

# MAHARAJA AGRASEN INSTITUTE OF TECHNOLOGY

Approved by AICTE, NBA Accredited (CSE, ECE, MAE)
ISO 9001-2015 certified institution
Affiliated to GGSIP University, Delhi

MISP-2021

MAIT Innovation and Startup Policy (MISP) 2021
Adopted from the
National Innovation and Startup Policy, MoE, GoI

#### **Abstract**

The National Innovation and Startup Policy (NISP) 2019 for Students and Faculty is an initiative of the Ministry of Education (MoE) of the Government of India. It is a guiding framework for Higher Education Institutions (HEIs) which enables the institutes to actively engage students, faculties and staff in innovation and entrepreneurship related activities. The framework also facilitates MoE in bringing uniformity across HEIs in terms of Intellectual Property ownership management, technology licensing and institutional Startup policy, thus enabling creation of a robust innovation and Startup ecosystem across all HEIs.

In line with the policy and guideline mentioned in the NISP, 2019 document, Maharaja Agrasen Institute of Technlogy (MAIT) has formulated its policy, elaborated in this document, to facilitate students, faculty members and staff to carry out innovation, Startup, IPR and entrepreneurship related activities. The document is an outcome of many rounds of deliberations among members of the Policy Formulation Committee (PFC) in consultation with other stake holders and taking into account suggestions received by industry and academic experts.

It is expected that this policy would guide the students, faculty members and staff of MAIT towards successful Startups and protect the interests of all the stake holders.

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#### **Preamble**

The National Innovation and Startup Policy (NISP), 2019 for Students and Faculty is an initiative of the Ministry of Education (MoE) of the Government of India to provide a guiding frame work to Higher Education Institutions (HEIs) to work towards making a uniform policy for innovation and Startups. Keeping in view the guidelines envisaged in the NISP document a Policy Formulation Committee (PFC) was constituted at Maharaja Agrasen Institute of Technoogy (MAIT) by the order of the Director dated 8th August, 2021. The first meeting of the committee members was held on 23rd August, 2021. The first task of the committee was to come up with the policy document.

The PFC came up with this document- MAIT Innovation and Startup Policy- 2021, hereinafter called MISP-2021. This document shall serve as a guiding framework to the students, faculty members and staff of MAIT for their work towards Innovation and Startup.

All subsequent policies concerning innovation and Startup that shall be made in the Institute must conform to the Vision, Mission and Objectives presented herein. The Institute shall strive to cultivate an environment suitable for innovation and Startup activities. The Institute shall, in its endeavor to promote such activities, allow students, faculty and staff members reasonable relaxation in their routine duties depending upon various factors that may be decided by the HoI on the recommendation of the PFC or any other committee constituted to that effect from time to time. Any amendment to this document shall be made in accordance with the guidelines presented in chapter 5 of this document.

### Vision and Mision

### Vision

To contribute to nation building by establishing MAIT as centre of excellence for technology development, innovation and Startups.

### Mission

In order to achieve the vision, the following mission statements are envisaged:

- 1. To build an ecosystem favorable to faculty, students and staff to carry out their activities of technology development, innovation and Startups.
- 2. To strengthen the existing infrastructure of Entrepreneurship Development Cell (EDC), Industry-Institute Interaction Cell (IIIC) and Institution Innovation Council (IIC) and establish any other center as per requirement.
- 3. To raise financial support from government institutions such as DST, MoE, AICTE, CSIR and MoES apart from industry to carry out research work related to industry and Startup.
- 4. To organize awareness programs, workshops and training sessions for faculty, staff and students related to technology transfer and IPR.

## **Long and Short Term Goals**

### **Long Term Goals**

Following long term goals are envisaged:

- 1. To encourage, create and support 15 Startups by 2027.
- 2. To be self-reliant by generating own revenue from the commercial products developed at the Institute.
- 3. To cater to the needs of the industry and society by developing and commercializing applications.

#### **Short Term Goals**

- 1. To encourage students to take up projects capable of being developed to commercial needs, suggest and arrange proper guidance from academia and industry and take it to pre-incubation and incubation stage.
- 2. To develop the Incubation cell having state of the art facility for modern technological advancement.
- 3. To get financial support from industry and government institutions.
- 4. To develop IoT/ ML based commercial/ social applications of multidisciplinary nature having the potential to be commercialized.
- 5. To involve industry and academic professionals with students and faculty members of the Institute to come up with commercially viable projects likely to be developed at the Institute's Incubation Cell.

## The Policy Formulation Committee (PFC)

Following Policy Formulation Committee is formed to implement, amend and monitor the progress of NISP at MAIT as per the National Innovation and Startup Policy (NISP) guidelines:

S.No	Capacity and criterion	Name	Affiliation and Designation
1	Head of the Institution	Prof. (Dr.) Neelam Sharma	Director, MAIT
2	Internal Expert	Prof. (Dr,) S. S. Deswal	Dean Acad., MAIT
3	Internal Expert	Prof. (Dr.) Namita Gupta	HoD CSE, MAIT & Incharge IIC, MAIT
4	Internal Expert	Prof. (Dr.) M L Sharma	HoD IT, MAIT
5	Convener and NISP Coordinator	Dr. K C Tripathi	Associate Prof., IT
6	Alumni Start up	Mr. Karan Raina	Co-founder/ CTO, Hypertest, Delhi
7	External Expert	Mr. Pankaj Arora	Software Developer and Manager, Amazon, Guragon.
8	IPR Expert	Mr Nageshwar Kumhar	IPR Expert, Advocate, Delhi High Court

The members of the committee agree to provide, in their capacity, their full support to the Institute, the faculty members, the students and the staff towards attainment goal envisioned in NISP-2019 of MoE. More members may be added if the need arises.

## MAIT Innovation and Startup Policy- 2021 for Students and Faculty

### (Based on guidelines provided in the NISP-2019 document of the MoE)

In the paragraphs that follow:

MAIT : refers to Maharaja Agrasen Institute of Technology, Delhi. The Institute: refers to Maharaja Agrasen Institute of Technology, Delhi.

HoI : refers to Head of the Institution
PFC : refers Policy Formulation Committee

I & E : shall mean Innovation and Entrepreneurship

### 4.1. Strategies and Governance:

- a. Entrepreneurship promotion and development shall be one of the major dimensions of the Institute's strategy.
- b. Implementation of entrepreneurial vision at the Institute shall be achieved through mission statements rather than stringent control system.
- c. Resource mobilization plan shall be worked out at the Institute for supporting preincubation, incubation infrastructure and facilities. A sustainable financial strategy shall be defined in order to reduce the organizational constraints to work on the entrepreneurial agenda.
  - i. Investment in the entrepreneurial activities shall be a part of the financial strategy. Minimum 1% fund of the total annual budget of the institution shall be allocated for funding and supporting innovation and Startups related activities through creation of separate 'Innovation fund'.
  - ii. The strategy shall also involve raising funds from diverse sources to reduce dependency on the public funding. Bringing in external funding through government (state and central) such as DST, DBT, MHRD, AICTE,

- TDB, TIFAC, DSIR, CSIR, BIRAC, NSTEDB, NRDC, Startup India, Invest India, MeitY, MSDE, MSME, etc. and non-government sources should be encouraged.
- iii. To support technology incubators, the Institute may approach private and corporate sectors to generate funds, under Corporate Social Responsibility (CSR) as per Section 135 of the Company Act 2013.
- iv. The Institute may also raise funding through sponsorships and donations.

  The Institute shall actively engage alumni network for promoting Innovation & Entrepreneurship (I&E).
- d. For expediting the decision making, hierarchical barriers shall be minimized and individual autonomy and ownership of initiatives shall be promoted.
- e. Importance of innovation and entrepreneurial agenda shall be known across the Institute and shall be promoted and highlighted at the Institutional programs such as conferences, convocations, workshops, etc.
- f. Student and faculty Startup Policy and action plan is listed below, and is liable to be amended from time to time, which is in line with the current NISP-2019 document along with well-defined short-term and long-term goals.
- g. The Institute shall develop and implement I & E strategy and policy for the entire Institute in order to integrate the entrepreneurial activities across various centers, departments, faculties, within the Institute, thus breaking the silos.
- h. Product to market strategy for Startups shall be developed by the Institute on case to case basis.
- i. Development of entrepreneurship culture shall not be limited within the boundaries of the institution.

- i. The Institute shall give opportunity for regional Startups, provision to extend facilities for outsiders and actively involve itself in defining strategic direction for local development.
- ii. Strategic international partnerships shall be developed using bilateral and multilateral channels with international innovation clusters and other relevant organizations. Moreover, international exchange programs, internships, engaging the international faculties in teaching and research shall also be promoted.

## 4.2 Startups Enabling Institutional Infrastructure

The Institute undertakes to create/ nurture Pre-Incubation facility for nurturing innovations and Startups. Incubation facility already exists in the campus. The Institute shall take steps to broaden its base. Following guidelines are envisaged:

- a. The Pre-Incubation/Incubation facility shall be accessible 24x7 to students, staff and faculty of all disciplines and departments across the institution.
- b. Pre-incubation facilities may be made a separately registered entity or Special Purpose Vehicle (SPV) after due deliberation by the PFC formed as detailed in chapter 3 or by any other committee set up by the HoI to this effect. MAIT shall make efforts to make the 'Incubation cum Technology Commercialization Unit' (ITCU) a separate entity preferably registered under Section-8 of Company Act 2013 or 'Society' registered under Society Registration Act with independent governance structure.
- c. The Institute may offer mentoring and other relevant services through Pre-Incubation/ Incubation units in-return for fees, equity sharing and (or) zero payment basis. The modalities regarding Equity Sharing in Startups supported through these units shall be decided by the HoI or any such committee instituted by the HoI to this effect.

### 4.3 Nurturing Innovations and Startups

- a. The Institute undertakes to establish processes and mechanisms for easy creation and nurturing of Startups/enterprises by students (UG, PG, Ph.D.), staff (including temporary or project staff), faculty, alumni and potential start up applicants even from outside the institutions.
- b. The Institute offers access to pre-incubation & Incubation facility to start ups by students, staff and faculty for mutually acceptable time-frame.
  - i. In case the facility is insufficient then the Startup may reach out to nearest incubation facilities in other institutes.
  - ii. The Institute allows licensing of IPR from the Institute to start up (based on the decision taken by the PFC or by a committee constituted by the PFC to this effect). Students and faculty members intending to initiate a start up based on the technology developed or co-developed by them or the technology owned by the Institute, should be allowed to take a license on the said technology on easy term, either in terms of equity in the venture and/ or license fees and/ or royalty to obviate the early stage financial burden.
  - iii. MAIT allows its students, faculty or staff to work on their innovative projects and setting up start ups (including Social Start ups) or work as intern / part-time in start ups (incubated in any recognized HEIs/Incubators) while studying / working. Student Entrepreneurs may earn credits for working on innovative prototypes/Business Models.
  - iv. Student inventors may be allowed to opt for start up in place of their mini project/ major project, seminars, summer trainings. The final decision to allow this lies with the PFC and any other committee appointed by the PFC.

- c. Students who are under incubation, but are pursuing some entrepreneurial ventures while studying are allowed to use the Institute address to register their company with due permission from the institution.
- d. Student entrepreneurs shall be allowed to sit for the examination, even if their attendance is less than the minimum permissible percentage provided that due permission is taken from the HoI.
- e. The Institute may allow its students to take a semester/year break (or even more depending upon the decision of review committee constituted by the HoI) to work on their start ups and re-join academics to complete the course. Student entrepreneurs may earn academic credits for their efforts while creating an enterprise. The Institute shall set up a review committee for review of start up by students, and based on the progress made, it may consider giving appropriate credits for academics. Such a break is subject to University guidelines.
- f. The Institute has a provision of hostel/guest room accommodation to the entrepreneurs within the campus for some period of time.
- g. Faculty and staff are allowed to take maximum of 2 years sabbatical leave (unpaid) for working on their Startups. In this period their seniority and other benefits shall not be affected. Their balance leave etc shall be considered by the Head of the Institution or a committee formed by the HoI for the same. MAIT shall consider allowing use of its resource to faculty/students/staff wishing to establish start up as a fulltime effort.
- h. MAIT will facilitate the Startup activities/ technology development by allowing students/ faculty/ staff to use the Institute infrastructure and facilities, as per the choice of the potential entrepreneur in the following manners:
  - i. Short-term/ six-month/ one-year part-time entrepreneurship training.
  - ii. Mentorship support on regular basis.

- iii. Facilitation in a variety of areas including technology development, ideation, creativity, design thinking, fund raising, financial management, cash-flow management, new venture planning, business development, product development, social entrepreneurship, productcosting, marketing, brand-development, human resource management as well as law and regulations impacting a business.
- iv. The Institute may also link the Startups to other seed-fund providers/ angel funds/ venture funds or itself may set up seed-fund once the incubation activities mature.
- v. License Institute IPR as discussed in section 4 below.
- i. The services and facilities are initially free for students as well as faculty for promoting entrepreneurial culture in the Institute. After 5 years, the Institute will take 2% equity/ stake in the Startup/ company, based on brand used, faculty contribution, support provided and use of the Institute's IPR.
  - i. For staff and faculty, Institute shall take no-more than 20% of shares that staff / faculty takes while drawing full salary from the institution; however, this share will be within the 9.5% cap of company shares, listed above.
  - ii. No restriction on shares that faculty / staff can take, as long as they do not spend more than 20% of office time on the Startup in advisory or consultative role and do not compromise with their existing academic and administrative work / duties. In case the faculty/ staff holds the executive or managerial position for more than three months in a Startup, then they will go on sabbatical leave.
  - iii. In case of compulsory equity model, Startup may be given a cooling period of 3 months to use incubation services by paying charges basis to take a final decision based on satisfaction of 15 MIC services offered by

the Institute/incubator. In that case, during the cooling period, Institute shall not force Startup to issue equity on the first day of granting incubation support.

- j. The Institute shall also provide services based on mixture of equity, fee-based and/ or zero payment model. So, a Startup may choose to avail only the support, not seed funding, by the Institute on charge (by paying money) basis.
- k. The Institute may extend this Startup facility to its alumni as well as outsiders.
- Participation in Startup related activities shall be considered as a legitimate
  activity of faculty in addition to teaching, R&D projects, industrial consultancy
  and management duties and must be considered while evaluating the annual
  performance of the faculty. Every faculty is encouraged to mentor at least one
  Startup.
- m. Product development and commercialization as well as participating and nurturing of Startups is added to a bucket of faculty-duties and each faculty would choose a mix and match of these activities (in addition to minimum required teaching and guidance) and then respective faculty shall be evaluated accordingly for their performance and promotion.
- n. In light of above, the performance evaluation related policies shall be updated.
- o. The Institute shall ensure that at no stage any liability accrue to it because of any activity of any Startup.
- p. The progress of every Startup shall be monitored by the NISP committee as per the timeline given in the Startup document. Progress presentations may be conducted for every Startup at the end of every six months.

### 4.4 Product Ownership Rights for Technologies Developed at the Institute

- a. When Institute facilities / funds are used substantially or when IPR is developed as a part of curriculum/ academic activity, IPR is to be jointly owned by inventors and the Institute.
  - i. Inventors and the Institute could together license the product / IPR to any commercial organization with inventors having the primary say. License fees could be either / or a mix of
    - 1. Upfront fees or one-time technology transfer fees
    - 2. Royalty as a percentage of sale-price
    - 3. Shares in the company licensing the product
  - ii. The Institute may not be allowed to hold the equity as per the current statute, so SPV may be requested to hold equity on their behalf
  - iii. If one or more of the inventors wish to incubate a company and license the product to this company, the royalties would be no more than 4% of sale price, preferably 1 to 2%, unless it is pure software product. If it is shares in the company, shares will again be 1% to 4%. For a pure software product licensing, there may be a revenue sharing to be mutually decided between the Institute and the incubated company.
- b. On the other hand, if product/ IPR is developed by innovators not using any facility of the Institute, outside office hours (for staff and faculty) or not as a part of curriculum by student, then product/ IPR will be entirely owned by inventors in proportion to the contributions made by them. In this case, inventors can decide to license the technology to third parties or use the technology the way they deem fit.
- c. If there is a dispute in ownership, a minimum of five member committee consisting of two faculty members (having developed sufficient IPR and translated to

commercialization), two of the Institute's alumni/ industry experts (having experience in technology commercialization) and one legal advisor with experience in IPR, will examine the issue after meeting the inventors and help them settle this, hopefully to everybody's satisfaction. Institute can use alumni/ faculty of other institutes as members, if they cannot find sufficiently experienced alumni / faculty of their own.

- d. Institute incubation centre will only be a coordinator and facilitator for providing services to faculty, staff and students. They will have no say on how the invention is carried out, how it is patented or how it is to be licensed. If Institute shall pay for patent filing, a committee shall be constituted by the HoI, which can examine whether the IPR is worth patenting. The committee shall consist of faculty who have experience and excelled in technology translation/ patent/ industry expertise. If inventors are using their own funds or non-Institute funds, then they alone shall have a say in patenting.
- e. The Institute's decision-making body with respect to incubation / IPR / technology-licensing will consist of faculty members and experts who have excelled in technology translation/ patent/ industrial research. The HoI may appoint any other faculty in such committee as he/ she may deem fit. However such committee shall be so chosen so as to take majority of members having proven expertise in IPR/ innovation/ patent/ technology transfer/ entrepreneurship.
- f. Interdisciplinary research and publication on Startup and entrepreneurship will be preferred and promoted by the institution.

### 4.5 Organizational Capacity, Human Resources and Incentives

a. During recruitments, apart from experience and qualification, innovation and entrepreneurial/ industrial experience, behaviour and attitude shall be deciding factors.

- b. Faculty and departments of the Institutes shall work in coherence and cross-departmental linkages be strengthened through shared faculty, cross-faculty teaching and research in order to gain maximum utilization of internal resources and knowledge.
- c. Periodically some external subject matter experts such as guest lecturers or alumni can be engaged for strategic advice and bringing in skills which are not available internally.
- d. Faculty and staff should be encouraged to do courses on innovation, entrepreneurship management and venture development.
- e. Institute shall develop academic and non-academic incentives and reward mechanisms for all staff and stakeholders that actively contribute and support entrepreneurship agenda and activities.

### 4.6 Creating Innovation Pipeline and Pathways for Entrepreneurs at Institute Level

- a. To ensure exposure of maximum students to innovation and pre incubation activities at their early stage and to support the pathway from ideation to innovation to market the Institute shall strive to:
  - i. Spread awareness among students, faculty and staff about the value of entrepreneurship and its role in career development or employability should be a part of the institutional entrepreneurial agenda
  - ii. Teach students and staff that innovation (technology, process or business innovation) is a mechanism to solve the problems of the society and consumers.
  - iii. Encourage students to develop entrepreneurial mindset through experiential learning by exposing them to training in cognitive skills (e.g. design thinking, critical thinking, etc.), by inviting first generation local entrepreneurs or experts to address young minds. Initiatives like idea

and innovation competitions, hackathons, workshops, bootcamps, seminars, conferences, exhibitions, mentoring by academic and industry personnel, throwing real life challenges, awards and recognition shall be organized.

- b. The Institute shall link its start ups and companies with wider entrepreneurial ecosystem and by providing support to students who show potential, in pre-Startup phase.
- c. The Institute has Institution's Innovation Council (IIC) as per the guidelines of MHRD's Innovation Cell. The IIC conducts various activities related to innovation, Startup and entrepreneurship development.
- d. Access to financing shall be opened for the potential entrepreneurs:
  - i. Networking events shall be organized to create a platform for the budding entrepreneurs to meet investors and pitch their ideas.
  - ii. Existing laboratories, research facilities, IT services, training, mentoring, etc. shall be made accessible to the new Startups.
- e. The Institute shall develop a ready reckoner of Innovation Tool Kit, which shall be kept on the homepage on Institute's website to answer the doubts and queries of the innovators and enlisting the facilities available at the Institute.

### **4.7 Norms for Faculty Startups**

- a. Only those technologies shall be taken for faculty Startups which originate from within the Institute
  - i. Role of faculty may vary from being an owner/ direct promoter, mentor, consultant or as on-board member of the Startup.

- ii. Faculty Startup may consist of faculty members alone or with students or with faculty of other institutes or with alumni or with other entrepreneurs.
- b. In case the faculty/ staff holds the executive or managerial position for more than three months in a Startup, they may take sabbatical leave upto two years. At one time, not more than 10% of the faculty are allowed to take leave for the Startups.
- c. Faculty must clearly separate and distinguish on-going research at the Institute from the work conducted at the Startup/ company.
- d. In case of selection of a faculty start up by an outside national or international accelerator, a maximum leave (as sabbatical/ existing leave/ unpaid leave/ casual leave/ earned leave) of one semester/ year (or even more depending upon the decision of review committee constituted by the HoI) shall be permitted to the faculty.
- e. Faculty must not accept gifts from the Startup.
- f. Faculty must not involve research staff or other staff of the Institute in activities at the Startup and vice-versa.
- g. Human subject related research in Startup should get clearance from the HoI or any such committee created by the HoI.

### 4.8 Pedagogy and Learning Interventions for Entrepreneurship Development

- a. Diversified approach shall be adopted to produce desirable learning outcomes, which shall include cross disciplinary learning using mentors, labs, case studies, games, etc. in place of traditional lecture-based delivery.
  - i. Student clubs/ bodies/ departments will be created for organizing competitions, boot-camps, workshops, awards, etc. These bodies should

- be involved in institutional strategy planning to ensure enhancement of the student's thinking and responding ability.
- ii. The Institute plans to start annual 'INNOVATION & ENTREPRENEURSHIP AWARD' to recognize outstanding ideas, successful enterprises and contributors for promoting innovation and enterprises ecosystem within the Institute.
- iii. For creating awareness among the students, the teaching methods shall include case studies on business failure and real-life experience reports by Startups.
- iv. Innovation champions shall be nominated from within the students/ faculty/ staff for each department/ stream of study
- b. Entrepreneurship education shall be imparted to students at curricular/ cocurricular/ extracurricular level through elective/ short term or long-term courses on innovation, entrepreneurship and venture development. Validated learning outcomes shall be made available to the students.
  - i. During the induction program, students shall be told about innovation, entrepreneurship and venture development.
  - ii. Industry linkages shall be leveraged for conducting research and survey on trends in technology, research, innovation, and market intelligence.
  - iii. Customized teaching and training materials shall be developed for startups.
- c. It shall be seen that maximum number of projects are based around real life challenges.

### 4.9 Collaboration, Co-creation, Business Relationships and Knowledge Exchange

- a. The Institute shall find potential partners, resource organizations, micro, small and medium sized enterprises (MSMEs), social enterprises, schools, alumni, professional bodies and entrepreneurs to support entrepreneurship and codesign the programs.
  - To encourage co-creation, bi-directional flow/ exchange of knowledge and people shall be ensured among institutes such as incubators, science parks, etc.
  - ii. The Institute shall organize networking events for better engagement of collaborators and shall open up the opportunities for staff, faculty and students to allow constant flow of ideas and knowledge through meetings, workshops, space for collaboration, lectures, etc.
  - iii. Mechanism shall be developed by the Institute to capitalize on the knowledge gained through these collaborations.
- b. The Institute shall develop policy and guidelines for forming and managing the relationships with external stakeholders including private industries.
- c. Knowledge exchange through collaboration and partnership shall be made a part of the Institute policy and the Institutes shall provide support mechanisms and guidance for creating, managing and coordinating these relationships.

### 4.10 Entrepreneurial Impact Assessment

a. Impact assessment of the Institute's entrepreneurial initiatives such as preincubation, incubation, entrepreneurship education shall be performed regularly using well defined evaluation parameters.

- b. Monitoring and evaluation of knowledge exchange initiatives, engagement of all departments and faculty in the entrepreneurial teaching and learning shall be assessed.
- c. Number of Startups created, support system provided at the Institutional level and satisfaction of participants, new business relationships created by the Institutes shall be recorded and used for impact assessment.
- d. Impact shall also be measured for the support system provided by the Institute to the student entrepreneurs, faculty and staff for pre-incubation, incubation, IPR protection, industry linkages and exposure to entrepreneurial ecosystem, etc.
- e. Formulation of strategy and impact assessment shall go hand in hand. The information on impact of the activities shall be actively used while developing and reviewing the entrepreneurial strategy.
- f. Impact assessment for measuring the success shall be in terms of sustainable social, financial and technological impact in the market. For innovations at pre-commercial stage, development of sustainable enterprise model is critical. COMMERCIAL success shall be the ONLY measure in the long run.

**Amendments to this Document** 

Any policy of this scale needs revision, suggestion and inception from time to time. With

time, the need and requirements change. This chapter deals with the routes to amendments

to this document or any other related policy. Following framework shall be followed:

1. Any amendment to this document shall be the sole discretion of the Hol. However,

the soul of the document shall always be in line with the MoE NISP-2019 policy.

2. The HoI may, from time to time, constitute committees to carry out the sub-tasks

presented in the document. The said committee shall be accountable to the HoI.

3. The PFC is the advisory body to the HoI. In case of any difference among the

members of the PFC, the discretion of the HoI shall be final.

4. Any committee, sub-committee formed in line with this document shall be

mentioned at appropriate position in this document itself.

Policy Document put up before the Director on behalf of the PFC

Ymans ]

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