desired by MHRD, Govt. of India.

**Mode of Review Meetings:**

Generally physical meetings are organized under RUSA Assam but during the lock down period most of the review meetings were organized via online software.

**3.5. Present Monitoring Mechanism:**

RUSA Assam has developed recently a Project Monitoring system namely Project Monitoring System. RUSA Assam is the first RUSA office of the Country to develop such kind of software.

**3.5.1. Project Monitoring System of RUSA Assam**

Project Monitoring System, shortly PMS system is an online Project Monitoring System of RUSA Assam. It is a web- based monitoring system of RUSA Assam which provides a common platform to keep all institution wise project related

data under one umbrella. Under this system, the institutions are allowed to upload their data on the PMS portal regarding the projects, which were already approved by RUSA Assam. After uploading these data in the PMS portal by the institutions, system stores the data in a systematic way and the summary could be seen by the Admin at RUSA Assam. Under this system, the institutions uploads data relating to their day to day progress of activity regularly in the PMS portal, which can be regularly monitored by RUSA Assam authority.

**Main objectives of Project Monitoring System of RUSA Assam:**

- To provide a tool for daily monitoring of RUSA Activities at institution level.
- To provide an easy, systematic and user friendly common platform to  get institution level data  regarding , institution wise sanction of projects, instalment of fund, release of fund , release of matching state share central share etc.
- To provide easy and user friendly platform to the institutions to share information on their utilization of fund, day to day progress of works with RUSA Assam.
- To provide a one-click and time efficient reporting mechanism with accurate and error free data.
- To provide a tracking mechanism to keep track of funds utilizations by institutions.

### 3.5.2. Necessities of Project Monitoring System:

RUSA is a scheme under which grants are provided to higher education institutions of the States for their quality improvement and infrastructure development. Under RUSA Assam, grants have been provided to the institutions in 2 phases ie RUSA 1.0 and RUSA 2.0.  These institutions are scattered in the whole State. Hence it becomes difficult to do regular physical inspection at these institutions to track the   progress of RUSA activities. Therefore PMS system provides a tool to inspect regularly the RUSA activities at the institution level.

### 3.5.3. Methodology of Project Monitoring System:

It is an online system, which have 3 user modules.

1. User Master.
2. College Master.
3. Project Master.


- **<u>User Master</u>**
  The User Master module holds all the information of the users who are authorized to use the system.

- **<u>College Master</u>**
  This module stores all the basic information of an institute. Viz. College/University name, Name of the authorities, Land records/GIS etc.

- **<u>Project Master</u>**

  Project Master Module is the most important part of PMS system of RUSA Assam. It is a tool to store the data of all the projects approved by RUSA Assam and implemented by the college. Under this module daily utilization of RUSA funds/ progress of RUSA activities can be monitored systematically.

All the above mentioned modules are controlled and managed by the User Master/ Admin of RUSA Assam. RUSA beneficiary institutions are allowed to upload the College Master by using the specific user ID and password provided by Admin at RUSA Assam. After uploading data at College Master the institutions are allowed to upload data in the Project Master. In the Project Master, the name of the institution will be automatically displayed in the dropdown list. After selecting their own institution, the authorized person of the institution uploads data in the project master. The institutions uploads data separately in against each projects.

The institutions are allowed to update the database against the project already submitted, by using the Edit/ update button already available in the project page of the system.

In the system, the institutions are allowed to upload the project wise Utilization Certificates and photographs showing project wise progress of works.

### 3.5.4. Limitations:

This system is an online Monitoring system where RUSA beneficiary institutions are allowed to upload data in the portal by using institution specific user IDs and passwords. Uploading data in the portal by the institutions require minimum trainings of the data entry operators. Sometimes mistakes may be occurred in the data entry level, which may make puzzle in the entire summary calculations of the database.

### 3.5.6. New Additions in the PMS System of RUSA Assam:

Now the PMS system of RUSA Assam has been developed in such a way that, summary of each component wise UCs submitted by institutions, can easily be checked in the system by the Admin in the user master.

100% utilized projects, 91 to 100% utilized projects, 70 to 90 % utilized projects, 50 to 69% utilized projects, 0% utilized projects etc. has been categorized with different colours by the system. These are now available in the summary report.

Advisory notes as well as direction notes can be now issued to the institutions from the Project details corner of the portal.

### 3.5.7. Responsibility of EIT branch of RUSA Assam:

The software of the portal has been developed by the EIT Branch of RUSA Assam. They have the responsibility to provide the password and user IDs to the institutions. The EIT branch of RUSA Assam will take all responsibilities for any

modifications and errors occurred in the system, with the prior permission of MD RUSA Assam. This branch will also take the responsibility of security of the portal.

### 3.5.8. Responsibility of the PIM Branch of RUSA Assam:

Since execution of all RUSA components are done by PIM Branch of RUSA Assam, this branch will plan the contents for the portal, new additions, etc. and IT Branch of RUSA Assam will modify and develop the portal accordingly. This branch will also cross check the authenticity of the data uploaded by the institutions. This branch will collect all available data in the portal Component wise to generate reports as per instruction of MD RUSA. They will keep close contact with the RUSA beneficiary institutions.

### 3.5.9. Role of Data Entry Operators:

Data entry operators will cross check the uploaded data in the supervision of the PIM Branch. They will also upload project related data in the portal as and when required as per the prior permission of MD RUSA Assam under supervision of EIT and PIM Branch of RUSA Assam.

### 3.5.10. Training:

Training on the portal has been provided to the RUSA beneficiary institutions who had already received grants under RUSA Assam. Every institution will be also provided training on the portal before receipt of grants from RUSA Assam.

### 3.5.11. Authentication of Database:

An authentication certificate should be collected from the Head of the Beneficiary institutions regarding authenticity of the data base uploaded by the institutions. This authentication certificate should be uploaded in the institution corner and should be displayed by the RUSA Authority.

**3.5.12. Percentage of physical progress of Civil Works:**

The percentage of financial progress of project wise activity automatically displays in the PMS portal, but to track the physical progress of project wise civil activities can be measured only through the photographs uploaded by the institutions. For a non- technical person, it is not possible to assign percentage of physical progress at that particular project, only after observing those photographs. Therefore to track the physical progress of project wise activities, a separate option may be added in the portal. For example: plient level, floor level roof level etc. For each of these levels percentage will be assigned. For example 10% for plient level, 50% for floor level and 80% for roof level etc. in case of new constructions. Likewise for renovation works, separate level of percentage may be assigned to track the physical progress of civil works.

**3.5.13 Timely opening of the portal for data entry:**

The institutions should be allowed to make data entry at the portal only during a particular time in a day. During the other times of the day, it should be freezed by the RUSA Admin. It will help to avoid the data delicacy and errors which generally occurs in the data entry point at institution level.

**3.5.14. Tracking of new data entry:**

The Admin of the portal at RUSA Assam should be able to track the data uploaded by the institutions recently in the portal to avoid duplicacy and errors in data entry level.

**3.5.15. Future Security:**

To avoid system crash or attempts at unauthorized access, the database should be stored in a secured site in collaboration with NIC, Guwahati.

**3.5.16. Collection and Approval of DPR from the beneficiary Institution:**
After approval for RUSA fund RUSA Assam will communicate with the

beneficiary institutions and collect Detail Project Report and Submitted for Approval.

**3.5.17. Project wise fund distribution by introducing unique ID. :** All the projects which were provided by the beneficiary institutions in their DPR now has been provided a unique ID and fund has been released to the beneficiary institutions as per their projects. The unique IDs will be system generated numbers.

**3.5.18. Project wise Administrative approval:** Project wise administrative approval are now issued before the actual disbursement of fund.

**3.6. Future Scope for Expansion of Monitoring under RUSA Assam:**

**<u>Physical & Financial Audit of Beneficiary Institutions by RUSA State Team</u>**

Review of an organization's activities, procedures, and code of conduct regarding its social responsibilities etc now a days becoming most important part of an organization. It helps to find out the organization's impact on the society and also to find out the activities of its stakeholders in the actual fields.

**Difference between Financial Audit and Physical – Financial Audit by RUSA State Team**:

Financial Audit explores and assesses financial statements, records and their accuracy while this Physical – Financial Audit by RUSA State Team will deal with the qualitative aspects of RUSA Assam and it will assess the social responsibilities of the organization, It will cover both Financial and People's Audit.

**Need of Physical – Financial Audit by RUSA State Team**:

RUSA is a Centrally Sponsored Scheme under the Ministry of Human Resource Development, Govt. of India. Following the norms of RUSA guidelines RUSA Assam is also dealing with its different stakeholders for different official matters.

Social Audit at RUSA Assam will allow people to scrutinize development initiatives adopted by different RUSA beneficiary institutions under RUSA Scheme. This helps to maintain accountability and transparency in the project Implementation.

**Expectations from the Physical – Financial Audit of beneficiary institutions by RUSA State Team:**

This type of Audit is expected to narrow down the gaps between vision/goal and reality and between efficiency and effectiveness of RUSA Scheme in the State. It allows us to take measure, verify reports to improve the social performance of RUSA Assam.

**Institutions to be Audited:**

State Team of RUSA Assam will do physical and Financial Audit of its all beneficiary institutions under all components.

**Responsible person for Physical – Financial Audit of beneficiary institutions Audit under RUSA Assam:**

A State level Committee may be formed at RUSA Assam. This committee will be constituted with the following Members:

| Sl No | Official | Designation at the State Team | Number |
|-------|----------|-------------------------------|--------|
| 1 | Mission Director, RUSA Assam | Chairman | 1 |

| | | | |
|---|---|---|---|
| 2 | Person with Civil Background  (May be from RUSA Assam/ Executing Agency) | Member | 1 |
| 3 | Technical Support Group Member , RUSA Assam | Member | 1 |
| 4 | 2 (two) Representatives of RUSA Assam (One must be Female and 1 may be person from Accounts Branch) | Member | 2 |
| 5 | Local Representatives (of that particular District) & Representatives of the Governing Body | Member | 1 |
| 6. | Parents of the students of that institution | Member | 1 |
| 7. | Students of that particular institution | Member | 2 |

This State level committee will be formed with the approval of Mission Director RUSA Assam. Mission Director RUSA Assam will have the full power to change the members of this Committee before every audit in the year.

Members of this State Level team may vary for different regions of the State. For example for Audit team at BTAD areas may be differ from the team at Borak Valley.

RUSA Assam authority will have the right to constitute and make change of the above teams.

**Duration of this Audit under RUSA Assam:**

This Audit will be organized 2 times in a year. The date of Audit will be circulated as per approval of Mission Director RUSA Assam prior to minimum 1 week. MD RUSA Assam will have the right to call physical and financial audit of institutions by State Team in between 2 this type of Audits in a year as per the requirement of the RUSA office.

RUSA Authority will have the power to cancel any Audit team.

**Report Submission of the Audit Team:**

The State Audit team will directly submit the report to the Mission Director RUSA Assam after all formalities. The Team members will not be allowed to disclose the report with any one before submission of the same to Mission Director RUSA Assam.

After the approval of the report by Mission Director, RUSA Assam it will be uploaded in the RUSA website for public and all concerned official of PIM Branch and Civil Branch will make all necessary actions of these report.

**Facilities to be provided to this Audit Team:**

For transportation of this team to the beneficiary institutions, RUSA Assam will provide vehicles. If the team requires to stay at Districts outside Guwahati, the accommodation will be provided by RUSA Assam as per Government norms. Minimum amount of Honorarium may be arranged by RUSA Assam for those team members who are outsiders of RUSA office.

**Coverage under RUSA Assam:**

Physical & Financial Audit of institutions under RUSA, Assam will cover the following subjects**:**

1. Impact of RUSA Scheme on the students due to the improvement of infrastructural facilities of the institutions under RUSA.
2. Impact of RUSA Scheme on making awareness on the Higher Education Institutions about the procedures and impact to be accredited by NAAC and NIRF.
3. Impact of RUSA Scheme on the quality improvement of classrooms of HEIs.
4. Impact of RUSA Scheme on quality improvement of Laboratories of HEIs,

5. How students are benefited by the library books and library facilities supported by RUSA Assam.

6. How students are benefited by Sports Facilities at institution level supported under RUSA Assam.

7. Impact of faculty improvement programmes on the overall teaching quality improvement of faculties of Higher Education Institutions.

**Benefits to be derived by Physical and Financial Audit of Institutions by RUSA Assam State Team:**

- It will be helpful in preparation of outcome report of RUSA schemes.
- It will be helpful to find out the actual impact of the Scheme for whom the Project is made for.
- It will help to judge whether the Scheme has fulfilling RUSA's basic objectives of Access, Equity and Excellence in the HE sector of the State.
- It will help to adopt policy measures in near future.

**3.7. Conclusion:**

The Systematic Monitoring System of RUSA Assam both the Traditional techniques and newly introduced Project Monitoring System of RUSA Assam is expected to make the project RUSA a successful one by giving the opportunities to the implementing agency to get information on the operation and performance of the project. These systematic monitoring systems of RUSA Assam will also help to get information on the outcome and impact of the project, to judge the effectiveness, efficiency of the project and to take decisions regarding future changes in the project implementation of the RUSA project.

# CHAPTER 4

## INTERNAL ADMINISTRATION

### 4.1. Introduction of the Chapter:

Internal Administration is the most important part of an organization or an office. In every office, the rules regulations, responsibility of all officials/ staff, services, benefits derived by its employees etc should be pre - defined for systematic functioning of the organization. This chapter tries to cover all these important administrative aspects under RUSA Assam.

The chapter tries to cover the following objectives:

- To know about the rights, responsibility of each officials and employees of RUSA Assam.
- To know about the internal functioning of RUSA office.
- To know about the services that are receiving / delivering by the officials/staffs of RUSA Assam.
- To take future decisions regarding the changes in the norms and functions of the RUSA office to make it more systematic.

### 4.2. Office Administration:

For smooth functioning of an office, systematic office administrative rules are very essential. Under RUSA Assam also recently various administrative norms has been introduced for smooth functioning of office administration. Some of them are:

### 4.2.1. The Branch System under RUSA Assam:

The Concept of different Branches at RUSA Assam was first introduced during March- April of 2019 with distinct index code like PIM, EIT, PAN, and FAA. The meaning of these are PIM: Planning Implementation and Monitoring, EIT: Engineering and Information Technology, PAN: Personnel Administration and

Nazrat, FAA: Finance and Accounts etc. In future, Engineering activities may be separated from the Engineering and IT Branch, if the Engineering activities increases significantly. Co-ordination amongst these Branches are the key factor for successful project implementation. Internal coordination can be increased by weekly as well as monthly staff meetings. However, for efficient administration of RUSA Assam, there must be a well-defined strategy and a proper procedure which are mentioned below:

- **Planning Implementation and Monitoring Branch (PIM)** is the brain of RUSA Assam. Project Planning Officer, RUSA Assam is the Branch head of this Branch. This Branch have the responsibility of preparation of new proposals for fund, submission of proposal to MHRD, Preparation of State Higher Education Plan for Project Approval Board, collection of DPRs from institutions, issue of Administrative Approval letters, monitoring of the projects, implementation of the Schemes , collection of Utilization certificates, verification of reports and finally submission of report to MHRD.

  Beside these, the Branch also have the responsibility to carry out statistical analysis to plan for different projects at different organizations situated at different part of the State. This branch also take the responsibility of statistical analysis of data to find out the outcome/ impact of different Schemes on Higher Education sector of the State.

  The execution and planning of different matters under the branch is done with the approval of Mission Director, RUSA Assam. Again, it will be the responsibility of Branch Head of PIM Branch cum Project Planning Officer to acknowledge each and every mails in a pre-defined acknowledgement email. Every such acknowledgement email must be marked to the concerned officer of that Branch. However PA to MD will present hard copy of every emails to the MD for his initial order. Concerned official will process only after

receiving such emails with MD's order on the bodies of email. The officials under the branch will take follow up action on the matter and will intimate the concerned Branch head. On the other hand due to mixing of three important tasks of Planning Project Implementation and also Monitoring in the PIM Branch, the Branch Head will have to maintain a supervisory as well as coordinating effort among all Programme Officers of RUSA under the Branch. The design of such supervisory activities should also be well defined in a form of SOP (Standard Operating Procedure).

- **EIT Branch:** System Analyst is the Branch Head of this EIT Branch. Now the Branch has been made combining 2 Branches i.e. IT Branch and Engineering Branch. The Engineering Branch takes the responsibility of verification of plan and estimates submitted by beneficiary institutions for RUSA grants. This branch also coordinates various civil related works under RUSA Assam. The IT part of this branch takes care of all IT related works like development of software, maintenance of software, development of customized softwares, maintenance of software, storage of database, security of database etc. for smooth implementation of different projects. There should be close co-relation between IT branch and PIM Branch of RUSA Assam. Engineering Branch will be separated from this branch in future with the expansion of functions of the Engineering branch.

- **PAN: Personnel, Administration and Nazrat Branch** takes care of all office personnel related matters like appointment, agreement, work order, leave etc and on the other hand Nazrat Branch takes care of the infrastructure of the office as per direction of Mission Director RUSA Assam.

PA to MD is to maintain a record of process of every receipts. Every receipts should have processed in the same day or may be within next working day. SOP for every such of action should be prepared. These SOPs are required to

be compiled and uploaded in the website so that the concerned stakeholders knows the pattern of work flow of RUSA Assam.

- **FAA Branch : Finance and Accounts Branch** of RUSA Assam is responsible for all kind of financial transactions, record keeping of fund, release of fund, payment of fund, financial audit etc. as per the approval of Mission Director , RUSA Assam. This Branch is responsible for all kind of financial transaction in the office. For all these transactions, they have to take prior permission of Mission Director, RUSA Assam.

**4.2.2. Independent Processing of Files :** Staffing pattern in RUSA Assam is arranged in such a manner that there are less levels in processing except in Finance Accounts Branch which is essential for financial discipline and also to lower down the risks of errors. In rest of the Branches, of RUSA Assam all responsible officers are assigned to process files independently. All documents under different branches of RUSA Assam are have to get approved by Mission Director and are kept in systematic way in hard copy and soft copy at respective Branches. All branches are responsible for safety of these files.

**4.2.3. Data entry jobs and optimum uses of service of computer operators in the office:**

Data entry services are one of the most important service for smooth functioning of an office. To make an office more systematic all relevant database of the office should be kept in secured manner and in proper way for further use.

Data Entry Operators of RUSA Assam are responsible for the following database of RUSA Assam:

- **Basic data entry at PMS portal of RUSA Assam:** RUSA Assam has developed its own online system, Project Monitoring System. Data Entry Operators of RUSA Assam are responsible for timely uploading of basic data

in the portal as per the instruction of PIM Branch and IT Branch of RUSA Assam.

- **ID generation for PMS and HEIC:** Data Entry operators are responsible for Institution ID generation, Faculty ID generation and Student ID generation at PMS portal developed by RUSA Assam.

- **Uploading data for GIS Mapping:** Data entry operators have been assigned the duties to upload basic data for GIS Mapping of Institutions under RUSA Assam.

- **Execution of PMS transactions and Monitoring of PMS updates:** With the guidance of PIM Branch of RUSA Assam, data entry operators executes and monitors the transactions and updates made by institutions at PMS portal of RUSA Assam.

- **Preparation of draft** letters as and when required by different branches of RUSA Assam.

  **Steps to be taken for improvement of working capacity of Data Entry Operators of RUSA Assam:**

- Data Entry operators should be trained up with different software under MS office to speed up their work speed in data generation, preparation of excel, access sheets etc.

- Data entry operators should be guided by IT Branch of RUSA Assam in respect of uploading, modification of data in the online portals of RUSA Assam.

- All data entry operators will have to be trained up with Assamese typing and page maker to prepare official letters in regional language- Assamese.

### 4.3. Public Relation works under RUSA Assam

Public relations (PR) are the practice of deliberately managing the release and spread of information between an individual an organization (such as a business,

government agency, or a nonprofit organization). Public relations may include an organization or individual gaining exposure to their audiences using topics of public interest and news items .Public relations aim to create or obtain coverage for clients for free, rather than paying for marketing or advertising. The aim of public relations is to inform the public, prospective customers, investors, partners, employees, and ultimately persuade them to maintain a positive or favorable view about the organization, its leadership, products, or political decisions.

### 4.3.1. Status of RUSA Public Relation Works before 2019

- It has been observed that, before 2019 there was no system in place for making effective PR activities. No systematic efforts were put to enhance the Public relation works in RUSA, Assam. Public relation activities like communicating through Official Website, sponsorship, regular updation of the Official website were missing.
- But, after 2019, all these activities were planned and given in new momentum for effective penetration to the various stakeholders.

### 4.3.2. Available Public Relation tools in RUSA, Assam

RUSA, like any other Educational Mission, deals with the higher education sector of the state. So, a correct estimation of status of higher education has to be ascertained to facilitate the planning process. This requires lot of Public relation activities on the part of every Official of the RUSA, Assam office. In RUSA, Assam various methods of public relation have been used since its inception. In order to get connected with various stakeholders, the office is using Video Conferencing, direct Official mails, telephone calls, Information upload and retrieval through official website and arranging numerous Official Meetings, Seminars and Conferences with the Principals, teachers and other staff of higher education institutions. Regular updating of the website is done, opening of various WhatsApp groups etc and emphasis is also given to take follow up the

issues by handling day to day phone calls. Some of these important public relation tools used in RUSA Assam are explained below:

- Media Relations : Generally various meetings of RUSA Assam like grant release meetings, inauguration of new projects meetings etc are covered by electronic and print media.

- Meetings: To maintain public relations, RUSA Assam organizes public meetings, meetings with beneficiary institutions etc during release of fund, introduction of new projects etc.

- Newsletters: News letters are published by RUSA Assam when and where required to focus different best practices, activities and new projects under RUSA Assam.

- Special Events/ Public meeting: Some special events like public meetings are organized under RUSA Assam to cover various events under RUSA Assam. In such meetings all college and Universities of the State along with all officials under Higher Education are invited.

- E-mails: RUSA Assam office communicates with its different stake holders, beneficiary institutions through regular emails. It is a quick and very reliable tool of communication/ public relation under RUSA Assam.

- Telephones: RUSA Assam frequently communicates with Higher Education Institutions of the State, MHRD, its stake holders etc. over telephone. It is found to be a very effective tool for quick communication.

- RUSA Website: RUSA Assam has developed its own website with all information relating to Higher Education along with RUSA. Any visitors can get all Higher Education related required information in this website.

- Whatsapp groups: RUSA Assam's different branches has opened various whatsapp groups to communicate with different stakeholders under RUSA Assam. All branches of RUSA Assam shares the information received from these whats app groups and also shares directions/ information to stakeholders via these whatsapp groups. In RUSA, Assam PA to MD is handling the

documentation of these whatsapp group as per the approval of Mission Director.It is considered as an effective tool for communication in limited time.

- Newspaper articles: RUSA Assam sometimes, publishes articles at Newspapers on RUSA Assam's different best practices activities, new projects etc. This is also found to be a helpful tool for larger dissemination of information.

- Advertisement at Magazine/ publications: RUSA Assam sometimes publishes advertisement on RUSA achievements/ activities in the State. The  Policy of RUSA, Assam for Awarding advertisement in different Publications are as follows:

    i) The advertisement is only based on educational institutions and applicable for educational institutions.

    ii) The minimum rate for educational institution is Rs.3,000 and maximum rate is Rs.10,000.

    iii) For various organization and magazines the higher/maximum rate is Rs.3,000.

    iv) The length of advertisement of Rashtriya Uchchatar Shiksha Abhiyan (RUSA), Assam should be for one page only and approved advertisement is valid for one year.

    v) Approved advertisement is visible in the website of the office.

    vi) The Mission Director will give approval as per the advice of Accounts Officer/F.A.O. regarding the request made for payment of advertisement and as per the approval of Mission Director the Accountant will take necessary action for release of payment with the one copy of advertisement.

    vii) The Accountant will preserve one copy of those magazines in which our advertisement is published until the payment is made.

These Policies are subject to revision from time to time.

- E Magazine of RUSA Assam: RUSA Assam has recently published its E-magazine for the month of June 2020, which is covering various Higher Education related information of the State. The next edition of this E-magazine will be published in the month of October 2020.

- Video Conferencing: Now a days Video Conferences are becoming very useful tool for communication of RUSA Assam with public. RUSA Assam organizes various Video Conferences with Higher Education institutions, other stakeholders for public communication as and when required.

- Preparation of Video Clippings/ Tutorials: Recently RUSA Assam have been preparing Video Clippings/ Tutorial video to disseminate information on various projects, use of online method of uploading data etc among public.

### 4.3.3. Responsible Officers in RUSA, Assam to maintain public relation:

All Branches of RUSA Assam are responsible for public relation under RUSA Assam. Planning Implementation & Monitoring Branch has been acting as responsible officer in RUSA, Assam in respect of Public Relation like Video Conferences, Meetings , E- magazine, organization of Public Meeting, maintenance of WhatsApp groups, publishing of advertisement at newspapers, newsletters etc.

IT branch of RUSA Assam takes the responsibility of updating information at the website of RUSA Assam. This branch also takes care of the technical part in preparation of tutorial videos, and other training videos.

Personnel Administration and nazrat Branch of RUSA Assam maintains public relation with stakeholders and other HEIs of the State and outside the State through emails, letters and telephones as and when required, with prior permission of Mission Director, RUSA Assam.

### 4.3.4. Future Strategy for Public Relation under RUSA Assam

- Designing of Higher Education Information Centre for connecting all Stake Holders: RUSA Assam office has planned in a systematic way to widen its horizon of reach by designing a Higher Education Information Centre, where all information of Higher Education Institutions will be stored.

- E-generated mails in Assamese language: RUSA Assam is the only office at the State who has recently developed its own E- generated letter email system in Assamese language. The PIM Branch of the office will be responsible for issue of these letters to beneficiary institutions after approval of MD RUSA online in the System.

### 4.4. Correspondences with institutions & Correspondence with MHRD:

Office of RUSA Assam regularly makes correspondence with its beneficiary institutions and with MHRD, Govt. of India periodically.

RUSA is a centrally sponsored Mission under Ministry of Human Resource Development that caters the need of Higher Education Institutions (Degree to Master Degree) of the Country. RUSA Assam is dealing with 101 numbers of Higher Education Institutions under RUSA 1.0 and 131 numbers of beneficiary institutions under RUSA 2.0 in regular basis. This regular correspondence is very much essential to track the progress of RUSA activities in the actual field and to speed up the progress of RUSA works. This communication is a two way process. Sometimes, the institutions communicates with RUSA Assam for certain decisions and accordingly RUSA officials follow ups the matters. In most of the cases, from RUSA Assam's end, communications are made to instruct, guide, advice and to help the RUSA beneficiary institutions.

Again RUSA Assam communicates with MHRD Govt. of India for submission of proposals, submission of reports as desired by MHRD, seeking guidance in

RUSA related matters, for submission of utilization certificates etc. All these communications has been recorded in the concerned files of RUSA Assam in hard copies.

**Types of institutions for correspondence:**

On regular basis, RUSA Assam communicates with its beneficiary institutions. In some cases it also communicates with other higher education institutions, who are not benefited by RUSA. The purpose of these communications are to provide awareness, guidance to the institutions to improve their quality in Higher Education.

a) As per norms under MHRD guidelines, civil constructions at institutions under RUSA Assam have been executing by different government agencies like PWD (B), HOUSEFED, and Housing Board. RUSA Assam also communicates with these agencies to track the civil constructions at those institutions under different components – Infrastructure grants to Colleges, Upgradation of existing degree colleges to Model Degree Colleges, Professional Colleges, erstwhile Model Degree Colleges and New Model Degree Colleges.

b) RUSA Assam also communicates with Directorate of Higher Education Assam, Directorate of Technical Education Assam and Higher Education Department of the State for different kind of reports and Higher Education statistics.

c) RUSA Assam also communicates with other institutions under Education Department and allied sector. RUSA Assam also communicates with Govt. agencies like NIC, ASTEC for technical supports.

d) RUSA Assam sometimes communicates with individual persons from different education and allied institutions to invite them as Resource person and Chief Guest for different awareness programmes, trainings, Ceremonial functions etc.

e) In internal administration works use of Assamese Language has been made compulsory.

**Frequency of Correspondence with institutions and MHRD, Govt. of India:**

a) RUSA Assam regularly correspondences with its beneficiary institutions via Project Monitoring System for regular monitoring of progress of RUSA activities at institution level. Again RUSA Assam office also frequently communicates with MHRD Govt. of India seeking information, guidance etc. as and when required.

b) RUSA Assam communicates with other stakeholders like PWD (B), HOUSEFED, and HOUSING BOARD seeking the progress of civil works under RUSA Assam, in a regular interval.

**Methods for Correspondence of RUSA Assam with institutions and MHRD Govt. of India:**

**Review Meeting:**

RUSA Assam regularly organized review meetings with the beneficiary institutions and with the executing agencies for civil works to review the progress of RUSA works at institutions level.

Again In regular durations MHRD organizes review meetings at New Delhi to review the progress of RUSA activities at different States of the Country.

**Awareness Programmes/ Trainings Programmes:**

RUSA Assam organizes awareness programmes for Higher Education Institutions of the State on different topics like awareness for NAAC Accreditation etc.

MHRD organizes training programmes/ awareness programmes for their beneficiary States in regular intervals to make aware on different topics like module of PFMS, fund Tracker etc.

**E - Mails:**

Most of the communications made by RUSA Assam with beneficiary institutions and with MHRD, Govt. of India are generally made via E Mails.

**Letters:**

RUSA Assam regularly issues letters to its beneficiary institutions and with the stake holder institutions to instruct, advice, to guide, to collect information from institutions as and when required. These letters are issued to institutions with proper records via mail and in rare cases via postal.

Sometimes MHRD issues DO Letters to the States, seeking different information. Accordingly, RUSA Assam prepares its reply and issues the reply in softcopy via mail and in hard copy via postal.

**Telephonic Communications:**

To receive information from institutions in a very fast mode, telephonic communication is one of the most important method of correspondence. Concerned officials of PIM Branch of RUSA Assam are regularly communicating with the institutions, which are under their responsibility.

Again, Officials of PIM Branch and Accounts Branch of RUSA Assam, frequently communicates with the Senior Consultant and Chief Consultant of MHRD over telephone, seeking information, advice, guidance from them.

**Correspondence via online systems:**

For Collection of DPR from RUSA beneficiary institutions, issue of Administrative Approval letters to institutions, to communicate about the daily progress of utilization by the institutions, RUSA Assam has developed its own online systems namely DPR Management System, Administrative Approval Management System, Project Monitoring System etc.

Again During 12th, 13th, 14th, 15th and 16th PAB of RUSA 2.0 MHRD Govt. of India had developed their own portal namely CLF (Challenge Level Funding) portal to receive the proposals for grants under RUSA from different States. RUSA Assam has also communicated via this portal to submit the proposals of its institutions.

**Video Conferencing:**

RUSA Assam organizes various Video Conferences by using various indian software to communicate with its beneficiary institutions and other stake holders. This method is becoming very much popular during the lockdown period.

MHRD, Govt. of India, also sometimes arranges Video Conferences to discuss different matters, to review the progress of works and to instruct the States. For Video Conferences MHRD issues prior notifications to the States via mail and telephonic communications.

**Whats app groups:**

RUSA Assam has created various whats app groups with its beneficiary institutions. These whats app groups have been handling by concerned officials of PIM cell. These whats app groups are very much useful for easy and fast communication with the RUSA beneficiary institutions.

Documentation of communication of Whats app group: RUSA Assam is recording all its communications with the institutions, stakeholders and with the office staff of RUSA Assam which are made via whatsapp group .This helps to keep track in the matters to be catered with the institutions.

MHRD has also opened 2 whats app groups for the nodal officers of different States. Via which they communicates with different States. RUSA Assam is

recording all its communications with the MHRD via whatsapp group in every week. This helps to keep track in the matters to be catered with the institutions.

**Role of different Branches under RUSA Assam for correspondence with institutions:**

Different Branches under RUSA Assam frequently communicates with different stakeholders and MHRD, Govt. of India via these methods as per the instruction of Mission Director RUSA Assam. The officials are keeping systematically and serially, all these communications / letters / emails / whats app communications in the respective files of that institution/ subject.

The responsibility of regular communication with MHRD, Govt. of India is generally taken care by PIM Branch of RUSA Assam.

### 4.5. Personnel Administration:

This head includes the Personnel Administrative structure of RUSA office. This head includes the office management, personnel services derived by RUSA employees, need of corporate style office etc. The personnel Administration of RUSA office can be described as follows:

### 4.5.1. Personnel services derived by RUSA employees:

- **Job security –**RUSA is a Mission and the employees are engaged on purely contractual basis i.e. only for 11 months. Extension of contract of employees depends upon the performance of the employee during that contract period.

- **Allowances** – Telephone bill of Rs 500 per month is provided to the employees of RUSA Assam. During lockdown period, due to work from home situation the employees of RUSA Assam are using their personal networks/ internet connections, therefore an additional telephone bill has been provided during that period.

**4.5.2. Additional Allowances / benefits that may be provided to the employees of RUSA Assam:**

- In the event of Unnatural deaths, during his/ her service period, the employees' family should be allowed to get some benefits immediately 1 lakh and after that 2 to 5 lakh as per approval of Mission Director.

- If the event of Accident occurs, during his/ her service period, will get allowances for treatment at hospitals as per bills produced by the employee. It will depend upon the approval of Mission Director, RUSA Assam.

- Employees of RUSA Assam should be allowed to get medical allowances of Rs 300 per month / or as permissible by Mission Director, RUSA Assam to meet the medical expenditures in the present day inflationary situation.

- Since, employees of RUSA Assam are not getting any house rent or other benefits, they may be allowed to get regular Rs 200 per month as monthly transportation allowances. This transportation allowances is not related to permissible TA/DA as per norms.

- RUSA employees may be allowed to get 50% of the hospitalization cost due to the hospitalization during his service period.

**4.5.3. Insurance and other Facilities:**

- **Medical Insurance of Employees**

  In today's world, medical expenses are too high which an individual cannot afford if not supported by his/her employer. In RUSA, Assam, there is no existing Medical or Health Insurance facility available till date. The following are felt very necessary:

  RUSA, Assam may tie up with one of the best Medical insurance policy provider for covering the Medical Expenses (if any) of the Employees.

- **Contributory Provident Fund:**

  Employees of RUSA Assam should be entitled with benefit of CPF. In all other Missions like ASRLM, RMSA functioning in the State employees are getting CPF facilities 12% of grade pay. Since employees of Mission are getting fixed remuneration, basic and grade pay is calculated as 40% of the fixed salary. The maximum grade pay is fixed Rs 15000.

  This CPF facility is essential to secure the future of RUSA, Assam employees.

### 4.5.4. Leave Rules–

- The employees in RUSA office is admissible for Casual leave of 12 days per year.
- There is provision to take 15 days special leave in occasion of marriage and other emergency situation like demise of close family members. This is applicable as per prior permission of MD RUSA Assam.
- Maternity leave of 180 days is applicable for female employees of the office.
- 2 days restricted holiday leave in a year is applicable for each employee.
- Medical leave is also essential for employees of RUSA Assam. This leave will be allowed to employee for maximum 30 days (including all holidays) .This leave is permissible with authentic documents/ medical certificates etc after approval of Mission Director of RUSA Assam. However, sever medical issues with proof of Govt. registered Doctors / hospitalization is must for availing such leave. Employees can avail such leave continuous minimum 6 days at a time.
- Unpaid study leave of 7 days will be allowed as per approval of Mission Director, RUSA Assam for appearing any academic as well as competitive examination.

**4.5.5. Performance Appraisal of service period:**

Rashtriya Uchchatar Shiksha Abhiyan (RUSA) Assam office was started in a nascent stage in 2013 has reached to a fully grown state now in 2020.At present, RUSA, Assam office is substantially staffed with 16 (sixteen) employees. The staffs and employees of RUSA, Assam are employed for a period of 11 months on Contractual basis. This period may extend on the basis of performance during the period. Thus, performance of an employee is the key factor for extension of service beyond the appointed period.

Performance Appraisal of every employee is done during the contractual period in a proper way. There is also a format for evaluation of every employee which shows the work standard and motivation level. This system is resulting in building a good working framework. All employees of RUSA are working in a mission mode. RUSA is established on Government rules and policies which are also applicable in other missions too. Though, RUSA is a demand based mission, the continuation of the service period of an employee is based on the performance appraisal report.

Employee Performance Appraisal is based on the following Criteria:

**A. Based on Jobs/Activities (Reported by the Employee: Self Reporting):**

1. Major job/responsibilities entrusted during the period and his/her performance,
2. Major accomplishment of the employee achieved during the reporting period,
3. Major shortcomings observed during the reporting period,
4. The performance of the employee in his/her assigned RUSA component and extent of fund utilization in that head,
5. Observed strengths and weaknesses of the employee,

6. Regularity in attending office. (His/her leave records and record of unauthorized absence).

## B. Individual Assessment in a Scale of 0-10 (assessed by the Controlling Officer)

While assessing an employee for his/her performance, the following 10 (ten) factors are considered:

   i.   Knowledge of the job

   ii.   Regularity

   iii.   Punctually

   iv.   Sincerity

   v.   Reliability

   vi.   Involvement/Interest in work

   vii.   Timely completion of allotted work

   viii.   Willingness to work in odd hours

   ix.   Working capacity

   x.   Relationship with colleagues/higher officials/public/weaker section.

The following marking criterion as shown in Table: 3.1 is followed while assigning scores in a 11-point scale (0-11):

**Table: 3.1: Subjective Grading of Employees in 0-10 Scale**

| Below 5 mark | Poor |
| --- | --- |
| 5-7 mark | Good |
| 7-9 mark | Very Good |
| 9-10 | Outstanding |

Thus, the performance of every employee is judged in a scale of 0-100. (Ten Criteria in a scale of 0-11 each).

### 4.5.6. Salary of RUSA Employees:

RUSA Employees gets salary / remuneration as per the fixed slab pay provided for different grades as per approval of the Mission Authority.

**Extension of Service Period:**

The extension of contractual service period is dependent on the rank derived by the employees in the performance appraisal. The Mission Director, RUSA Assam have the full power to take decision regarding extension of service of an employee at the end of his/her contract period or any time during the contract period with prior notice of 2 months.

### 4.5.7. Annual Performance Based Increment in Pay:

Annual increment of 3% based on the performance appraisal report may be provided to the employees if grading at performance appraisal report is outstanding.

### 4.5.8. Corporate style of Functioning in RUSA office

For corporate style functioning of RUSA office the following facilities can be provided:

**Infrastructure:**

- **Printer** –One printer for each employee has becoming very much essential for RUSA Assam office to perform the official duties quickly and efficiently.
- **Cubical** – In RUSA office there are 4 departments but there is no cubical facility. To reduce distracted while working cubical facilities should be provided in the office.
- **Drinking Water and Hygienic toilets/washrooms –** For a office it is very essential to have clean drinking water and hygienic bathroom. There should

be one sweeper in the office to clean the washrooms regularly. Aqua guard should be installed for safe drinking water.

- **Parking Facility –** The office do not have a specific parking facility for the employees as a result of which the vehicles are affected during the monsoons and whenever construction is going on. This has affected the vehicles over a period of time and caused distraction to the employees. Disordered parking has also affected the aesthetic looks of the office. The PAN Branch has been entrusted to issue necessary guidance to Security staff.

- **Canteen –** There is a huge requirement of a canteen in RUSA office so that employees can carry on with their daily work without wasting much time by going out for lunch in any of the nearby restaurants.

- **Notice Board:** There should be one notice board in the office where all information will be displayed. It will also encourage RUSA officials to show their creativity.

- **Gardening** at the office premises: Beautification of the office premises will make positive environment to work more.

- **Boundary wall:** There should be boundary wall in the office premises for safety and hygiene purposes.

**Encouragement:**
- Appreciation letters should be provided to the RUSA employees for his/her dedication and hard work services in the office.
- Best employee of the month can be selected by the authority and should be certified and the certificate may be displayed at the notice board. It will

increase the competitiveness among the employees and will increase his/her performance.

### 4.5.9. Weekly Meetings:

- Weekly meeting of employees with the authority should be organized to find out the shortages and to encourage the good works and to plan for future.

### 4.5.10. Celebration of personal and official events:

- The employees should get the chance to celebrate their personal events of RUSA employees like birthdays and RUSA office's events like foundation day, republic day within themselves to increase the bonding among them.

### 4.5.11. Transportation

Transportation facilities are very much essential for smooth function of RUSA office.

### 4.5.11.1. Mode of transportation for RUSA employee during official visit:

Keeping in view the emergency of Mission Mode, all officials under RUSA Assam are allowed to avail air journey (Economy class) to travel outside the State for official works. Within the State, the officials are allowed train journey (2 tier AC) or vehicles provided by private agencies empaneled under RUSA Assam.

### 4.5.11.2. Responsibility of arrangement of Transportation facilities to employees:

Nazrat Branch of RUSA Assam will take all responsibility to provide/ arrange transportation facilities to the employees of RUSA Assam for official use.

### 4.5.11.3. On duty accommodation for RUSA employees during night stay inside and outside the State:

Preferably Assam house for outside the state and within the state preference will be given to Circuit House. In emergency situations, if Assam House or Circuit House is not available Hotels (in good condition) will have to be provided for employees.

**4.5.11.4. Provision of vehicles in special cases:**

Beyond office hour if any one works at office, office vehicle should be provided to drop her/ him to his home with prior permission of MD RUSA Assam. During emergency situations also employees should be allowed to use office vehicles during office hours to drop him/ her to their homes.

**4.5.11.5. Provision of vehicle for Grade IV employee:**

Fuel charge will be provided (on Kilometer basis)

**4.5.11.5. Transportation facilities for field visit:**

In the field of transportation, RUSA office always provide vehicles during the time of inspection of institutions.

**4.6. RECORD KEEPING**

Record Keeping is an integral part of every successful business or organization. Record Keeping can be defined as a professional practice of classifying, organizing, and managing an organization's documents and records from the time they are created to the point of their ultimate disposal. In order to understand this definition, we need to differentiate the word 'record' from the word 'document' because both the words have different meanings. The Oxford Advanced Learner's Dictionary defines the word document as "an official paper or book that gives information about something or that can be used as evidence or proof of something". The word record is defined as "a written account of something that is kept so that it can be looked at and used in the future". Documents can change, whereas records do not and must not change. A record is a document or set of documents, all relating to a specific matter that has happened in the past. So, it is

a record of history. Whenever documents are placed in a file, they become records if those documents are not subject to change.

Record keeping mainly has the following objectives:

- to provide historical understanding of what happened and why
- to provide evidence for work undertaken in an organization so that staff can carry out further work in the future
- to maximize productivity of an organization by reducing workflow inefficiencies
- to assist in an organization's larger need for information governance, risk management, and regulatory compliance.

## 4.6.1. Present Status of record keeping:

At RUSA, all the officials need to deal with so many official papers on a day-to-day basis. These official papers are typically concerned with different departments of RUSA viz., Planning, Implementation & Monitoring, Engineering & Information Technology, Finance & Accounts, and Operations & Personnel. They are kept in files of the concerned departments manually by the concerned officials for future use and reference which would then be called a record. A file consists of one or more documents or official papers. Documents contained in a file relate to a specific matter or give account over time of a specific matter. This would effectively create a record which constitutes an account of that specific matter that "can be looked at and used in the future". These files or records are stored in individual almirahs designated by letters AL 1, AL 2, and so on. Each of these individual almirahs is meant for use by an individual RUSA official.

The exact procedure followed by RUSA for record keeping can be demonstrated with the help of an illustration. For example, a construction executing agency submits a set of documents, with regard to a new project say establishment of a

professional college in the State, to the Planning, Implementation & Monitoring department of RUSA. These may include planning details in the form of official papers, soil testing reports, and the architect's drawings and designs. These documents would then be placed in a new file meant for this new project manually by an official belonging to Planning, Implementation & Monitoring department. Thus a record is created to contain these documents. As the work progresses through various stages, the record concerning that particular project would have other documents placed in it. Thus we have on file all documents that make up the record of what has happened with that particular project. The file or record would be stored by the concerned official in an almirah meant for his/her use.

Another method which is sometimes followed at RUSA is Document Image Processing, with the facility for documents to be scanned and stored in the system, so they could later be retrieved for viewing on screen or printing.

### 4.6.2. Steps to be taken to Improve Record Keeping at RUSA

In order to enhance and improve the system of record keeping, the following steps may well be taken by RUSA in near future.

### 4.6.3. Retention and Disposal of Records

There is also a need to be able to retain records for a specific length of time, depending on the nature of the records, and also dispose of them when that time limit is up. For example, we can keep records relating to a particular project as long as the project continues. When the project gets over, the physical records can be kept for a set period of time. Once this time has expired, the physical records could be digitized moving them to an off-line storage, while disposing of the hard copies.

### 4.6.4. Introducing Electronic Record Keeping Systems

In electronic record keeping system, a record can be defined as an electronic folder consisting of one or more documents. In this case, a document or official paper would be in electronic form (usually in the form of MS word, pdf, excel spreadsheet, jpeg etc.) that provides information or evidence. These documents are contained in a folder all of which relate to a specific matter concerned with a particular department and this would effectively create a record.

### 4.6.5. Need of a Repository

RUSA would need to have a repository where the records are archived. Most commonly, the repository will be on an external hard drive or on the hard disk of a networked server. However, it would be useful if the repository could be in just one location in the form of a central store for all the records of RUSA. This would allow users to retrieve them from the repository via the search and retrieval or browsing functionality. The essential point to be taken care of is that users would need to place documents in the repository when they are created. Further, it would be useful if users provide date on certain documents when they are created, particularly on excel spreadsheets. This would help prevent chances of manipulation of data in future.

Another possibility of a repository of records, which is much safer than the previous one, is opting for cloud storage system such as Google Drive. This would help those officials who need access to RUSA records from outside the office, since a cloud storage system would allow for remote access of the records with an internet connection.

### 4.6.6. Classification and Indexing

Besides having a repository, the system could also use a database of some kind to store information about the documents. This is often referred to as metadata. All documents should be classified and indexed using metadata, thereby allowing them to be easily retrieved at a later date using a search mechanism. The metadata

should contain information about the document, such as the author, the document title, the date it was created, the subject of the document, and the department where the document originates, among other information. If a document is properly classified and indexed, then it can be easily found using search and retrieval mechanisms by users within the organization.

### 4.6.7. Security Issues

Security is an extremely important component for electronic record keeping system. Security should be tightly integrated with the system, allowing for security access permissions to be applied at different levels within the system. For example, the system should allow an administrator to apply specific security settings to an individual document. This would then specify that certain users or a certain group of users can both read and make changes to a certain document, whereas other users may only be able to read that document but not make any changes; still other users may not even be able to see that particular document.

### 4.6.8. Managing Physical Records

An electronic record keeping system should be capable of not only managing electronic records but also physical records existing in physical locations such as almirahs. The system should be able to provide authorized users with details of where they can locate physical records and should also provide functionality for users to note on the system if they have removed records from their physical location.

### 4.6.9. E-mail Management

Each time an e-mail is sent or received either within an organization or received from outside, a business record of the communication detailed in the e-mail has been made. As e-mails constitute business records, we need to define how we can

manage these records in terms of retaining e-mails. To manage e-mails, simply retaining every single one that is both sent and received by RUSA would be totally impractical in practice because of the amount of storage space required. Hence, we need to define which e-mails need to be retained and which can be discarded. Essentially, RUSA needs a set of rules defining its E-mail Policy and, within this policy, the rules for retaining emails need to be clearly defined. Simple yet effective rules need to be introduced and guidelines need to be provided to staff regarding saving and deleting e-mails.

### 4.7. Internal Database Management in the Office:

### 4.7.1. Storing, security and sharing of available database:

Every institution have their own database to store their important data. RUSA Assam also have its own database relating to Higher Education Institutions , financial transactions, faculty related data, beneficiary related data, proposed projects, fund released, fund utilized etc. These database are stored in secured positions in RUSA Office. Some of these data are used for official reporting purposes, which cannot be shared in public.

### 4.7.2. Type of database available at RUSA Assam:

RUSA Assam has been developing its own "Higher Education Information Centre" to store all kind of data relating to Higher Education Institutions of the State. In the Higher Education Information Centre the following Higher Education Institution wise data are planning to be kept:

### 4.7.3. University wise data: Vice Chancellors information, Registers Information, Deans information, Faculty Strength, non-teaching Strength, Subjects, departments, capacity of enrolment department wise, Courses available, Caste wise data, alumni data, details of the locality where Higher Education

institution is situated, land related information like area of the college campus, institution wise result related information , student ID, Teacher ID related database, engagement of passed out students related information , research publications related information, information on grants received from different sources, available infrastructural facilities related information, differently abled students related data, female students related data, information of admission data procedures at those institutions etc.

**4.7.4. College wise data:** Principals information, faculty related information, non- teaching staff related information, subject related information, major subject related information, caste, male/ female. Differently abled students data, institution wise admission procedures, engagement of passed out students, Departments available, student teacher ratio, drop out data, year wise result of the students, available infrastructural facilities related information, student ID, Teacher ID related database, Area locality of the institution, specification of the District where the College is situated, data relating to affiliated University, alumni data, college wise grants received from different sources etc.

Besides these Higher Education Institution database, RUSA Assam is also maintaining database for project wise grants released to RUSA beneficiary institutions and the information regarding utilization of it.

RUSA Assam also stores database on RUSA component wise activities, Detail Project Reports, proposals and its fund and utilization data.

It also stores the address and communication data of its own employees and its beneficiary institutions.

**4.7.5. Digital Data storing portals of RUSA Assam:**

In RUSA Assam, the following digital systems were recently developed for storing of data of RUSA Components and beneficiary institutions:

**4.7.6. Higher Education Information System:** RUSA Assam is working to finalize a Higher Education Information System, where all digital data will be stored relating to all Higher Education Institutions of the State.

**4.7.7. Administrative Approval Management System**: Under this system, all records of administrative approval of project wise fund released to the institutions are stored in a systematic manner.

**4.7.8. DPR Management System:** Under this storing System of RUSA Assam, Address and Communication diary System of RUSA Assam, Detailed Project Reports submitted by the beneficiary institutions under different RUSA components has been storing in systematic manner.

**4.7.9. Project Monitoring System:** Under this system of RUSA Assam, project wise release of fund (installment wise) are recorded and date wise progress of RUSA works are kept in a systematic way. Institution wise daily progress of RUSA works with evidence and project wise progress, utilization database are also stored in this system.

**4.7.10. Cashbook Management System, patty cash management system, bill register management system, institutional ledger accounting system, Print payment advice Management System:** Under these systems of RUSA Assam, all database of Office Accounting Systems are kept in digital form. This Digital Accounting System has been mentioned in Chapter Five.

**4.7.11. Address and Communication Management System:** This system has been developing under RUSA Assam to store all employee related data in digital form. This Digital accounting System has been mentioned in the Chapter 5.

**4.7.12. Users of data of RUSA Assam:**

The responsibility of developing of these software for these portals are with the IT branch of RUSA Assam. The System Analyst and the Programmer of this

branch will be the admin of these portals. As per the permission of MD RUSA Assam, the different components of RUSA Assam will be able to access these database available in the portals. Data entry operators.

### 4.7.13. Password and user IDs for these portals:

Separate user IDs and passwords has been created for uploading of data in these database. There is a separate user ID and password for admin of these portals.

### 4.7.14. Sharing of these database:

The whole database will not be shared with the outsiders. The outsiders, only belonging to a particular institution, will be allowed to access the database partially, which will be used for official purposes only. RUSA Assam will not disclose the official confidential database to the public. Only the summary of every institution related database will be available in the RUSA website.

### 4.7.15. Security of these database:

To avoid data crash or manipulation or hacking, the database should be stored in a secured manner in collaboration with Govt. organization like NIC Guwahati. This Govt. organization/ NIC Guwahati will only provide the security provisions to store these database, but they may not have the ID and password to access the database. The database will not be in the control of NIC Guwahati. In RUSA Assam, all user IDs and passwords of the admin will be kept with MD RUSA Assam and System Analyst and Programmer of RUSA Assam and in some special cases it may be kept with concerned component i/cs of RUSA Assam.

For any modifications of these portals in future all officials of IT Branch of RUSA Assam will be trained up to handle these portals.

For small database like UC Management System, DPR Management system etc, weekly backups will be made and all credentials should be stored in the clouds. These credentials will be shared with all concerned officials of different branches of RUSA Assam for further use to avoid burden at one user.

**4.7.16. Standard Operating Procedures for internal coordination:**

For successful planning, implementation and completion of a project, internal coordination among different branches of the office is very much essential.

SOP stands for Standard Operating Procedure. A standard operating procedure (SOP) is a set of step-by-step instructions compiled to help employees to carry out complex routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance of employees. The purpose of a SOP is to provide detailed instructions on how to carry out a task so that any team member can carry out the task correctly every time. SOPs are issued to specifically instruct employees / team members in areas of responsibility, Work Instructions, appropriate specifications and required records. In RUSA Assam, all SOPs will be used for Personnel Administration and Nazrat Branch.

**4.7.17. SOP followed by RUSA, Assam so far**

RUSA, Assam being an Office under Government of Assam followed conventional way of functioning leading to following SOP:

a) As per Official hierarchy of the Office, different official assignments are assigned to respective branches of the Office.
b) Every assignment is recorded in hard files as well as in soft format.
c) Available technologies like e mails, social media groups, computer, output devices like Printer, scanner etc. are extensively used.

**4.7.18. Work-From-Home (WFH) mode of functioning of Office: An alternative to Physical Office:**

Work From home is a concept where the employee can do his or her job from home. Work from home gives a flexible working hour to the employee as well as the job for the employer is done with ease. WFH is a modern work approach enabled through internet and mobility wherein irrespective of the physical location of an individual work can be done. Work from Home is also known as Working remotely or telecommuting which implies that the employee is working from a remote location usually home.

The prime requirement of WFM is the availability of technology in regard to the following:

1) Availability of a strong Network to access high speed Internet at the area of residence of employees.

2) Availability of Network Accessing device like Laptop, Desktop Computer, Good Mobile Handset etc for the employees.

3) The knowledge of using various applications like Goggle Meet, Microsoft Team, Safe Zoom for holding continuous Video Conferencing with the members of the office.

### 4.7.19. Need of Work from Home Mode:

RUSA, Assam is no exception in adopting a partial mode of WFH initially and gradually converting fully to WFH mode. As per Government directive, employees were segregated into groups. While a particular group attended their Office, the other group rendered their services working from home.

Now, it seems that WFH may be the only answer to carry all official works while maintaining social distancing during any pandemic situation or in any emergency situation work from home may be the only solution for the smooth flow of the official works.

As the employees of RUSA, Assam already have undergone the process of WFH smoothly till now, so the conversion to full WFH mode may not be much difficult. It has been realized that all the employees of this Office are technically equipped with knowledge and devices to adopt WFH barring few problems like weak internet connection for a few which may be sorted out easily.

Thus, for the systematic functioning of RUSA, Assam a SOP applicable to Work-From-Home is required. Hereby, a set of Rules as described below has been adopted:

1.  Work from home will be applicable only during lockdown and during any kind of emergency situations, with the prior approval of Mission Director only.

2.  Employees related to Cleanliness of the Office and Maintenance will work physically maintaining Social Distancing and taking care of all safety measures. All other employees of the Office will work staying safely at their homes.

3.  Work-From-Home will operate during the normal Office Hours (9.30 am to 5.00 pm).

4.  In between the Work-From-Home hours 1 hour will be allowed as lunch break, i.e., 1.00 pm-2.00 pm.

5.  The Officials/Employees who are working from home should be available on telephone, mobile phone and electronic means of communication at all times. The period of working from home shall not be treated by the Official or employee as Leave. They should attend office if called for any exigency or work. No employees can keep their phones switched off or unavailable during the office hours.

6.  All meetings will be held using Goggle Meet App and other correspondence may be done using Mail/group mail/Whatsapp group/Conference call etc.

7. All employees should log-into their systems exactly at the Office time; otherwise he/she will be considered as absent or subject to no work no pay rule.

8. The whole process of allotment/assignment of Job will be equal for all the officials and employees and exactly like physical assignment and responsibility will lie on the employee who is assigned with the job.

9. All employees should maintain online discipline as it is done physically in Office.

10. Document transmission will be done using Official Mail and Official Whatsapp group only.

11. All employees may also receive reimbursement for internet services utilised while working from home.

12. All employees of the Mission will have to learn to work online. If any employee does not have the knowledge to operate online tools, he/she will have to learn it immediately for smooth functioning of official works. If any employee fails to learn online workshop or training, Mission Director, RUSA, Assam may take necessary actions on that.

13. During the period of Work-From-Home, all the employees are required to carry their laptops to their residence for smooth functioning of all the official works.

14. Records of activities done during the work from home period due to any pandemic or emergency situations should be maintained with the approval of the Mission Director through Official Mail or Official Whatsapp Group.

15. Employees working from home will be allowed to take Casual Leave during his Work-From-Home period with the prior permission of Mission Director.

Personnel Branch of RUSA, Assam will have to record these leaves in the leave register of the employee. The employee will have to mail his/her leave application to the concerned authority.

16. During Work-From-Home situations, the RUSA officials may use official mail or whatsapp group for approval of any kind of reports or notifications etc. from Mission Director, RUSA, Assam. For issue of letters, forwarding etc., "Sd-" will be used and after opening of office, it will be approved in the concerned file. PA to MD will keep all records of these kind of letters, orders etc. during Work-From-Home and after opening of the office.

17. At the end of the day, all employees will have to report their progress of work through whatsapp group/mail to their concerned Branch Heads in between 4.00 pm – 5.00 pm. Finally, the whole report will be submitted to Mission Director via mail or whatsapp group.

18. Work-From-Home is totally different from regular office environment; all employees will have to feel their responsibilities and will have to dedicatedly/honestly complete his/her tasks as assigned by Mission Director.

19. Official whatsapp group will be used to share official works only. Sharing of any kind of rumour, personal problems, news that frights others will not be considered.

20. During Work-From-Home situations, sometimes short duration online courses can be introduced for happiness and mental health of the employees. For example, during COVID-19 situations it becomes very much essential to have some mental happiness programmes for employees.

21. PA to MD will keep all records of daily activities and progress of works as instructed by Mission Director during the Work-From-Home.

22. The Employees who are from the "Containment Zone's" should not attend office until further notice. They must disperse their normal duties through "Work-From-Home" mode.

23. Any guidelines for Work-From-Home issued by the Government of Assam will be followed by RUSA office with due diligence.

### 4.8. Internal Staff Meeting-

Internal Staff Meeting are organized at RUSA Assam under the Chairmanship of Mission Director RUSA Assam to review the progress of growth of every components under RUSA Assam.

**Need of Staff Meeting:**

Arrangement of staff meeting is very much essential for the following purposes:

A. To find out the progress of activities at different components of RUSA Assam.

B. To plan for betterment of RUSA Assam under its different components.

C. It helps the authority to know the difficulties faced, benefits derived by the Staff / Officials of RUSA Assam in performing services under RUSA Assam.

**Frequency of Staff Meeting:**

RUSA Authority organizes staff meeting for its employees generally in one month duration. Weekly meeting is also organized by the authority to review the performance of different components under RUSA Assam.

**Documentation of decisions taken during Staff Meetings:**

- Documentation of Weekly staff meeting is generally not done under RUSA Assam. If any major decisions has been taken at these meetings, all employees were generally communicated via issue of work orders/ notifications etc.

- When major decisions are taken during staff meetings, documentation of it is done in minutes.

**Annexure I**

## PERFORMANCE APPRAISAL REPORT OF OFFICIAL/STAFF OF RUSA, ASSAM

| Performance Report of Shri/Ms.: | |
|---|---|

Period for which performance report is submitted: From:  To: ☐  ☐

Last Agreement of Contract/Consultancy Service signed on: ☐

| | |
|---|---|
| Payment Position held in RUSA | |
| Any other additional position held in RUSA | |
| Duration & Nature of present engagement | |
| If on deputation, from which department/organization: | |
| Duration of deputation | |

**A) TO BE FILLED BY OFFICIAL/STAFF**

I. Major job/responsibilities entrusted during the period and feedback: (Use extra sheet if required)

| Task Assigned | Feedback on disposing the same |
|---|---|
| | |

II.   What major accomplishment has been achieved during the reporting period? (Use extra sheet if required)

III.  What are the major shortcoming observed during the reporting period? (Use extra sheet if required)

IV. What are the approval funds under the component and what is the % of age of utilization for the same?

| Sl.No. | Activity | Approved Amount | % of Expenditure |
|---|---|---|---|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |

Signature of the Official/Staff

## B) ANALYSIS OF PERFORMANCE:-

I.  What according to you are the strength and weakness of the staff?

| Sl.No. | Strength | Weakness |
|--------|----------|----------|
|        |          |          |
|        |          |          |
|        |          |          |
|        |          |          |
|        |          |          |

II. Report on attendance: (to be filled-up by Consultant in-charge of Personnel)

Total no. of days during the reporting period: ☐    No. of days present: ☐    No. of Days in Leave: ☐

Casual leave: ☐    Medical leave: ☐    Unauthorized Absence: ☐

## C) INDIVIDUAL ASSESSMENT: (to be assessed by Sr. Administrative Officer/Officer on Special Duty)
(Please give points against each attribute below ranging from 0-10)

1.  Knowledge of the job    ☐

2.  Regularity    ☐

3.  Punctually    ☐

4.  Sincerity    ☐

5.  Reliability    ☐

| | | |
|---|---|---|
| 6. | Involvement/Interest in work | |
| 7. | Timely completion of allotted work | |
| 8. | Willingness to work in odd hours | |
| 9. | Working capacity | |
| 10. | Relationship with colleagues/higher officials/public | |
| | **TOTAL** | |

**D)** Remarks of the Accepting Authority

………………………………………………………………………………
……………………………………………………………………….......……
………………………………………………………………………………
…………………………………………………………………………..

Dated:                                                        Signature of
Mission Director
Place:

## 4.9. Conclusion:

This chapter rightly covers the Administrative rules followed in RUSA Assam office for smooth functioning of the official works. It includes the rules, services, mode of work of different branches of RUSA Assam, administrative norms, service norms, benefits derived by the employees, salary norms, leave rules, etc. For proper / smooth functioning of an office systematic use of all these administrative norms are very much essential.

# CHAPTER 5

## Financial Records, Accounting and Audit

### 5.1. Introduction of the Chapter:

Financial records are the stores of all the financial transactions of an institution. These records for an institution may be of release of fund, salary, receipt of funds, interests earned, bonuses, audits, gifts, cash register receipts, rent receipts, expenditures on services etc.

RUSA Assam is an organization where all accounting systems has been digitalized for smooth functioning of the office activities.

### 5.2. Objectives of this Chapter:

- To provide useful information to the users regarding the financial reports/records available in the institution.
- To provide information about the Digitalised Financial Records that are kept in RUSA Assam in systematic way.
- To find out the findings of Financial Audit under RUSA Assam.
- To find out the loopholes that have to be filled up in the due course of time to make the financial records more systematic.

### 5.3. Financial Records of the Institutions.

Finance Audit and Accounts Branch of RUSA Assam deals with Govt. fund released by the Central Govt. as well as State Govt. Mission Director is the DDO as well as sanctioning authority in respect of fund. The workflow starts from accountant, however, from March 2020 Accounts Assistant which has been created recently is the bottom level officer of the branch. Accountant is the key person of the branch who is solely responsible for all kinds of data/fund management. Any bill received from the vendor is initially registered in the Bill Register Management System. Afterwards, if approved by Mission Director is to

be released to the vendor subject to issue of a sanctioning order. Accountant is the key person for issue of the sanctioning order. Since, last September all kinds of bills other than the Preparatory Grant if the amount is more than 5 lakhs is endorsed to Govt. for approval.

The Financial Records which are maintained by this branch are as follows:

**A)** Central Cash Book

**B)** Ledger Account

**C)** Bill Register

**D)** Cheque Book Register

**E)** Patty Cash book Management System

### 5.3.1. Fund Flow from MHRD to states:

After the approval of the respective state plan by the PAB, the project Directorate MHRD carry out sanctions on the PFMS portal of the Controller General of Accounts (CAG). After this, funds are transferred to the States/UTs.

The State should contribute their share alongwith Central Share to the dedicated RUSA account of the SHEC within 15 days of receipt of the Central Share.

RUSA should transfer the funds to the dedicated RUSA account of Institutions within 15 days of the receipt of the combined pool of funds from the state Government.

### 5.3.2. Monitoring of Fund Flow:

The transfer of fund should take place through the Public Financial Management System (PFMS) portal so as to ensure the following:

- Track the flow of funds.
- Online information of bank balance.
- Track the utilization of money.
- Ultimate e-payment to the Beneficiary.

- Dissemination of relevant information to the end users.

- Decision support system for all levels of program heads.

- Enhance transparency and accountability in Public expenditure.

**5.3.3. Fund received by Rashtriya Uchchatar Siksha Abhiyan, Assam under RUSA 1.0:**

MHRD, Government of India has approved funds to RUSA (Assam) through the Government of Assam under RUSA 1.0 against 8 (Eight) no of components. The components and component wise fund details are as follows:

1. Total approved fund for 93 Beneficiary Institutions under the component Infrastructure Grant to Colleges is Rs. 186.00 crores, out of which Rs. 167.4 crore is for Central Share and Rs. 18.6 crore is for State Share. As on today MHRD has released Rs.160.65 crore Central Share and matching state share of Rs. 17.85 crore has also been released. We have released Rs. 174 crore amount to the respective Beneficiary Institutions and Rs. 0.50 crore deposited on 31st March will be released in a short period. Moreover, Utilization Certificates for Rs 144.91 crore is furnished to MHRD.

2. Total approved fund for 2 universities under the component Infrastructure Grant to Universities is 40 crores out of which 36 crore is for Central Share and Rs. 4 crore is for State Share. As on today MHRD has released all of its Central Share and matching state share of Rs. 4 crore has also been released. We have already released the entire amount to the respective Universities. Moreover, Utilization Certificates for the whole amount has also been furnished to MHRD.

3. Total approved fund for 5 Beneficiary Institutions under the component Upgradation of Existing Degree Colleges into MDC is Rs. 20.00 crores, out of which Rs. 18.00 crore is for Central Share and Rs. 2.00 crore is for State Share. As on today MHRD has released Rs.18.00 crore Central Share and

matching state share of Rs. 2.00 crore has also been released. We have released the entire amount to the respective Beneficiary Institutions. Moreover, Utilization Certificates for Rs 14.79 crore is furnished to MHRD.

4.  Total approved fund for 29 Beneficiary Institutions under the component Equity Initiative is Rs. 5.00 crores out of which Rs. 4.50 crore is for Central Share and Rs. 0.50 crore is for State Share. As on today MHRD has released Rs. 4.50 crore as Central Share and matching state share of Rs. 0.50 crore, has also been released. We have released the entire amount to the respective Beneficiary Institutions. Moreover, Utilization Certificates for Rs 3.565 crore is furnished to MHRD.

5.  Total approved fund for 12 Model Degree College under the component New Model Degree College is Rs. 108.00 crores out of which Rs. 48.00 crore is for Central Share and Rs. 60.00 crore is for State Share. As on today MHRD has released Rs. 37.5 crore as Central Share and matching state share of Rs. 37.5 crore has also been released. Moreover, an additional amount of Rs. 11.8623 as additional state share for procurement of furniture, lab equipments etc for the 5 nos of functional MDCs is also deposited in RUSA account .An amount of Rs. 65.710 crore is expended till date for construction of 9 nos of Model Degree Colleges. Moreover, Utilization Certificates for Rs 50.91 crore is furnished to MHRD.

6.  Total approved fund for 3 Professional Colleges under the component New Professional College is Rs. 78.00 crores out of which Rs. 70.20 crore is for Central Share and Rs. 7.8 crore is for State Share. As on today MHRD has released Rs. 35.10 crore as Central Share and matching state share of Rs. 3.9 crore has also been released. An amount of Rs. 0.0214 crore is expended till date and Utilization Certificates sent to MHRD is nil.

7. An amount of Rs. 8.00 crore is approved under the Head Preparatory Grant out of which Rs. 7.2 crore is Central Share and Rs. 0.80 is State Share. As on today MHRD has released the entire amount alongwith the matching State Share. An amount of Rs. 3.54 crore is expended till date under the component. Moreover, Utilization Certificates for Rs 2.99 crore is furnished to MHRD.

8. An amount of Rs. 0.072 crore Central Share is approved under the Head Management Monitoring Evaluation Research (MMER). As on today MHRD has released the entire amount and the whole amount is already expended by RUSA Assam. Moreover, Utilization Certificates for the whole amount is already furnished to MHRD.

**The component wise fund details under RUSA 2.0 are as follows:**

1. Total approved fund for 111 Beneficiary Institutions under the component Infrastructure Grant to Colleges is Rs. 222.00 crores, out of which Rs. 199.8 crore is for Central Share and Rs. 22.2 crore is for State Share. As on today MHRD has released Rs. 61.2 crore Central Share and matching state share of Rs. 6.3 crore has also been released. We have released the entire amount to the respective Beneficiary Institutions and the Utilization Certificates sent to MHRD are nil.

2. Total approved fund for 2 universities under the component Infrastructure Grant to Universities is 40 crores out of which 36 crore is for Central Share and Rs. 4 crore is for State Share. As on today MHRD has released Rs. 18.00 as Central Share and the matching State Share Rs. 2.00 crore is also released. The entire amount is already released to the respective Universities and the Utilization Certificates sent to MHRD are nil.

3. Total approved fund for 12 Beneficiary Institutions under the component Upgradation of Existing Degree Colleges into MDC is Rs. 48.00 crores, out

of which Rs. 43.2 crore is for Central Share and Rs. 4.8 crore is for State Share. As on today MHRD has released Rs. 21.6 crore Central Share and matching state share is not yet released. We have released Rs. 18 crore amount to the respective Beneficiary Institutions and Rs. 3.60 crore deposited on 31st March will be released in a short period. Moreover, Utilization Certificates sent to MHRD are nil.

4. Total approved fund for 2 Beneficiary Institutions under the component Equity Initiative is Rs. 5.00 crores out of which Rs. 4.50 crore is for Central Share and Rs. 0.50 crore is for State Share. As on today MHRD has released Rs. 2.25 crore as Central Share and matching state share is not yet released. We have released the entire amount to the respective Beneficiary Institutions. Moreover, Utilization Certificates sent to MHRD are nil.

5. Total approved fund for Gauhati University under the component Faculty Improvement is Rs. 7.00 crores out of which Rs. 6.3 crore is for Central Share and Rs. 0.70 crore is for State Share. As on today MHRD has released Rs. 3.15 crore as Central Share but not deposited in RUSA account and matching state share is not yet released.

**5.4. Effective use of Digital Accounting System in RUSA Assam:**

The implementation of Digital Accounting System in RUSA Assam is a remarkable footstep for keeping speedy and transparent accounts. Earlier the accounting system was maintained manually and for this the procedure was time consuming and there was possibility of unwanted human error. Honorable Prime Minister of India has been emphasized strongly for implementation of digital system in almost every Government activities for upgrading present India into a digital India. Inspired with the dream of prime minister Digital Accounting System in RUSA, Assam has been introduced by Mission Director Dr Deepak Majumdar IAS in anticipation of proper, speedy and transparent accounting system and for this five numbers of digital Office Automation Software System

have been implemented namely Bill Register Management System, Cash Book Management System, Sanction Order Management System, Print Payment Advice Management System, Legder Account Management System and Petty Cash Management System. The activities of the softwares are given below:

1) **<u>Bill Register Management System</u>:**

   As soon as a bill is received by RUSA and after the initial signature of Mission Director on the body of the bill the bill is uploaded in the system with a unique system generated bill number. This system shows the status of all the bills whether paid, unpaid or cancelled.

2) **<u>Cash Book Management System</u>:**

   This is a digital cashbook where all the transactions are recorded month wise with due signature of Mission Director and Finance and Accounts Officer, RUSA.

3) **<u>Sanction Order Management System</u>:**

   In this system all the sanction orders are generated digitally after the approval of Mission Director which helps speedy preparation of Sanction Orders.

4) **<u>Print Payment Advice Management System</u>:**

   In this system, the PFMS system generated Print Payment Advice is uploaded in order to keep a proper track on the transactions whose PPA for payment are generated.

5) **<u>Petty Cash Management System</u>**:

   In this system all the petty expenditures are uploaded in order to maintain a transparent accounting system.

6) **<u>Ledger Account Management System</u>**: In this system all credit and debit of fund are have been recorded in a systematic manner.

**5.5. Audit, Audit Objective and Action on Audit**

**5.5.1 Introduction:**

Audit is undertaken in terms of article 149-151 of the constitution of India. Audit is an important part of Financial Administration to secure accountability. Audit assures that there is no excess of regular expenditure.

**5.5.2. Scope of Audit:**

**5.5.2.1. Fiscal Accountability**- The RUSA fund includes full disclosure and compliance with applicable laws, rules & regulations.

**5.5.2.2. Program accountability**- RUSA audit is concerned with whether Government programmes, projects and activities are achieving the pre-determined targets & objects with due regard to the cost and results.

**5.5.2.3 Managerial Accountability**- The RUSA audit covers how RUSA funds and other resources of RUSA have been used with efficiency and economy.

**5.5.3 Audit Objectives regarding RUSA fund:**

The two objectives of inspections are-

**5.5.3.1. A.** To check that the initial accounts and other records are properly maintained in the prescribed forms and that all financial rules and regulations are complied with.

**5.5.3.2. B.** Whether the departmental authorities are exercising due care over the accuracy of the original records.

**5.5.4. Audit Inspection of RUSA fund:**

The RUSA program of education is included within the purview of audit by CAG. Moreover, the audit of funds released to the Beneficiary Institutions under RUSA are to be audited by the approved Chartered Accountant firms by AG annually. Accordingly RUSA Assam needs to conduct audit of the RUSA Beneficiary

Institutions through approved C.A firms which shall include the following procedures.

**5.5.5. Selection of C.A firm** : For the selection of C.A firm a committee is to be constituted with consisting Mission Director of RUSA Assam as Chairman and three other members who expertise in different fields relating to audit. As per advice of the committee, Mission Director will invite Expression of Interest (EOI) from the approved CA firms by imposing some terms & conditions regarding eligibility for selection of firms. After submission of EOI by the firms a shortlist has to be prepared on the basis of the imposed terms and conditions. Thereafter, the qualified C.A firms have to be requested to audit the funds received by the Beneficiary Institutions imposing some terms of reference on the basis of MHRD guidelines.

**5.5.6 B. Collection of Audit Report:** The C.A firms after audit shall submit the Audit report to the office of Mission Director RUSA Assam. The Audit report after initial of the Mission Director, is scrutinized by the Accounts Branch properly and thoroughly and follow up action initiated as per requirement.

**5.5.7. C. Action on Audit**: Based on the C.A firms audit report necessary corrective measures must be undertaken in the right spirit. If any of the Beneficiary Institution fails to fulfil any financial or administrative rules as per the MHRD guideline or as per the written Release Letter given by the office of the Mission Director RUSA to the institutions, than a proper letter is given to the Beneficiary Institution asking clarification for such lapse and after receiving the reply necessary action is taken after the approval of Mission Director RUSA Assam.

Based on the above procedure RUSA Assam has conducted audit of 101 nos of RUSA Beneficiary Institutions with effect from 2014-2019 and the major findings from such audit reports submitted by the CA firms are that most of the

colleges have failed to fulfil the financial rules of maintaining proper records such as maintaining stock register, cash book, vouchers etc.

So, the office of the Mission Director RUSA has given more importance on guiding the colleges for maintaining such records initially and also check periodically whether such procedures are followed or not and if any college fails to do so proper action has been taken to avoid reoccurrence of such financial irregularities in future.

Since inspection reports and audit reports point to the controlling office the extent to which its rules and regulations are being complied with and also make recommendations on the implementation of various projects, it is necessary that compliance to their observations are made within the time and corrective measures are initiated to avoid reoccurrence of Financial irregularities by the authorities concerned.

## 5.6. Conclusion

This chapter rightly throws light on the financial reports/records available in RUSA Assam. It also provides information about the newly introduced digitalised financial records of the organization. It helps to make the audit reports more systematic to avoid all kinds of financial difficulties in future.

# CHAPTER 6

## TRAININGS UNDER RUSA ASSAM

### 6.1. Introduction of the Chapter:

Training in general means the teaching and learning activities carried out by training institutions/organizations to provide skills, knowledge, ability and attitude to the individual or group of individuals. In an organization training may be needed for the purpose of acquiring skill, ability by its employees to cope up with the situation of the organization. Again an organization may provide training to their stakeholders on some particular topic, so that the stakeholders can easily handle their responsibilities under the organization.

### 6.2. Sources of Fund for training:

As per RUSA Guidelines, Preparatory Grants were provided for Institutional restructuring, Capacity Building and Reform. These funds can be utilized for setting up/ strengthening of the SHECs, State Project Directorate and State Resource Centre; and undertake baseline surveys to help them in capacity building. Therefore, the fund for training purposes can be utilized from this head.

### 6.3. Objectives of the Chapter:

- To find out the purpose of trainings under RUSA Assam.
- To understand the different training requirement under RUSA Assam.
- To find out how training will be helpful to improve the quality of work of the employees of RUSA Assam and of RUSA stakeholders.

Under RUSA Assam, 2 types of trainings are required.

1. Training for Stakeholders ie the Higher Education Institutions and
2. In house trainings.

**6.4. Training for stakeholders of RUSA Assam:**

**6.4.1. Introduction:**

The main stakeholders of RUSA Assam are the RUSA beneficiary Higher Education Institutions of the State. The purpose of training for RUSA stakeholders is to provide the skill to the RUSA beneficiary institutions to acquire the knowledge to handle different tools developed under RUSA Assam.

**6.4.2. Types of trainings that are needed for RUSA beneficiary institutions under RUSA Assam:**

The following trainings are needed for RUSA beneficiary institutions on time to time.

**6.4.2.1. Training on Challenge Level Funding (CLF):**

During RUSA 2.0, MHRD had accepted the proposal for grants from the institutions of the State via Challenge Level Funding- An online portal of MHRD, Govt. of India. Under the portal authorized persons of the institutions are allowed to upload proposals in the portal at the institution level. Again at the State level, the State nodal officer is allowed to make modifications in the database submitted by the institutions. After verification of the data, the State nodal officer submits the final proposals to MHRD via this portal.

To operate the portal at the institution level, the concerned institutions need some minimum skills, which can be taught to them prior to the submission of the proposals. Since MHRD opens these portal for proposal submission only for 3 to 4 days under a PAB, during RUSA 2.0, the institutions had been instructed to attend RUSA Assam office with their all relevant documents for uploading of their proposals. The main purpose of such instructions was to avoid errors in uploading the proposals.

For RUSA 3.0, the Higher Education Institutions may be provided training online, one day prior to the date of uploading database in the CLF portal.

**6.4.2.2. Training on the use of DPR Management System of RUSA Assam:**

RUSA Assam has recently developed a portal on Detailed Project Report Management System. The main purpose of this system is to make DPR submission system easy, and to keep these DPRs in secured store.

During RUSA 1.0 and RUSA 2.0, DPRs were collected from RUSA beneficiary institutions on hard copy which were kept in the concerned file of that particular institutions. Which took more time to collect the DPRs from the institutions and in case of discrepancies occurred in the DPR, as per RUSA guidelines, it became difficult to correct them on time.

To avoid these kind of problems during RUSA 3.0, the DPR management system has been developed by RUSA Assam. In this system, as per norms of MHRD guidelines, the projects has been set in the portal. The institutions will have to upload their abstract of the proposed DPR in the already prescribed format in the portal. There is also options for the institutions to upload the softcopy of their DPR in the portal.

Therefore training is needed for the beneficiary institutions prior to their submission of proposed DPR to avoid errors in uploading data.

**6.4.2.3. Training on the use of Project Monitoring System:**

RUSA Assam has developed its own online Project Monitoring System (PMS) for daily monitoring of progress of RUSA activities at the institution level. It have 3 modules i.e. User Master, College Master and Project Master.

User master is used by the admin at RUSA Assam, while in College Master and in Project Master the institutions have to upload project wise data in the portal. To avoid errors in uploading project wise data in the PMS portal of RUSA Assam, the institutions will have to be trained up by RUSA Assam.

Till date various rounds of trainings were organized by RUSA Assam teach the beneficiary institutions on the uploading of data at the PMS system of RUSA Assam. In future, these type of more trainings will have to be organized by RUSA Assam for RUSA beneficiary institutions.

## 6.4.2.4. Training on Public Fund Management System (PFMS):

As per the norms of MHRD, all institutions under RUSA Assam are bound to make all payments / transfers via PFMS system.  Various rounds trainings were organized by RUSA Assam to train up the RUSA beneficiary institutions on the use of PFMS. To impart these trainings, National Level Resource Person from Assam Secretariat PFMS Cell has been invited by RUSA Assam. Again in the year 2019, RUSA Assam has nominated 34 teaching/ non-teaching staff from RUSA 2.0 beneficiary institutions to participate in PFMS training at Kolkata, which was organized by MHRD Govt. of India.  In future these type of trainings will have to be again organized by RUSA Assam for RUSA beneficiary institutions of the State.

In due course of time, RUSA Assam may also organize PFMS trainings for RUSA beneficiary institutions of the North Eastern State of our Country at Guwahati by inviting this National Level Resource Person.

## 6.4.2.5. Training on Fund Tracker:

Fund tracker system is an essential part of RUSA Scheme. Through this system MHRD, tracks the utilization of fund released to the institutions of the States. Various trainings were also conducted under RUSA Assam for the beneficiary institutions on the use of fund tracker system. In future more trainings on Fund Tracker may be organized by RUSA Assam, as and when it will be required by the beneficiary institutions.

**6.4.2.6. Training on Cashbook Management System, patty cash management system, bill register management system, institutional ledger accounting system, Print payment advise Management System :**

In order to digitalize the Accounting procedures of RUSA Assam, the following digital systems have been already introduced in RUSA Assam. These are: Cashbook Management System, patty cash management system, bill register management system, institutional ledger accounting system, Print payment advice Management System. The basic aim of this digitalized systems are to make the accounting system more systematic and transparent. It has been decided to introduce these systems in the RUSA beneficiary institutions also. Therefore trainings will have to be organized by RUSA Assam for beneficiary institutions in due course of time.

**6.4.2.7. Training on use of Bhuwan RUSA app / other apps of GIS:**

To find out the location of RUSA beneficiary institution and to upload photographs of progress of works on the spot by RUSA beneficiary institutions, MHRD Govt., of India is using a digital application namely "Bhuwan RUSA". On the use of this app, RUSA 1.0 beneficiary institutions were already provided trainings. Now MHRD has blocked this application for the time being. Again RUSA Assam is planning to introduce its own GIS application tools to locate the beneficiary institutions and to collect photographs of progress of works on the spot. After finalization of this tool, RUSA Assam will have to organize training for RUSA beneficiary institutions on the use of these tools.

**6.5. Human Resource Training:**

The following in- house trainings are required and organized for RUSA official/ staffs to improve their quality of work:

### 6.5.1. Training on efficient use of Page Maker and Assamese typing:

From the year 2019, RUSA Assam has been using both English and Assamese language in their official documents and letters. For efficient use of Assamese Language in official documents of RUSA Assam, training on Assamese typing and Page Maker has been imparted to Data Entry Operators and Office Assistants of RUSA Assam by hiring one private computer teacher . This is a continuous process. Apart from training, software on Assamese typing is to be selected for office use. Ramdhenu software has been subscribed for pagemaker while Unicode software like Arohi, Kalpurush has been downloaded for typing in MS Word.

### 6.5.2. Training on efficient use of Tally:

In the year 2019, Employees of Accounts Branch of RUSA Assam were provided training on efficient use of Tally in Accounting System by hiring one private computer teacher. This has helped a lot to make the Accounting system more digitalized and transparent.

### 6.5.3. Training on efficient use of MS- Offices:

In the year 2019, RUSA Assam has organized training on the efficient use of Word, Excel, power point and Access by hiring one private computer teacher. This has helped to improve the quality of work of RUSA employees.

### 6.5.4. Training on Fund Tracker, PFMS etc.:

As and when required RUSA officials/ Staff are provided with training on PFMS and fund trackers.

### 6.5.5. Training of Office Management:

RUSA Officials/ Staffs may be nominated for training on Office Management including file management organized by State/ Central Government at inside/ outside the State.

### 6.5.6. Training on new IT solutions:

Officials/ Staffs of RUSA IT Branch may be nominated for training on new IT solutions, organized by State/ Central Government at inside/ outside the State.

### 6.5.7. Training on efficient documentation and report writing:

RUSA Officials/ Staffs of PIM Branch may be nominated for training on efficient documentation and report writing organized by State/ Central Government at inside/ outside the State.

### 6.5.8. Training on Administrative skill development:

RUSA Officials/ Staffs of RUSA Assam may be nominated for training on Administrative skill development organized by State/ Central Government at inside/ outside the State.

### 6.5.9. Training on Gender Issues and Equities:

RUSA Officials/ Staffs of RUSA Assam may be nominated for training on Gender issues and equities organized by State/ Central Government at inside/ outside the State. This is expected to ensure gender equity in Higher Education.

### 6.5.10. Training to avoid sexual harassment at work place:

Female officials/ staffs of RUSA Assam may be nominated for training to avoid sexual harassment at work place organized by State/ Central Government at inside/ outside the State.

### 6.5.11. Training on Accounting Management, Financial Rules etc.:

Officials/ staffs of Accounts Branch of RUSA Assam may be nominated for training on Accounting Management, Financial Rules etc. organized by State/ Central Government at inside/ outside the State.

### 6.5.12. Training on Disaster Management:

Officials/ staffs of RUSA Assam may be nominated for training on Training on Disaster Management organized by State/ Central Government at inside/ outside the State.

### 6.5.13. Training on Swachta:

Officials/ staffs of RUSA Assam may be nominated for training on Training on Swachta organized by State/ Central Government at inside/ outside the State.

### 6.5.14. Training on Stress Management:

Officials/ staffs of RUSA Assam may be nominated for training on Stress Management organized by State/ Central Government at inside/ outside the State.

### 6.5.15. Training on RTI:

Officials/ staffs of RUSA Assam may be nominated for training on RTI organized by State/ Central Government at inside/ outside the State.

### 6.6. NAAC awareness for institutions:

Valid NAAC Accreditation is the minimum pre- requisite for Higher Education Institutions to get RUSA grants. Again to get grants under important components under RUSA, minimum NAAC CGPA for a institution is fixed minimum 3.50 by MHRD, Govt. of India. In this circumstances, Higher Education institutions of our State could not apply for grants under the important components of RUSA. In Assam at present 133 HE institutions do not have valid NAAC Accreditation and in most of them, the NAAC validity has been expired. Again in Assam only Nagaon College has scored maximum CGPA of 3.26 and other institutions scored below CGPA 3.13. Which shows the importance of NAAC Awareness training in the State. Considering the importance of awareness for NAAC among the Higher Education Institutions of the State, RUSA Assam has organized 3 rounds of trainings for Provincialized and Government Colleges of the State who do not have valid NAAC Accreditation and never accredited before. Till date 55

numbers colleges were already covered under the awareness programme of RUSA Assam.

During these awareness programmes, the participant institutions were instructed to furnish the status of their institutions in respect of NAAC Accreditation procedures on the following stages to Mission Director, RUSA Assam:

Stage 1: Status of uploading AQARs (Annual Quality Assurance Reports).

Stage 2: Submission of IIQA (Institutional Information for Quality Assessment).

Stage 3: Submission of SSR (Self-study Report).

Stage 4: Visit of NAAC peer team.

Accordingly, the institutions who has attended these workshops are regularly submitting their progress on NAAC Accreditation in the above mentioned prescribed format to RUSA Assam.

It has been planning to cover all never accredited/ non- accredited institutions of the State under this awareness programme by RUSA Assam.

## 6.7. Tentative Trainings for 2020-2021:

## Training for Beneficiary institutions:

| Sl no | Name of the Training/ Workshop | Duration | Tentative Month of Training | Tentative number of Participating | Number of Persons per institute | Tentative Participants | Tentative Expenditure (In Rs.) | Remarks |
|---|---|---|---|---|---|---|---|---|
| 1 | Capacity Building Training for Non Accredited/ never accredited higher education institutions of the State | 1 Day Training | October 2020 | 164 | 2 | 328 | **1**,52900.00 (If Resource Persons hired from outside the State) or198400.00 (If RP hired from within the State) | Details Available at Annexure A |
| 2 | Training on Fund Tracker | 1 Day Training | December 2020 | 129 | 2 | 256 | 20,400.00 | (Details Available at Annexure B) |
| 3 | Training on PFMS | 1 Day Training | December 2020 – January 2021 | 51 | 2 | 102 | 17,000.00 | Details Available at Annexure C |
| 4 | Training on Digital Accounting System | 1 Day Training | December 2020- January 2021 | 131 | 2 | 262 | 44,200.00 | (Details Available at Annexure D) |
| 5 | Taining on Project Monitoring system of RUSA Assam | 1 Day Training | January 2021- February 2021 | 51 | 2 | 102 | 17,000.00 | (Details Available at Annexure E) |
| | TOTAL | | | | | 1050 | 2,51500.00 Or 2,97000.00 | 2,51500.00 ( If Resource Persons hired from outside the State) 2,97000.00 (If RP hired from within the State) |

## Annexure A

**Model Cost norms**

1 Day Capacity Building Training for Non Accredited/ never accredited higher education institutions of the State: (If the Total Participants 328 and resource person is invited outside the State)

| Sl No | Head of Expenditure | Per Unit Cost | Total Cost | Remarks |
|-------|---------------------|---------------|------------|---------|
| 1 | Resource Person Honorarium for RP outside the State | 5000.00 | 5000.00 | For 1 Resource Person |
| 2 | Accommodation of Resource Person (Outside the State) | 10,000.00 | 30,000.00 | For 3 days including Lunch & Dinner |
| 3 | Local Transportation of Resource Person | 2500.00 per day | 7500.00 | For 3 days |
| 4 | Lunch/ Tea/ Drinking Water/ Refreshment for participants | 150.00 | 49,200.00 | |
| 5 | Hiring of Venue: | 40,000.00 | 40,000.00 | |
| 6 | Pen Pad folders per person | 20.00 | 6200.00 | |
| 7 | Photography | 10,000.00 | 10,000.00 | |
| 8 | Contingency Cost | 5000.00 | 5000.00 | For banner etc |
| | **TOTAL** | | **1,52,900.00** | |

1 Day Capacity Building Training for Non Accredited/ never accredited higher education institutions of the State: (If the Total Participants 328 and the participants are divided into 20 participants in 16 batches)

| Sl No | Head of Expenditure | Per Unit Cost | Total Cost | Remarks |
|-------|---------------------|---------------|------------|---------|
| 1 | Resource Person Honorarium | 2500.00 | 5000.00 | **For 2 Resource Persons** |
| 2 | Transportation of Resource Person within the District | 500.00 | 1000.00 | **For 3 days including Lunch & Dinner** |
| 3 | Lunch/ Tea/ Drinking Water/ Refreshment for participants | 150.00 | 3000.00 | |
| 4 | Pen Pad folders per person | 20.00 | 400.00 | |
| 5 | Contingency Cost | 3000.00 | 3000.00 | |
| | **TOTAL cost per batch** | | **12,400.00** | |
| | **TOTAL (For 16 Batches ) = 198,400.00** | | | |

**Model Cost norms**

**1 Day training on Fund Tracker (Total Participants 129 in 6 batches, 20 persons per batch)**

| Sl No | Head of Expenditure | Cost Per Head | Total Cost | Remarks |
|---|---|---|---|---|
| 1 | Refreshment for participants | 100.00 | 2000.00 | **For 20 persons (including Tea and Drinking water)** |
| 2 | Pen Pad folders per person | 20.00 | 400.00 | |
| 3 | Contingency Cost | 1000.00 | 1000.00 | **Including Banner** |
| 4 | Resource Person Cost | 0 | 0 | **In house resource person** |
| | **TOTAL cost per batch** | | 3400.00 | |
| | **TOTAL (For 6 Batches) = 20,400.00** | | | |

## Annexure C

**Model Cost**

1 Day training on PFMS (For 102 participants) for 5 batches, 20 persons per batch

| Sl No | Head of Expenditure | Cost Per Head | Total Cost | Remarks |
|-------|---------------------|---------------|------------|---------|
| 1 | Refreshment for participants | 100.00 | 2000.00 | **For 20 persons (including Tea and Drinking water)** |
| 2 | Pen Pad folders per person | 20.00 | 400.00 | |
| 3 | Contingency Cost | 1000.00 | 1000.00 | **Including Banner** |
| 4 | Resource Person Cost | 0 | 0 | **In house resource person** |
| | **TOTAL cost per batch** | | 3400.00 | |
| | **TOTAL (For 5 Batches) = 17,000.00** | | | |

# Annexure D

**Model Cost**

**1 Day** Training on Digital Accounting System: (For 262 participants for 13 batches, 20 persons per batch)

| Sl No | Head of Expenditure | Cost Per Head | Total Cost | Remarks |
|-------|---------------------|---------------|------------|---------|
| 1 | Refreshment for participants | 100.00 | 2000.00 | **For 20 persons (including Tea and Drinking water)** |
| 2 | Pen Pad folders per person | 20.00 | 400.00 | |
| 3 | Contingency Cost | 1000.00 | 1000.00 | **Including Banner** |
| 4 | Resource Person Cost | 0 | 0 | **In house resource person** |
| | **TOTAL cost per batch** | | **3400.00** | |
| | **TOTAL (For 13 Batches) = 44,200.00** | | | |

**Annexure E**

**Model Cost (For 102 Participants in 5 batches, 20 persons per batch)**

| Sl No | Head of Expenditure | Cost Per Head | Total Cost | Remarks |
|-------|--------------------|--------------|-----------|---------|
| 1 | Refreshment for participants | 100.00 | 2000.00 | **For 20 persons (including Tea and Drinking water)** |
| 2 | Pen Pad folders per person | 20.00 | 400.00 | |
| 3 | Contingency Cost | 1000.00 | 1000.00 | **Including Banner** |
| 4 | Resource Person Cost | 0 | 0 | **In house resource person** |
| | **TOTAL cost per batch** | | 3400.00 | |
| | **TOTAL (For 5 Batches) = 17,000.00** | | | |

**Permissible Expenditures for training (Based on 2020 price rate):**

| Sl No | Head of Cost | Ceiling Cost norms / Permissible Facilities to be allowed |
|-------|-------------|-----------------------------------------------------------|
| | **Resource Person Honorarium** | |
| 1 | Resource Person Honorarium (From the State) | Rs 2500 for Resource Persons of the State |
| 2 | Resource Person Honorarium (Outside the State) | Rs 5000.00 honorarium per day per person. |
| | **TA/DA for Resource Persons** | |
| 3 | TA for Resource Person inside the District | Rs 500 within the District if office vehicle is not provided. |

| | | |
|---|---|---|
| 4 | TA for Resource Person within the State but outside the District | ASTC Bus tickets/ 2 Tier Ac train tickets will be provided for RPs within the State from Different District. |
| 5 | TA and Accommodation for Resource Person (Outside the State) | Flight Tickets (Economic Class) will be provided. |
| | | One vehicle will be provided for local transportation. |
| | | Maximum expenditure for per night accommodation of the RP will be Rs 10,000.00 for Grade A and for Grade B 5000 per day. |
| **Venue Charge for workshop /training** | | |
| 6 | Venue charge for training (Total Capacity 300 & Above) | Rs 40,000.00 per day. |
| 7 | Venue charge for training (Total Capacity 500 & Above) | Rs 80,000.00 per day |
| **Vehicle Cost** | | |
| 8 | Vehicle for transportation per training per vehicle | Rs 2500 per vehicle per day |
| **Accommodation for Participants within the State** | | |
| 9 | Accommodation for participants (Per person) | Rs 2000.00 per day per night including |
| 10 | Food charges during accommodation (Per Person) | Rs 420.00 per day (Lunch/ Dinner & Breakfast) |
| **Training Materials** | | |
| 11 | Pen (Per person) | Rs 20.00 |
| 12 | Pad ( Per Person) | Rs 20.00 |

| 13 | Folder (Per head) | Rs 40.00 |
|---|---|---|
| 14 | Jute Bag (Per) | Rs 300.00 |
| 15 | Study Material (Photocopy) | Rs 50 per person / per day |
| **Food Charge for training** | | |
| 16 | Lunch for participants (Per person) | Rs 150.00 |
| 17 | Dinner for Participants (Per Person) | Rs 150.00 |
| 18 | Breakfast for participants (Per person) | Rs 80.00 |
| 19 | Tea (per Person ) 2 times | Rs 40.00 |
| 20 | High Tea (Per Person) | Rs 300.00 |
| **Contingencies** | | |
| 21 | Banner | Rs 8.50 per square feet |
| 22 | Photography ( Video) | Rs 10,000.00 per day |
| **IN SERVICE TRAINING FOR RUSA OFFICIALS/ STAFF** | | |
| 23 | Outside the State | 2 tier AC train tickets/ Flight Fair (Economic) will be provided for transportation. |
| 24 | Accommodation outside the State for the purpose of Training | Expenditure for per day accommodation at Hotels outside the  Rs 2500.00 per day per person |
| 25 | Local Transportation outside the State | Local transportations will be provided as permissible |
| 26 | Local transportation within the State to attend training inside the State | As permissible |

## 6.7. Conclusion of the Chapter:

The above mentioned trainings for Stake holders will indirectly help to improve the performance of the RUSA Scheme in our State. Again the in- house trainings for RUSA Officials/ Staff will help to improve the skill and efficiency of the RUSA employees to make the RUSA Scheme, more successful one.

# CHAPTER 7

## EFFECTIVE USE OF TECHNOLOGY

### 7.1. Introduction of the Chapter:

In the present World, technologies becoming a part of human life. Technology is now a days becoming more and more important in every field of work. Use of modern technologies in offices increases the efficiency of works, saves time and ensures easy communication. Again the ability to use modern technology is an essential skill of employees of an office. Therefore proper training for employees on modern technologies used by the office, is very much essential for smooth functioning of the official works.

This chapter aims to reflect the following Objectives:

- The chapter aims to find out the modern technologies that are used in RUSA Assam.
- To find out the provision of training for the employees of RUSA Assam to learn the modern techniques.
- To find out the details of customized software that were developed by RUSA Assam recently.
- To plan for future modern technologies to be used under RUSA Assam.

Since last year RUSA Assam has significantly introduced modern technology for various office management works. Such major technological use are as follows:

A) Geographical Information System (GIS).
B) Combined Software for office Administration.
C) Combined Software for Digital Accounting System.
D) Combined Software for Planning Implementation and Monitoring Branch.
E) Use of Modern Technological Equipment
F) Use of IT Equipment.

All those software were developed in the RUSA office itself. Many of them were developed during the lockdown period commencing from March to May. Expenditure incurred is hence insignificant compared to the existing market rate.

## 7.2. Implementing Geographical Information System at RUSA, Assam

### 7.2.1. Introduction of GIS:

Geographic Information Systems (GIS) are a mainstream technology with a vital and growing use across all industries including health, education, manufacturing, retail, real estate, transportation, telecommunication, national resources etc.. Geographic Information Systems are typically focused on storing data which has a geographic location, undertaking analysis of that data, integrating that data with other data types and presenting that data for decision support, usually in the form of a map. To make 'GIS work' requires more than just a simplistic software approach – it requires understanding the environment of the host organization and how this technology can be used to address real issues. GIS environments most often consist of two major components: the spatial or graphic data which represents real-world entities; and the non-spatial or textual data which describes the attributes of those real-world entities. This data is then accessed by software which can relate each item of both the graphic and textual data to each other to provide information to the user.

### 7.2.2. Need of GIS at RUSA Assam:

As a technology, GIS is primarily focused on:
- Capturing/converting/storing spatial or geographic data  i.e. data which has a location on, over or under the surface of the earth;
- Undertaking analysis of that data;
- Integrating that data with other data types; and

- Presenting that data for decision support, generally in the form of a map, perhaps with associated tables or charts.

Therefore a GIS can be defined as a computer system that stores, manages, displays, analyses and reports on information which has a 'where' component, i.e. a location. At RUSA, Assam, a number of decisions undertaken by the concerned officials often refer to 'what', 'where', 'how much', 'what does this relate to' and 'how does this relate to my other data'. The inclusion of the 'where' component into the decision-making process can be a powerful tool for providing a better understanding of the issues at hand and the implications of specific decisions taken. The most obvious advantage of representing 'where' data in a GIS can be derived from the visual representation of data presented in map form. A picture tells a thousand words. When this is also combined with other information about the data item, such as what the entity is, how much it costs, what it relates to, etc., more powerful relationships can be determined. GIS can present complex numerical data as simple images which we can more easily process to provide the basis for a better understanding of complex situations involving lots of data and, hopefully, to make better decisions. For example, the location or spatial distribution of socio-economic data can be a very useful tool in planning for the provision of government services such as establishing an educational institution etc. As such, the inherent spatial relationships within the map data can provide powerful benefits that might not be initially obvious, such as:

- finding the relationship of different data themes – e.g. 'show me the spatial distribution of institutions that received infrastructure grants in RUSA 2.0 compared with RUSA 1.0 for Kamrup (M) district ';
- finding items at a given location – e.g. 'show me all the planning constraints for establishment of a professional college at Biswanath';

- finding locations where certain conditions are met – e.g. 'show me all the institutions that have utilized 100% of the funds received for language laboratory under RUSA 1.0';

- identifying trends and spatial patterns – e.g. 'show me all the institutions that have consistently failed to utilize funds under RUSA 1.0 as well as RUSA 2.0';

- Scenario modelling – typically used to assess or distinguish between a set of proposed options, for example assessing the merit of establishing a new model degree college as opposed to upgrading an existing college.

### 7.2.3. MAKING GIS WORK FOR RUSA

GIS is a data-centric application and can be a powerful tool to represent and analyze spatial data. But in order to do this, the GIS must have a lot of data captured, and that data must be relevant to the queries being run (i.e. a query involving planning constraints must use the latest planning data) and must be as correct or accurate as possible. Thus, although the benefits that can be obtained from using GIS are significant, these benefits will only happen if the GIS has good data. At RUSA, Assam, we have a fair amount of data that is available and it has a high degree of correctness and is suitable for the purpose to which it is going to be used. In addition, when this good GIS data is combined with data from other systems (e.g. financial data, civil works data, operations data etc.) substantially more benefits can be derived. All of this information, properly presented, can provide a unique view on the whole lot of data that RUSA deals with. This will lead to this data becoming information which is then able to be used to make a number of decisions for the fulfillment of RUSA objectives. However, in the process of implementing GIS, many organizations often focus on the GIS software on the assumption that the software is the key to 'solving GIS' and that if the right software is purchased then all the rest will be easy. This is an incorrect assumption of course since there is no such thing as a best GIS. It

all depends on the needs of the organization, the use to which the system will be put, the data that is available to use with the system and the integration of the GIS with the other system in the organization. Therefore, to make GIS work for RUSA, like any other technology, should be based on meeting the needs of RUSA which are generally expressed as objectives or operational goals for RUSA, Assam. The GIS must be focused on meeting those needs if it is to be successful.

Again, GIS needs a lot of good data for it to be really useful and most of the data at RUSA is usually spread across several departments, in lots of different files and folders. Unlike traditional IT systems, such as Financial Systems which are often single-focus, GIS usually is multi-focus across an organization and often requires organizational issues to be addressed in order for the implementation to be successful. Therefore, it is important to have:

- A strategy to ensure that the use of GIS is aligned with RUSA's objectives and that the benefits that the technology might be able to bring to RUSA are identified;

- Methodologies and practices to implement the strategy and to manage the changes it will bring; and

- Appropriate mechanisms to 'measure' RUSA's use of the technology, both at any given point in time and as it progresses toward reaching the overall goals.

### 7.2.4. Data types required by RUSA to feed into GIS:

Geographic Information Systems are information systems based on geographic or spatial data. While the spatial data used in a GIS environment varies from organization to organization, the following is a list of datasets that RUSA may require to feed into GIS:

A. Geographic:

- Topographic

- Land use planning

- Soil and geology river system

- Administrative Boundary

- Location Data: Latitude/longitude.

- PIN Code

C. Connectivity :  i.  Air /Rail/ Bus/ Ferry

                  ii. Street /Road

D. Specific plot information: Areas, Buildings, campus, facilities.

When data is loaded into a GIS environment, it often loses the 'context' from where it was derived, and may conflict with other data collected at a different time by different processes. In order to understand the lineage of each data item, it is important that information about the data which we call 'metadata' is entered into the GIS so that, over time, knowledge about each piece of data is not lost and can be used to ensure that the data is 'fit for the purpose' to which it is planned to be used. If metadata is not collected, the quality, completeness and usefulness of that data item is often unknown, thereby making some of this data useless. Metadata should be a commonsense short description containing useful information such as:

- who captured the data;
  - the reason why the data was captured;
  - the date of capture;
  - how the data was captured;

- the source material;

- the precision of capture;

- the locational area of the data;

- the fitness for purpose;

- the completeness (e.g. all available data was captured or only a quarter was captured);

- the coverage of data.

## 7.2.5. Storage of GIS data at RUSA Assam

One of the major issues to be considered when talking about implementation of GIS at RUSA is how the spatial data feed into GIS will be stored. Because GIS is data-centric, the GIS software must be able to work closely with the GIS data for the system to be efficient. Presently, we do have some applications such as Project Monitoring System (PMS) and Bhuvan RUSA Application. However PMS in its current state is not adequate enough to handle large volumes of typical spatial data that RUSA deals with and while Bhuvan RUSA Application was being used in the past, currently it is lying on the shelf since one and a half year, the reason best known to the MHRD. In such a scenario, it would be better if we develop a strategy at RUSA, Assam to store and manage GIS data by outsourcing the task of developing an application for the purpose to Assam Remote Sensing Application Centre (ARSAC). Following are the two options we may have at our disposal:

## 1. Standalone GIS – the Single Database Configuration

In this case, a GIS application is installed on a single PC and the data is loaded on the same PC. The GIS does not exchange data with any other system, and can be considered as being a 'closed loop' system. The GIS person will load data, edit data and produce output. All data is stored on the disk of the PC and the integrity

of the data is as good as the diligence of the operator. In this environment, any performance issues are the result of the capability of the single PC and the size of the database, and can usually be solved by upgrading the PC. In this scenario, data is typically stored as graphic files in the proprietary format of the GIS being used. Being a standalone system, the GIS data is typically only accessed by a single person. This data will be uploaded periodically in the web server of RUSA Assam, for distribution of the same as per requirement of RUSA, Assam.

**2. Networked GIS – Small Co-located Configuration**

Another solution which is somewhat better than the Standalone GIS is usually when the GIS is installed on several PCs and there is a need for each of the users to access the same data. The typical scenario used in these circumstances is that one of the PCs (or a server) is designated as containing the 'master' database and the remaining users 'read' the data from this master database and write back any changes to the data. Typically the GIS software is stored and launched from each PC. If the PCs are located near each other, the speed of the several PCs and the small network are usually not adversely impacted and if there are any performance problems these can be solved easily by upgrading the PCs, server or the network. In this scenario, data is typically stored as graphic files in the proprietary format of the GIS being used. In this configuration a small number of users access the GIS data, but again the data can be 'served' to RUSA by uploading this data periodically to a web server for deployment across RUSA's intranet.

**7.2.6. Present status of GIS at RUSA Assam:**

Presently, RUSA has outsourced the task of GIS Mapping of Higher Educational Institutions of Kamrup (M) district to Assam Remote Sensing and Application Centre (ARSAC) which is still under construction phase.

### 7.2.7. Migrating Existing Data to GIS

RUSA already has a good amount of data which can be carried forward into a new GIS environment. The existing data holdings of RUSA can be categorized as follows.

### 7.2.8. Existing GIS Data

Presently RUSA does not have any GIS data to be moved into the new environment.

### 7.2.9. Existing CAD Data/Drawings

Presently, though RUSA does not have a considerable amount of data stored in CAD drawings, often as AutoCAD files, however, in future, those drawings with a civil component would be useful to migrate to a GIS environment and only that part of the drawings that are geographically relevant. This data would need to be converted to the GIS coordinate system being used after being imported from the AutoCAD file.

### 7.2.10. Existing Drawing Images

There may be a good number of drawings with RUSA that include images of civil, architectural and planning drawings which exist in hard-copy only. This image base could represent a wealth of data which RUSA can use to augment the GIS data as required.

### 7.2.11. Existing Aerial/Satellite Imagery

Presently RUSA does not have aerial photography and satellite imagery which could be available for use in the GIS.

### 7.2.12. Existing As-constructed Data

As-constructed data (usually in the form of AutoCAD drawings) represents the record of works done by contractors on work-sites and is therefore a valuable

record of the location and condition of assets and services. In order to facilitate the easy entry of data from contractors, they should be encouraged to provide all information in an electronic form that can be imported into the GIS quickly and easily.

### 7.2.13. Other Existing Data

Other data, such as asset data, planning data, data related to institutions, operations, finance and accounts has the potential to be a valuable resource for the GIS. However, such data needs to be sorted, checked for compatibility, relevance, fitness for purpose, etc. before bringing this data forward for use in the GIS. Much of this type of data exists in a range of Excel spreadsheets (or Access databases).

To conclude, while there is a general need to catalogue the existing amounts and types of data used within RUSA, it will be useful to further discussion about whether existing data is useful and likely to be carried forward into a GIS environment.

### 7.2.14 Integrating GIS with other information Systems at RUSA:

In many organizations, it is becoming more common for GIS to interface and / or integrate with other corporate systems, particularly to facilitate access to data which may be common across such systems. The level of integration will be unique for each GIS environment and be focused on the systems which are in use by the host organization. Integration levels can often be an indicator of the level of maturity for that organization regarding the extent to which spatial system functionality is being harnessed to assist with other areas of the business and hence to assist in meeting business goals and objectives, or to provide competitive advantages. It is usually found that the systems reported to be integrated with GIS are Asset Management, CAD, Customer Management, Property Management,

Mobile Devices, Operations Management, Financial Management, and Document Management.

At RUSA, Assam, we have several customized management information systems to meet our specific requirements for planning, implementation and monitoring of projects, office management, accounts and financial management along with upcoming information systems for operations management. Some of the important ones which are being currently used by RUSA, Assam include Project Monitoring System, Bill Register Management System, Cashbook Management System, Ledger Accounting Management System, Sanction Order Management System etc. In order to ensure that the data used by these information systems within RUSA can be re-used by other applications and to have access to common data, it is possible to develop a mechanism for the GIS to interface and/or integrate with the above-mentioned information systems. The integration of major information systems at RUSA should focus on exchanging data, generally by creating an environment where there is access to a 'data store' by many applications, or by tightly integrating applications which need access to common data. Usually a fair amount of system integration involves integration at the database level, with most of this integration being the storage of spatial data in a relational database, where the spatial data is divorced from the GIS applications which may be used to edit and create that data. In this manner, different applications can access a single database of spatial information with the potential to provide the ability to exchange data between these applications. This type of integration then negates the need to move data from one system to another, in that it is stored in an independent database accessible from two or more systems.

## 7.3. Customized Systems for Office Administration:

RUSA Assam has developed its own customized software for smooth implementation of the RUSA Scheme in the State. Some of these software are

Project Monitoring System, DPR Management System, Administrative Approval Management System, Physical inspection system etc which are used by the Planning Monitoring and Implementation Branch of RUSA Assam. Other customized software recently developed for digitalization of Accounts Branch are: Cashbook Management System, Petty Cash Management System, Institution Ledger Accounting System, Bill Register Management System, Sanction order Management System, Print Payment Advice Management System, Utilization Certificate Management System, Issue and receipt register Management System, Indent Management System etc. Other software developed for Personnel Branch and Nazrat Branch of RUSA Assam are: File Index Management System, Address and Communication Directory, Personnel Information Management System, Dak Register Management System etc.

These customized software were developed by RUSA Assam within the office with minimum cost.

For Office Administration of RUSA Assam, the following customized software are recently developed by RUSA Assam:

- **Issue and Receipt Register Management System:** This system is used to track the issue and receipt of different letters, reports etc. received from different RUSA stakeholders.

- **File Index Management System:** This system is used to store the index of different files of RUSA Assam. This is also helpful to track the status of those files which were moved from RUSA Assam to the department.

- **Address and Communication Directory:** This system is used to keep all contact details of all employees, beneficiary institutions and other Stake holders are kept in systematic way.

- **Personnel Information Management System:** Under this system all personal information of all employees of RUSA Assam are kept. These information are:

  A. Personal Information: Address of the employee, parents details, blood group, date of birth, education qualifications etc. of the employees.
  B. Service information: appointment details, appraisal details, disciplinary actions made against the employee, appreciation letters issued to the employee etc.
  C. Salary related information: Salary structure of the employee.

- **Indent Management System:** In this system all stock of stationary items under RUSA Assam are recorded in digital form.

## 7.4. Customized software for Digital Accounting System:

The following are the Customized software developed by RUSA Assam for Digital Accounting System:

- **Cash Book Management System:** Under this system Cash book with all financial transactions are kept in digital form.

- **Petty Cash Book Management System:** This system is used to track petty cash expended in digital form. All vouchers are also kept in soft copies in the system.

- **Institution Ledger Accounting System:** In this system Institution wise financial transactions are recorded. These records are date of receipt of fund, date of release to institutions, amount released, received amount etc.

- **Bill Register Management System:** Certain records of all aspect /history of a bill from receipt to payment. It shows the status of a bill received, whether

it is paid or unpaid. This System stores Bill entry, payment, sanction order, PFMS order related information.

- **Sanction order Management System:** Via this system, softcopy of the sanction letter can be auto generated in the System.

- **Print Payment Advice Management System:** In this system all PFMS bills against stake holders, that generated by RUSA Assam are kept systematically.

- **UC Management System:** In this system institution wise UCs will be auto generated. After receipt of the UCs from the beneficiary institutions, component wise entry of UCs will be made in the System by Accounts Assistant and it will be auto generated in the format prescribed by MHRD, Govt. of India. The format can be immediately print out from the system.

**7.5. Customized software developed for Planning, Implementation and Monitoring Branch of RUSA, Assam:**

The following are the customized software developed by RUSA Assam for the use of Planning, Implementation and Monitoring Branch of RUSA Assam:

- **Administrative Approval Management System:** Under RUSA Assam, administrative approval letters have been issuing to the beneficiary institutions, mentioning the projects names against which fund has been released. Recently, the whole process of issuing administrative approval letter has been digitalized with this AA Management System.

- **Detailed Project Report Management System:** After getting approval for grants under different components of RUSA from MHRD Govt. of India, the beneficiary institutions has to submit their proposal for grant under different projects. This detail project report should be approved by RUSA Assam or by

MHRD, Govt. of India for release of fund against the projects. Submission of DPR by beneficiary institutions and approval of it by RUSA Assam is a long process. Therefore to reduce the time and to maintain accuracy in submission of DPRs by institutions DPR Management System has been developed recently by RUSA Assam. This system helps the beneficiary institutions to submit the estimates and softcopy of DPRs to RUSA Assam on time. It also helps RUSA Assam to store these DPRs in digital form safely and systematically.

- **Project Monitoring System:** RUSA Assam has developed its own Project Monitoring System to monitor all projects at beneficiary institutions funded under RUSA Assam. Through this system, daily monitoring of RUSA projects at institution level has become possible.

- **Physical Inspection System:** This system has been developed to collect physical inspection data in a very quick manner. While submitting the UCs to MHRD Govt. of India, it is required to submit the physical inspection report along with the UCs. Under this system, the physical inspection team can fill up the report in the prescribed format along with photographic evidence on the spot of the inspection. This system is helpful in saving time of reporting and makes the inspection system a transparent one.

## 7.6. Use of Technology-

### 7.6.1. Introduction of Technology:

RUSA Assam deals with the Higher Education Institutions of the State. While dealing with these institutions different technologies have been used for collection of proposals, dissemination of information, issue of administrative

approval letters, issue of sanction orders, receiving of UCs and tracking of progress of works at institution level etc.

Again to communicate with the other stakeholders of RUSA Assam and to communicate with its own employees, various other technologies have been using by RUSA Assam office.

The most important aim of the use of these modern technology is to lesser the time of communication and to make office functioning system more efficient one.

## 7.6.2. Modern Technologies available in RUSA Assam:

RUSA Assam have been using the following technologies in the office for smooth functioning of day to day official works.

Use of Landlines: RUSA Assam have its own land line numbers to communicate with the Stakeholders.

Use of intercom: RUSA Assam have intercom connections at each branch to communicate with each branch smoothly.

Use of CCTV cameras: RUSA Assam has installed CCTV cameras at all branch and at all rooms for security purposes.

Use of Laptops: Each officials of RUSA Assam are provided with laptops to do their official works. The custody of these laptops are assigned to the particular official till the end of his service at RUSA Assam. Use of laptops by the officials of RUSA Assam is helpful to carry soft copies of reports during meetings at outside the State

Use of Internet services: RUSA Assam have broadband connections for access of internet services. In RUSA office internet is used for use of emails, browsing of related documents and use of customized software etc.

Use of whats - app groups: RUSA Assam have opened various whats app groups with its own employees and with its beneficiary institutions for easy and quick communication. Responsibility of these concerned groups are with the officials of the concerned branches. All whats-app groups are to be documented/recorded by EIT cell and admin of such group must be a RUSA Staff. Those RUSA whatsapp groups will be used only for official purpose, responsibility will be totally for the in charge/ admin of such groups.

Use of Printer and Scanners: In RUSA office, modern scanner and printers are used for normal printing and colour printing of its reports, documents, letters etc.

Smart LED TV at the Conference Hall: One Smart LED TV has been installed at the Conference Room of RUSA Assam, for digital display of presentations during meetings and trainings. This Conference Hall is suitable for 15 to 20 participants.

Projector and Screen: RUSA Assam also have overhead projector and screen for training purposes.

Solar Lights: In RUSA Assam office, solar lights have been installed at the approach road.

Cloud storage: RUSA Assam have developed its cloud stores to keep the important documents in the safe mode.

E- Magazine: As a new addition to the general activities of RUSA Assam, RUSA Assam have been preparing its 1st edition of E-Magazine. This will be launched during the Month of June 2020.

### 7.6.3. Training on Modern Technologies:

All Officials/ Staff of RUSA Assam have been providing training on the use of modern technologies introduced in the office, as and when required. This shall be continued as per schedule to be determined by Mission Director, RUSA Assam.

**7.6.4. Scope for modern technologies in RUSA Assam for future:**

**7.6.5. Server for storage of database under Higher Education Information Centre:**

In collaboration with NIC, RUSA Assam has already planned for installation of Higher Education Information Centre at 1ˢᵗ floor of the RUSA Assam building. In the Higher Education Information Centre 3 Types of information of HEIs of the State will be stored: Institution Data, Faculty data and Student data.

**7.6.6. Installation of server for Satellite Interaction:**

In collaboration with ISRO or any other Government organization, RUSA Assam may install its own server for installation of satellite Hub at the top floor of its building. This satellite hub will be helpful for Video Conferencing with the officials / stakeholders outside the State/ District. Again it will be used for satellite interaction/ online training of RUSA beneficiary institutions on various topics like PFMS, PMS, Fund tracker etc. In future it can be used for imparting training to students of Higher Education on different topics.

**7.6.7. Collaboration with other education and allied institutions for use of satellite interactive centers for the purpose to conduct awareness programmes, Training etc. by RUSA Assam:**

RUSA Assam may sign MoA with other organizations/ institutions of the State for use of their satellite Interactive hubs for dissemination of training and awareness programmes under RUSA Assam. Again these Hubs can be used for online training of students during lockdown period.

**7.6.8 Use of specific software for training purpose:**

RUSA Assam can hire different softwares available in the market for the purpose of training to its beneficiary institutions on different topics. It will be a only a one

way process, and the participants will be able to communicate with the trainers with messages and notes facilities available in the software.

### 7.6.9. Preparation of Video for training:

RUSA Assam can prepare some audio video presentations on different allied topics like PFMS, PMS, FUND tracker etc. These videos will be very less costly as these will be prepared in MS word in ppt and sound will be recorded in the ppt and will be converted to youtube video. These training videos will be shared in the website of RUSA Assam, for the purpose of training. There will not be any option for download of these videos, the viewers can also watch these videos in the website to get the knowledge from it. The participants will be allowed to drop questions to the trainer in the website which will be forwarded to the trainer and the trainer will finally reply the quarries of the viewers.

### 7.6.10. Use of software for online meeting and also for training purposes:

Various free version of software available in the market like skype, Zoom etc can be used for online meeting of RUSA Assam with its beneficiary organization can be organized. These software can also be used for the purpose of training on different topics which are related to RUSA. But while using these software, security measures should be adopted by the users.

### 7.7 .DPR Storing:

Detail Project Reports are the most essential part of the proposals submitted by the institutions to RUSA for receipt of RUSA grants under different components. DPRs collected by RUSA Assam under the components: Upgradation of existing degree colleges to MDC, Professional Colleges, Girls' Hostels, DPR prepared by executing agencies under component New MDCs are forwarded to MHRD Govt. of India for further approvals. But the DPRs submitted by institutions under components infrastructure grants to colleges and university are approved by the Mission Authority. All these DPRs under different components should be as per

RUSA guidelines and as per the format of DPR predefined by MHRD Govt. of India.

## 7.7.1. Problems faced by RUSA Assam while collecting these DPRs from institutions:

RUSA Assam faces the following difficulties while collecting DPRs from different beneficiary institutions.

- Delay in submitting the Detail report by the institutions.
- Non submission of estimates by the institutions as per RUSA guidelines.
- Submission of incomplete DPR.
- Wrong selection of ratio for New Construction, Renovation and Purchase of Equipment Sub Heads.

## 7.7.2. Development of software by RUSA Assam to remove these problems:

RUSA Assam has developed its own software for collection and storage of its Detail Project Reports received from different institutions. In the Software there is 2 parts. In the first part, where information on component detail, PAB details Approved amount as available are to be filled up by RUSA Assam officials. The 2nd part i.e. the proposed projects under different sub heads are to be filled up by the beneficiary institutions.

This software has been developed in such a way that, after selection of the component by the institution, the ratios of grants under different sub heads- New Construction, Renovation and Purchase of Equipment as per guidelines will be automatically appear in the drop down list. After selecting one ratio from the dropdown list the proposed amount will be fixed in the project part under these 3 heads as per the ratio. The institutions will have to select the projects under different sub heads as available in the drop down list of projects under different sub heads. The total proposed amount under different sub head must be the same as automatically appeared grand total under that sub head.

In the 3rd part of the software , institutions have to upload the softcopy of their all necessary documents like Detail Plan and Estimates, AutoCAD diagrams, land documents, NAAC certificates, Declarations as per prescribed formats of MHRD Govt. of India etc.

### 7.7.3. Benefits to be derived from this portal:

- It will reduce the time for collection of DPRs from institutions.
- It will help to collect correct DPR from institutions in less time.
- It will help to keep all proposals submitted by the institutions in soft copies.
- The concerned officials can easily carry these softcopies during field inspection of this institution.

### 7.7.4. Security of the Software:

Each beneficiary institutions after receiving approval of grants from MHRD Govt. of India, will be provided with a user ID and password to access the portal. For uploading data in the portal, there will be time period for the institutions, under that period they will have to upload their respective data. The admin of this software is the RUSA Assam. The user IDs will be the unique IDs to be generated in the Higher Education Information System.

### 7.7.5. Responsibility of different Branches under RUSA Assam:

- IT Branch of RUSA Assam will be responsible for all kind of software related problems. They will ensure safe storage of these database.
- PIM Branch of RUSA Assam will develop all contents for plan for development of a software. The Branch will also monitor all data uploaded by the institutions and will take the responsibility to upload the 1st part of the data sheet correctly at the portal. All officials of this component will check the accuracy of all documents and also the proposal submitted by the institutions. This branch will forward the civil proposals submitted by each institution to the Civil Branch of RUSA Assam for verification of the

estimates. After final verifications, these proposals will be placed for approval of MD RUSA Assam by the PIM Branch of RUSA Assam in the concerned files of the institution.

- Civil Branch of RUSA Assam will have to verify all the estimates proposed by the institutions for civil construction. After verification, these estimates will be placed at PIM Branch by the Civil Branch.

- Personnel and Nazrat Branch of RUSA Assam will track and open files for each institutions to keep the hard copy of these DPRs.

- Data Entry Operators of RUSA Assam will make entry of the first part of the data sheet in supervision of PIM Branch. The DEOs will have to take the responsibility of print out of these DPRs to keep in the concerned files.

## 7.8. Website Updating:

RUSA Assam has developed its own website for which the URL is used as rusa.assam.gov.in. In the website of RUSA Assam, all information relating to RUSA Assam is available. RUSA Assam is regularly updating its information in the website. The first day of the Month will be the day for evaluation of the updating of the website. System Analyst of RUSA Assam will be the nodal person for such evaluation.

### 7.8.1. Information available in the website of RUSA Assam:

- Educational Statistics
- Highlights of current works.
- Contact details of RUSA Assam and contact details of all key officials of RUSA Assam.
- GIS Mapping portal of institutions.
- Details of Minister's and Key officials under Higher Education Department.
- Details of RUSA officials and Technical Support Group Members.
- Activities of RUSA Assam

- Financial status of RUSA Assam

- Progress of different components under RUSA Assam.

- RTI and Grievance redressal related information.

- Best practices of RUSA Assam

- Monthly Action Plan of RUSA Assam

- E- Magazine of RUSA Assam.

- Strategy for next years

- Outcome Study

- Major Plans of RUSA Assam.

- Advertisement on different posts under RUSA Assam.

- Tender notices under RUSA Assam.

- Photo gallery.

## 7.8.2. Frequency of updating of data in the website of RUSA Assam:

The updating of data in the website of RUSA Assam should be in every week. Tender notice, advertisements should be updated in the website when and where required.

## 7.8.3. Future updating of the portal of RUSA Assam:

- Website of RUSA Assam should be updated in every week.

- Upcoming events under RUSA Assam and also important upcoming information should be display blinking in the front page of the website.

- Uploading of Best practices Video: High quality videos should be prepared by the beneficiary institutions and also by RUSA Assam to focus the best practices of RUSA Assam. It should be uploaded in the portal of RUSA Assam.

- History description and objectives of RUSA Assam should be uploaded properly in the portal.

- High quality recent photographs should be uploaded in the portal regularly in every week.

- The website should be colorful and attractive.

- There should be a BENEFICIARY CORNER in the RUSA portal where all updated information/ notifications/ letters to guide the beneficiary institutions will be uploaded in every week. In this corner there may be option for beneficiary institutions to upload best practices video and photographs and from RUSA Assam the best photo and video should be selected each month. The winner photograph should be display blinking in the home page of the website .This will increase the competition among the beneficiary institutions to work more efficiently under RUSA.

- Information on the new initiatives of RUSA Assam should be displayed in a separate corner of the website of RUSA Assam.

- Different subjects available in the website can be re arranged as follows:

**A. Introductory Corner:**
- What is RUSA and RUSA in Assam
- Objective
- Contact details, phone number, address.

**B. Administrative Corner For:**
- All Departmental information with photographs
- Mission Directors Details with photographs.
- Who is who with photograph along with academic background

**C. Higher Education Statistics corner:**
- University Statistics & College Statistics
- NAAC Statistics
- 12 B statistics etc

**D. RUSA Beneficiary Corner :**
- Beneficiary List
- Component wise Fund Details
- Utilization

- PAB List
- Sanction List
- New Information to be given via letters etc

**E. Monitoring Corner :**
- Project Monitoring System
- Monitoring Reports

**F. Best Practices of RUSA Corner :**
- Video and Photographs
- Write up on best practices

**G. RUSA Plan Corner/ Documents corner :**
- RUSA 1.0 Guidelines
- RUSA 2.0 guidelines
- SHEP 2014-17
- SHEP 2017-20
- Perspective Plan
- Monthly Action Plan
- Analytical Report

**H. Legal & Grievance Redressal Corner  :**
- SHEC Act
- Legal desputes
- RTI related

**I.  E Magazine Corner**

**J.  Photograph  corner**


## 7.9. How to follow modern IT in office management:

### 7.9.1. Definition of IT Facilities:

Contemporary offices and organizations have come a long way from the traditional offices and organizations of yesteryears. Today Information Technology (IT) plays a very vital role in the smooth functioning of any office or organization. From increased productivity and improved efficiencies to ease of

usage, Information Technology has touched nearly all spheres of the modern office management. Information Technology (IT) can be defined as the technology that involves development, maintenance, and use of computer systems, software, and networks for creating, storing, analyzing, transmitting and retrieving information. Some of the important IT facilities include:

- Hardware centric IT components: Desktops, Laptops, Servers, Data Warehouse etc.
- Software centric applications: Enterprise Resource Planning (ERP), Custom-made Applications, Data Mining etc.
- Network centric components: Internet, LAN, WAN etc.

### 7.9.2. Need of Modern IT Facilities in RUSA, Assam

In this information age of 21st century, IT considerations are central to any viable strategy for an organization. The expert and active use of information technology is a requirement that all organizations must meet in order to succeed. IT underpins every operation within an organization and most operations are so utterly dependent on information technology that it is usually pointless to think of them separately. RUSA is no exception and is very much dependent on IT to meet its mission-crucial requirements. RUSA aims to improve the overall quality of higher education in the State by bridging the infrastructural gaps, improving equity and correcting regional imbalance through appropriate funding and sanctioning of projects to be carried out by higher educational institutions. In order to ensure proper planning, implementation and monitoring, financing of these projects as well carrying out other day-to-day operations, RUSA needs IT applications and support which typically incorporates systems completely internal to RUSA such as project monitoring system, accounting system etc. Therefore, it can be said that modern IT facilities can directly impact the success or failure of the objectives of RUSA.

### 7.9.10. Available IT Facilities at RUSA, Assam

The existing IT Facilities at RUSA can be categorized as follows:

1. Computing hardware
   - Desktop
   - Laptops
   - Server
2. Systems software
   - Operating system:
        Microsoft Windows
        Linux

3. Application software
- Custom-developed software
     Project Monitoring System
     Bill Register Management System
     Cash Book Management System
     Institution Ledger Accounting System
     Sanction Order Management System
     Petty Cash Management System
     Print Payment Advice Management System
     Utilization Certificate Management System
     File Index Management System
     Detailed Project Report Management System
     Administrative Approval Management System
     Indent Management System
     Dak Register Management System
     Communication & Address Directory
     Personnel Management System

4. Infrastructural facilities
   - Cabling
   - Equipment storage

5. Network
   - Internet

- Router

6. Peripherals
   - UPS
   - Network printer
   - Desktop printer

### 7.9.11. Role of EIT Cell in Management of IT Facilities

The EIT Branch is responsible for making sure that the EIT infrastructure, applications and operations best supports the requirements of RUSA. It oversees a portfolio of EIT development projects to deliver systems that meet these requirements. The EIT Branch at RUSA is well structured and coordinated. It can manage the complexities and adapt to new operational requirements, while successfully completing priority projects. Some of the key functions performed by the IT Branch include system requirements gathering and analysis, programming and systems development, application design and management, systems administration, systems performance management etc. At RUSA, most of the applications are custom made in-house applications to meet the specific requirements of various departments. A significant milestone achieved by the IT Cell is the development of e-office system which is going to be launched shortly by RUSA, Assam.

### 7.9.12. Role of Data Entry Operators

Data Entry Operators are usually responsible for entering specific data into different computer databases and maintain valuable information related to various sanctioned projects of RUSA. They are also responsible for managing data and keeping them organized. The main purpose is to keep data in order so that it is easily accessible at anytime. Following are the key functions performed by data entry operators at RUSA:

- entering data from source documents
- verifying data by comparing it to source documents
- updating existing data
- producing reports
- retrieving data as requested
- reviewing data for errors

### 7.9.13 Need of New IT Facilities in Future & Expected Outcomes

Some of the new IT facilities which RUSA, Assam may require in future are discussed below:

### 7.8.1. Security Management Software:

There is a need for security management including firewall installation, support and monitoring. This would help to ensure that assets and information of RUSA are protected from unwanted intruders and unauthorized users. Security management would encompass all activities necessary to secure the network, servers, and applications. It assures computing security by authorizing and enforcing the appropriate level of access to applications and data to internal and external users.

### 7.8.2. E-mail System Support

E-mail management can be considered as a major operations area because of the unique aspects such as user administration, security, virus protection, a dedicated e-mail server etc. There is a need for e-mail system support in RUSA because of its heavy reliance on e-mail system. Following steps could be considered:

- standardize on a single e-mail application (server and user)
- develop policies for the amount of time e-mails can be saved
- ensure the server has necessary disk space and disaster recovery in place.

### 7.8.3 Electronic Record Keeping System

RUSA would need to have an electronic record keeping system where the records could be archived in electronic form. The repository will be on an external drive or on the hard disk of a networked server. Another possibility would be opting for a cloud storage system such as Google Drive. This would help those officials

who need access to RUSA records from outside the office, since a cloud storage system would allow for remote access of the records with an internet connection.

**7.9. Responsibility of Different Branches of RUSA Assam:**

The responsibility of Software development and security is with the IT Branch of RUSA Assam.

The responsibility of all entries at the customized digital accounting software is with the Accounts Branch of RUSA Assam.

Planning Implementation and Monitoring related software will be used and uploaded by the PIM Branch of RUSA Assam

Responsibility of entries at office administration related software is with the Personnel and Nazrat Branch of RUSA Assam.

Data Entry Operators are responsible for all data entry works at these systems under the supervision of the concerned Branches.

**7.10. Customized Software that can be developed in future at RUSA Assam:**

The following software can be developed by RUSA Assam in future:

**A. Systematic Sanction letters keeping system:**

2 types of sanction order letters are kept at RUSA Assam:

   i. The sanction letters received from MHRD, Govt. of India against each institution.
   ii. Sanction letters issued by RUSA Assam to release fund to beneficiary institutions.

All the above mentioned sanction letter dates and amount are different to each other. MHRD, Govt. of India frequently asks for institution wise reports on fund received by RUSA Assam and transferred to institutions with sanction dates (Both State share & Central share). It becomes very difficult to prepare these kind

of report with short time, as all sanction order related letters of all institutions are not kept in digital form systematically in one point at RUSA Assam. Therefore a system can be generated to keep all these sanction amount and sanction date institution wise (Both received from MHRD and released from RUSA Assam) in Digital form. This will lesser the burden of PIM branch while preparing institution wise reports to be submitted to MHRD, Govt. of India or to the State Govt.

## B. Action taken tracking System:

Head of PIM Branch provides acknowledgment to the letters / reports etc. received from different beneficiary institutions via RUSA Assam mail in a pre - defined approved acknowledgement letter format. After that the Head of PIM Branch distributes the letters/ matters/ reports to the concerned Programme Officers of that Branch. PA to MD provides the hard copy of it to the officers after issue of it by Mission Director. But after issue of these matters to different officials, it is very difficult to track the action taken by the different officials of RUSA Assam on that matters/ letters. Therefore a system can be developed to track the action taken by different RUSA officials on the letters/ reports received from different institutions.

## C. Digital File System:

In integration with the newly developed E office. System of RUSA Assam, a digital file system will be developed. The main objective of this system is to make the RUSA office less paper office. This system will reduce the time consumption in filing of papers. It will also help in keeping transparency in file managements. The entire Accounts Branch of the Office will be made paper less and other branches of RUSA Assam will keep their files in digital form as per requirement. User ID and passwords will be given to the concerned officials to handle his/ her digital file. The approval of the higher authority will also be taken in the digital form.

**D. Auto updating system of NAAC status of institutions and timely alert:**

In present day, NAAC Accreditation is becoming the major criteria for survival of a HEI under the guidelines of New National Education Policy. A online system may be developed under RUSA Assam where all NAAC status related information of the HEIs of the State will be automatically updated. For example, NAAC validity end date will be reflected in red for those institutions, for whom validity is going to be expired. This system will also keep the records of institutions who has already initiated the process of NAAC Accreditation. This system will not only help RUSA Assam to track the status of NAAC Accreditation status of institutions of the State to organize awareness programmes and to prepare proposals for grants but also help the institutions to prepare for future NAAC Accreditation. .

**E) Higher Education Information Centre**:

A Higher Education Information Centre will be established under RUSA Assam to keep following database: a) Institution database b) Faculty database c) student database. The initial works on it i.e. the software development, concept development etc. were already started at RUSA office.

**F) Student's Admission Information System:**

A student's admission information system has been planned under RUSA Assam to store the information of different higher education institutions of the State on different information which are fruitful for a student to get admission in degree and PG level. Preliminary works on this system has been already started at RUSA Assam. In future this system will work under the Higher education Information System.

**E) Online Admission System:**

An online admission system in HEIs of the State will be developed under RUSA Assam. This system will help to search organizations by the students in one link.

It will also help to make payments and to fill up the forms for admission online. Development of this system will be done only after receiving requirement from the concerned Higher Education Institutions. Under this system a systematic common admission plate form will be created for all higher education institutions in respect of admission at UG and PG level.

**F) Student & Teacher's ID Card generation system :**

Under Student database and faculty database of Higher Education Information system it has been planning to introduce the system of automatic ID card generation for faculties and students. This project will be implemented under RUSA Assam in future.

**G) Convergence between different software developed under RUSA Assam:**

In future there will be convergence between different software developed under RUSA Assam as per requirement if PIM, Accounts and Personeel Branch of RUSA Assam. For example for smooth preparation of Administrative Approval letters, the project proposed by the institution will be derived directly from the data stored at DPR Management System of RUSA Assam.

**7.11. Conclusion:**

The Chapter is throwing light on the modern technologies that have been implementing by RUSA Assam for smooth functioning of different components/ branches under it. It shows how customized software developed by RUSA Assam recently, have been helping different branches under RUSA Assam to function smoothly.  It also explains about the new initiatives that can be follow up in future by RUSA Assam in respect of use of modern technologies for betterment of the organization.

# CHAPTER 8

## CONCLUSION

**8.1. Overview of the Analytical Report:**

Rashtriya Uchchatar Shiksha Abhiyan is a centrally sponsored scheme, and is working in the field of Higher Education to achieve it's three basic objectives: Equity, Access and Excellence in Higher Education. RUSA Assam is also a part of this large Mission from the year 2013 and is functioning smoothly for achievement of the above mentioned goals in the State. RUSA Assam is regularly dealing with its stake holders and now the Mission have its own building along with energetic staffs. To fulfill the objectives of the Mission, RUSA Assam is working in various fields. In some fields it could achieve tremendous success but in some fields the scheme is working in moderate motion. Since the mission has already completed 5 years in the State, it is the right time to make a mid-term study / analysis of the Mission in the State, to find out the achievements and also the failures and hurdles and also to find out the way to cater those hurdles.

This Analytical Report has focused on the different components, activities, stake holders, services under the scheme in our State in various chapters.

The **chapter 1** of this Analytical Report is the introductory chapter. This chapter focuses on the background of RUSA Scheme and also RUSA Assam. It also throws lights on the objectives of RUSA Assam, its administrative set up, Mission Directors details from its inception, details of key officials of RUSA Assam, staffing pattern, different newly created branches under RUSA Assam, various components under RUSA Assam and its beneficiary institutions. This chapter is very much important to understand the Scheme RUSA and its various functions.

**Chapter 2** of this Analytical Report has focused on the type of database to be maintained by RUSA Assam. It is very essential to know how a organization maintains its important database in different systems for future use. In the earlier

years, RUSA Assam did not have systematic system to manage its data base in electronic form. It had followed the only traditional methods for collection and storage of database. These methods are google sheets, excel sheets etc. But recently RUSA Assam has developed its own portals to keep records of its all different kind of data. These recent addition by RUSA Assam in its database maintenance are development of digitalized Accounting systems, DPR Management System, Administrative Management System etc.

RUSA Assam has also started to work for its own Higher Education Information database, which will keep all institution based data, faculty based data and student based data. This has been named as "Higher Education Information System"

RUSA Assam is also finished a project for development of a portal for keeping keep all records of "Student Admission System" on the same system.

This 2nd chapter rightly focuses details of these database systems and also focuses on the role of different officials in concept generation, development and storing of these database.

**The Chapter 3** of this Analytical Report focuses on different techniques of monitoring followed by RUSA Assam. In the first part of this chapter covers the details of the traditional methods of monitoring, which had been followed by RUSA Assam along with different RUSA offices of the Country. These methods are Fund Tracker System, Bhuban RUSA, physical inspection report preparation etc.

The 2nd part of this chapter 3 reflects the new initiatives introduced by RUSA Assam in the field of monitoring of the RUSA projects in the State. RUSA Assam is the only RUSA office of the Country who has developed its own online portal to develop an "Online Monitoring System" in the office to monitor all the projects under the Scheme at the State. This chapter focuses on the methods adopted by

RUSA Assam in the field of monitoring and also describes the functions of different branches of the office for smooth monitoring of the RUSA projects.

**The Chapter 4** of this analytical report is "Internal Administration". This chapter throws light on the types of database recently kept by RUSA Assam for smooth functioning of its administration. It also throws light on how RUSA Assam makes correspondence with other institutions, the procedures of correspondence, role of different branches etc. The chapter also covers the Standard Operating Procedures of RUSA Assam and the new initiative – work from home procedures are also included. The chapter also includes the recent initiatives of RUSA Assam in maintaining the public relations. The processes that are used for maintaining public relation and suggestions for improvement of public relations. It also throws light on the office management, services provided to the employees for their welfare and the services that will be required in future to make the office environment more suitable.

**The Chapter 5** of this Analytical report is "Financial Records, Accounting and Audit". This chapter throws light on the financial records that are kept by RUSA Assam and the records which are to be kept by the organization in near future for smooth functioning of the office. It also included the details of fund received by RUSA Assam under different components, newly introduced Digital Accounting Systems in RUSA Assam etc. It also describes the Audit procedures adopted by the organization and also the action to be adopted in future in the field of financial audit of the organization.

**The Chapter 6** of this report is "Training under RUSA Assam". It includes the types of training and awareness programmes to be organized by RUSA Assam. Need of these trainings, estimated budget for these training programmes etc. are also highlighted.

**Chapter 7** of this Analytical Report is "Effect of Technology". This chapter includes, how RUSA Assam is introducing new technologies in different fields for smooth functioning of the office. RUSA Assam has introduced GIS Mapping to locate the Higher Education Institutions of the State. The chapter throws light on the different technologies used by RUSA Assam in the field of data collection, DPR storing, issue of Administrative Approval, database management, monitoring of projects etc. It also throws light on the future need of technologies to be used by RUSA Assam, and also plan for different new technologies to be introduced under RUSA Assam.

## 8.2. Plan for beyond 2021:

MHRD, Govt. of India has not yet clearly mentioned the roadmap after 2020-21, whether there will be RUSA 3.0 or EQUIP. RUSA Assam is now in right track and able to function it's all activities systematically and smoothly under RUSA 2.0. Therefore in present situation, RUSA Assam is ready for implementation of RUSA 3.0. After issue of the Guidelines of RUSA 3.0 by MHRD. Govt. of India, RUSA Assam will have to prepare the proposals for grants accordingly. Till the issue of guidelines for RUSA 3.0, RUSA Assam will be able to utilize the grants received during RUSA 2.0 and many institutions of the State will be eligible for RUSA grants, with valid NAAC Accreditation. For which RUSA Assam is organizing different awareness programmes/ trainings on the capacity building of institutions towards NAAC Accreditation. New institutions will be trained up to prepare proposals for RUSA grants. This time RUSA Assam will try to get grants under many other components under RUSA, these components are: Research, innovation and quality improvement, faculty recruitment etc. During RUSA 2.0, the Universities required NAAC Accreditation above 3.51 to get grants under Component: Research, innovation and quality improvement. This time RUSA Assam may propose for relaxation of this CGPA for North Eastern States.

During, RUSA 2.0 technical institutions and also polytechnic colleges, Government law colleges etc. were not included in the umbrella of RUSA. During RUSA 3.0 proposals may be sent to MHRD regarding inclusion of these institutions of the State under RUSA.

There is also possibility that after 2020-21, the RUSA scheme may be subsumed under EQUIP to be able to gather resources of a larger quantum. This Quality Upgradation and Inclusion Programme shortly (EQUIP) is a very broad plan for Higher Education. The main objectives of the EQUIP are:

- To double the Gross Enrolment Ratio (GER) in higher education and resolve the geographically and socially skewed access to higher education institutions in India.
- To upgrade the quality of education to global standards
- To ensure position at least 50 Indian institutions among the top-1000 global universities.
- To introduce governance reforms in higher education
- To ensure accreditation of all institutions as an   assurance of quality
- To  promote Research & Innovation ecosystems
- To double the employability of the students passing out of higher education 8. Harness education technology for expanding the reach
- To promote India as a study destination

- To achieve a quantum increase in investment in higher education.


**The main functions of EQUIP will be as follows:**

**Strategies for Expanding Access**:

To expand Access in Higher Education, the Scheme aims to ensure access of Higher Education to vulnerable communities (SC/ST), expand access to cater to geographically underserved areas, improve the Gross Enrolment Ratio (GER)

through Open and Distance Learning (ODL), Enhance overall access to higher education.

**Towards Global Best Teaching/Learning Processes:**

This head includes – establishment of mechanisms for revision/renewal of curriculum, introduction of effective pedagogies and assessment practices, capacity Building and continuous professional development of faculty, upgradation of academic infrastructure and cultivation of technology-enabled learning ecosystems, periodic Monitoring and Evaluation.

**Towards Excellence:**

This head includes to upgrade the existing Institutions/Universities with top 1000 Global Rankings, Setting of institutions with global standards to ensure quality, to ensure International Quality Outcomes, formulation of regulations for greater autonomy, building a Circular Ecosystem for Promotion of Excellence, expanding the catchment area of receiving funds, enhancing the national reputation of institutions, to ensure institutions in NIRF, NAAC and University with Potential for Excellence.

**Governance Reforms:**

This head includes improvement of sectoral governance by the Government and the Regulatory Bodies, Improvement in internal Governance in institutions,

**Assessment, Accreditation and Ranking Systems:**

This head includes broadening of the accreditation framework, categorization of institution into different levels of quality, establishment of a Mentoring System for Non - accredited HEIs , benchmarking based on qualifiers, expansion of capacities of existing accreditation bodies, generation of market usefulness of accreditation, to ensure make participation in NIRF rankings mandatory and set up NIRF as an independent organization

**Promotion of Research and Innovation:**

This head includes setting up of a research funding body at the national level, establishment of National Research Foundation, to build a robust ecosystem of research networks by reaching out to local higher education institutions.

**Employability and Entrepreneurship:**

To ensure employability, this head focuses on the establishment of regulatory reforms for vocational education, incorporating of vocational education, structure into the college system, introduction of a screening system to select students into general and vocational courses, redesigning of vocational courses, with skill courses, establishment of a tripartite structure between industry, government and institution for skill development courses, appointment of skill training teachers etc.

**Using Technology for Better Reach:**

This head includes promoting online education to get the scale for quality education, Training teachers in the use of technology and associated pedagogy, Promoting education technologies for improving the quality of education, operation Digital Board, Promoting digital initiatives in the unreached areas

**Internationalization of Higher Education:**

This head means enhancing inward mobility of international students, Promote Faculty Mobility.

**Financing Higher Education:**

Initiating HEFA reforms, Transformation of Governance Structure, New modes of generating funds.

Since the above mentioned functions will be implemented under the EQUIP Scheme, if RUSA Scheme subsumed in the Scheme, the objectives of RUSA

beyond 2020-21 will be expanded. As a result the functions of RUSA scheme will be extended and it will cover various sectors of Higher Education which will finally lead to the quality upgradation of Higher Education sector of the Country as a whole. To fulfill the broad objectives of RUSA cum EQUIP beyond 2020-21, smooth road map is required and for office management, more employees may be appointed in RUSA Assam.

## 8.2.1. Additional Plans for RUSA beyond 2020-21:

RUSA Assam office is now well settled with lots of experience of dealing with the different sectors of Higher Education. During RUSA 1.0 and RUSA 2.0, basically RUSA Assam was concentrated with its limited functions i.e. to provide infrastructural support to higher educational institutions of the State. But under RUSA Assam, in present situation, there is ample opportunities to work beyond fulfilling the infrastructural needs of the institutions. Some of the plan for RUSA Assam beyond 2020-21 are as follows:

## 8.2.1.1. Establishment of State Higher Education Research and Planning Centre

A State Higher Education Research and Planning Centre will be established under RUSA Assam. The main objective of this center will be the quality upgradation of the Higher Education sector of the State.

**The main functions of this Centre will be:**

- Analysis of Higher Education Database of the State to find out the educational status of different Districts and Blocks of the State, which will help the NITI Ayog to take decisions regarding selection of different Districts under different criteria.

- To find out the infrastructural requirement of different institutions situated at different Districts of the State.

- To plan for special educational need of educationally disadvantaged Blocks and Districts of the State.

- To plan for value upgradation of Higher Education Institution of the State via workshop for capacity building for NAAC Accreditation improvement, NIRF ranking improvement etc.

- To plan and to make research for quality improvement of faculties of the Higher Education Institutions of the State.

- To make survey on different fields of Higher Education for its quality upgradation.

- To make survey of newly created Districts to find out their higher educational status and needs.

- To prepare policies and plans to strengthen the Provincialized colleges of the State to compete with the private colleges.

- Establishment of call centre type facilities for students to select vocational / skill based courses for their future career. For placement of students RUSA Assam will have to tie up with other placement organizations of the State and outside the State.

- To find out area specific suitable skill based/ Vocational courses for Higher Education Institutions.

**Source of Database of Higher Education to be used by the Centre:**

The centre will use the database stored at Higher Education Information Centre of RUSA Assam.

**Collaboration with different departments of the State:**

To achieve its objectives, this centre should have collaboration with Health, Agriculture and other departments.

**Administrative set up:**

RUSA Assam office will be the head office of this centre. Present RUSA officials will be the State level officials of the Centre. At the District level field officers will be appointed for District level services.

**Role of Different Branches under RUSA Assam:**

PIM Branch of RUSA Assam will be responsible for preparation of plan, concept notes, research related works, report generation, monitoring of projects, supervision, field study, content generation, coordination with allied departments etc.

Engineering Branch of RUSA Assam will be responsible for all construction related plans, estimates, monitoring, supervision works.

IT Branch of RUSA Assam will be responsible for software generation/ development, record keeping, security of database, storing of database etc for smooth functioning of the Centre.

Data Entry related jobs will be done by the Data Entry Operators of RUSA Assam under the Centre.

**Funding:**

Funding for this centre will be done by State SOPD budget.

**8.2.1.2.      Establishment of a full flagged Higher Education Information Centre under RUSA Assam   for the State under RUSA Assam :**

RUSA Assam has already started to keep basic information of Provincialized and Government Colleges of the State along with student admission information in its own "Higher Education Information System". In future this system will function under the umbrella of Higher Education Information Centre of RUSA Assam. This centre will also cover the information of all private colleges,

Technical colleges and Universities of the State along with the general Universities of the State. The System will also store the District wise Higher Education data of the State. In future the Centre will not only keep the institution based data but also it will keep data on faculty, student etc. These data will provide the opportunity to get auto generated ID cards by the teachers and the students of Higher Education.

As per requirement of the colleges and Universities of the State, this centre may also develop software for "online admission system of Higher Education". Which will be a common platform for a student to select a suitable institution to get admission in UG or PG courses.

This Centre will also keep information on the infrastructural facilities available in all HEIs of the State. It will keep all records regarding feasibility of land at different districts for new construction, prepare ideal model for new construction and renovation works at specific Colleges/ Universities, ideal plan and estimates for different purposes under Higher Education.

**Use of these database:**

These database of HEIC will be used to plan for Higher Education of the State. These readily available database will through light on the present situation of Higher Education of the State. It will also help in finding out future challenges to be faced in the development of Higher Education sector of the State and will also throw light on the way to achieve development in this sector. The database will also be used for quick report generation by RUSA Assam.

**Funding of this Centre**:

The source of funding of this Centre is RUSA Assam. State SOPD may provide financial support to this Centre as per requirement.

**Implementing Agency of this Centre:**

This Centre will work under the umbrella of RUSA Assam. All employees of RUSA Assam will be responsible for functioning of this Centre. MD RUSA is the supreme authority of RUSA Assam as well as the HEIC functioning under RUSA Assam.

**Role of different Branches of RUSA Assam in the Centre:**

Will be same as indicated in the chapter for development of State Higher Education Research and Planning Centre.

## 8.2.1.3. State fund for infrastructural development of Non-Accredited/ Never Accredited institutions of the State:

To get RUSA grants the minimum pre requisite of a Higher Education Institution is valid NAAC Accreditation. In our State about 50% of the provincialized Colleges do not have valid NAAC Accreditation. They require infrastructural support. Again good infrastructural facilities are also required for good rank in NAAC Assessment. Therefore projects will be prepared by RUSA Assam to include these institutions under the umbrella of infrastructural support. The funding for this project will be proposed at State SOPD budget.

## 8.2.1.4. Central support for technological Advancement of Higher Educational Institutions of the State:

In the modern day world use of technology is becoming a part of life. The students of our higher educational institutions of the State are the future of the State, therefore every HE Institution should provide the opportunity to its young students to be familiar with different modern technologies. These modern ITs are use of computers, use of smart classrooms, use of digital boards, use of digital libraries etc. In Assam most of the colleges are situated at remote rural areas, where there is less opportunity for students to get familiar with these modern equipment. Therefore RUSA Assam may send proposals to MHRD for financial

support for technological Advancement of Higher Educational Institutions situated at backward and remote areas of the State:

## 8.2.1.5. Scheme for introduction of Skill development/ vocational courses and appointment of Vocational Teachers:

New Education policy along with the EQUIP Scheme is providing more thrust on the increase in the employability of Higher Education passed out students by introduction of Skill Development/ Vocational Courses. In collaboration with Assam Skill Development Mission and other Entrepreneurship Development Mission, RUSA Assam may introduce some suitable skill development/ vocational courses in the Higher education Institutions of the State. RUSA Assam will make all possible research to find out the possible vocational/skill development course for an institution and also the possible employability of student out of that courses at that geographical area or outside the State. RUSA Assam may also take the responsibility of engagement of vocational teachers in these institutions. This Scheme will be proposed under State SOPD budget.

## 8.3. Challenges faced by RUSA Assam during RUSA 1.0 and RUSA 2.0:

## Utilization of fund:

Timely utilization of fund is one of the most important challenges of RUSA Assam. As per RUSA guidelines, a beneficiary institution receives the next installment of fund only after utilization of the present installment of fund on time. Therefore MHRD Govt. of India always asks for timely utilization of RUSA fund. Sometimes, RUSA Assam could not utilize fund under different components like: Professional colleges, Erstwhile MDC on time, only because of some administrative decisions and slow progress of growth by civil executing agencies.

Again, during the financial year 2020-2021, Covid-19 has also badly scattered the situation of the utilization of fund by institutions. Therefore in this critical situation, State-Assam centric policies are required to be adopted to cater the problem.

**Do not have direct control on the executing agencies:**

RUSA is only the implementing agency of different RUSA Schemes in the State. For execution of civil works under different RUSA components, RUSA depends upon executing agencies like State PWD (B) and other Public Sector under takings. In many cases these agencies delay the process of constructions and as a result the utilization of RUSA fund sometimes slows down.

**Flood, political instability:**

Assam is situated at river bank of Mighty Brahmaputra and Borak. Therefore during rainy seasons, flood is very common to the State. Sometimes, flash flood occurs twice in a year. This badly impacts in the progress of constructions under RUSA and also other Schemes.

In recent days Assam is also facing political instability, which is not at all predictable. This had badly affected the civil and non- civil works under RUSA 2.0 in our State- Assam.

**Delay in releasing matching State share:**

As per RUSA guidelines, beneficiary institutions under RUSA have to submit the utilization of Central fund along with the matching State Share. But in some cases due to State budgetary shortages, the matching State share of RUSA fund deposits at RUSA Account lately, which badly hampers the utilization process of RUSA fund in the State.

**8.4. Challenges to be faced by RUSA Assam beyond 2020-21 for RUSA 3 / EQUIP:**

Assam's Geo Economic, geo- political situation is not predictable for the State beyond 2021, therefore a road map is required to cater the unpredictable challenges in the future.

Due to outbreak of Corona, the State may face deficit budget. This may badly hamper the release of matching State Share on time.

Colleges situated at rural areas, where infrastructure is not developed and this require Assam centric special needs, proposals will have to make to cater their specific needs.

New Education Policy: The New Education policy of India recommends for various new initiatives for higher education sector of the State. The RUSA plan beyond 2020-21 for RUSA3/ EQUIP should reflect these recommendations.

Survey for newly created Districts is required to find out the education scenario of the Districts. Its aim is to categorize these Districts in different category like educationally forward District, Aspirational District etc. Categorization of District is essential for inclusion of different institutions under different specific components under RUSA.

In Assam, academic statistics is not based on primary sources, while in HEIC the statistical information will have to be updated to select different institutions to be included in the particular component under RUSA.

During RUSA 2.0, the Higher Education Institutions of the State had to apply for grant under different components under RUSA online in a pre-defined portal prescribed by MHRD, Govt. of India. For RUSA 3.0, RUSA Assam will have to guide the institutions to submit their proposals online in the portal.

To get RUSA grants the minimum pre requisite of an institution is valid NAAC Accreditation. Therefore to get grants under RUSA 3.0, RUSA Assam will have to encourage those Higher institutions of the State to be accredited by NAAC , who dot have valid NAAC Accreditation.

As per RUSA guidelines beneficiary institutions under a particular RUSA phase will get grants under the next phase only after full utilization of fund under the 1st phase. Therefore RUSA Assam will have to encourage its RUSA 2.0 beneficiary institutions to utilize their RUSA fund as soon as possible to get RUSA funds during the next phase of RUSA.

## 8.5. Summary:

Recently, MHRD, Govt. of India has extended the RUSA 2.0 project till 31st March 2021. Therefore the performance of beneficiary institutions under different components under RUSA2.0 in our State  will be evaluated only after 31st March 2021.RUSA Assam had already completed the outcome study of RUSA 1.0 projects, which shows various positive impact of RUSA at the beneficiary institutions in the field of infrastructure development of Higher Educational Institutions of our State.

RUSA Assam is now well equipped with experience and energetic employees to work beyond its normal infrastructural works under RUSA. Again, only after completion of the RUSA 2.0 projects evaluation study will be done to measure the impact of our actions in the field of higher education. Since MHRD Govt. of India have not issued any notifications on the next phase, whether it will be RUSA 3.0 or EQUIP. Now the time has come to develop ideas in different perspectives. RUSA Assam office is now experienced and well equipped to face the next phase of RUSA and will have to plan for RUSA 3.0 or Equip keeping in mind the greater interest of the State. We must be able to understand and to identify our advantageous as well as disadvantageous positions. In one side, we will have to plan for removal of regional imbalances in the field of education and in the other

side we will have to plan for upliftment of our existing Higher Education Institutions to global Standard.

Keeping in mind the above ideas, it becomes very much important to plan RUSA Assam beyond 2020-21. A glimpse of the   that new initiatives / plan for RUSA Assam has been already mentioned above. But to achieve these goals we need time and also the road map. Therefore RUSA Assam is going to prepare a road map beyond 2020-21, in the month of October- November 2020, which is expected to be a golden path in the field of Higher Education of the State in future.

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