

# **SNDT WOMEN'S UNIVERSITY, MUMBAI**

## **REPORT OF THE STUDY GROUP ON THE UNIVERSITIES ACCOUNT CODE**

### **(A) BACKGROUND**

The S.N.D.T. Women's University was founded by Bharat Ratna Maharshi Dhondo Keshav Karve, the bold social reformer who dedicated his life to the advancement of Indian women. In 1896 Maharshi Dhondo Keshav Karve started an Ashram at Hingne near Pune for widows and other helpless women. In 1916, the University was launched with an enrolment of five students. Recognizing the pioneering work of Dr. Karve, Sir Vitthaldas Thackersey stepped forward with donation. In 1920 the University was named Shreemati Nathibai Damodar Thackersey Women's University (SNDT) in memory of her mother. In 1936, the headquarters of the University was shifted to Mumbai. The University continued to grow, providing higher education to more and more women. In 1951, the University was granted statutory recognition. Today the SNDT Women's University has four campuses at Pune, Churchgate, Juhu and Shrivardhan. Now it has 44 university departments, 14 constituent colleges and 272 affiliated colleges throughout the India.

2. The Government of Maharashtra vide Higher and Technical Education Department Resolution No. USG 2009/(165/09)/WS-2 dated 27.3 2012 (**ANNEXURE - 1**) has made applicable the rules as laid down in the Maharashtra Universities Account Code (**ANNEXURE - 2**) w.e.f. 1.4.2012 for the proper control of the finances of the Universities. These rules apply to the conduct of all the financial affairs of the University and to all bodies included in the University's Annual Audited financial Statements irrespective of the source of funding. It is therefore essential for the SNDTWU to change the existing business processes and align them with the standard processes laid down in the Maharashtra Universities Account Code as a compliance of onus due to applicability of the Account Code.

### **(B) PREMISE & TERMS OF REFERENCE**

1. The issue of adoption of the provisions of the Account Code to the S.N.D.T. Women's University was considered by the Finance and Accounts Committee in its meeting dated 22<sup>nd</sup> June 2012 in view of the special provision granting autonomy in respect of certain matters to the SNDT Women's University under Section 105 of the Maharashtra Universities Act 1994. The Finance and Accounts Committee after detailed deliberation on the issue decided to study the provisions of the Universities Account Code before its adoption in the light of the current delegated financial powers and the working processes. It was therefore felt necessary to set up a Study Group to study and report the provisions and processes which can be considered for adoption with or without modification and also to make a suitable proposal to the government regarding provisions that are inadequate and inconsistent with the existing processes in the financial administration at SNDT Women's University.
2. In view of the directives of the Finance and Accounts Committee in the said regard, a Study Group was constituted vide Circular No. Ac /Finance/2012-13/149 dated 9<sup>th</sup> July, 2012 (**ANNEXURE - 3**) to study and consider the provisions of

the Account Code from the point of view of its adoption at S.N.D.T. Women's University on the following terms of reference:-

- a. To report the provisions and process prescribed under the University Account Code that can be adopted.
- b. To report the provisions and process prescribed under the University Account Code which is inconsistent / conflicting with the current financial processes followed at S.N.D.T. Women's University and to suggest changes if any required.
- c. To report the provisions from which S.N.D.T. Women's University may seek exemption from its applicability, in view of the special provisions made in the Maharashtra Universities Act 1994.
- d. To review the existing Delegation of the Financial Powers and recommend the suitable structure in view of the provisions prescribed under the Account Code.
- e. To make a report on any other suitable issue with the permission of the Hon. Vice Chancellor.

**(B) MEMBERS & INVITEES OF THE STUDY GROUP**

Study Group comprises of Following Members & Invitees:-

**MEMBERS**

1. Mr. Virendra Jadhavrao, Finance & Accounts Officer - Chairperson
2. Dr. S. Kumudhavalli, Registrar - Member
3. Dr. Jayashree Shinde, HoD Education Technology - Member
4. Dr G. Y. Shitole, HoD, Commerce, Churchgate - Member
5. Dr. Virendra Nagarale, HoD, Geography,Pune - Member
6. Ms. Varsha Sawant, Asstt. Finance & Accounts Officer - Member
7. Ms. Anushree Dandekar SNDT Women's University Accountant - Member

**INVITEES**

1. Dr. Madhura Kesarkar - Director, B.C.U.D.
2. Dr. P. N. Mandhare - Controller of Examinations
3. Shri. Umakant Jadhav - Deputy Registrar, University Secretariat
4. Shri. Satish Narkar - Deputy Registrar, Grants Section5.
5. Shri. K. C. Pai - Deputy Registrar, Establishment Section

**(C) APPROACH**

In all five meetings of the Study Group were held to study & report the provisions & processes of the Account Code that can be considered for adoption & also to make a suitable proposal to the government regarding provisions that are inadequate & inconsistent with the existing processes in the financial administration at SNDT Women's University.

- a. In view of the timeline i.e. 10<sup>th</sup> August 2012 to submit the report on the Terms of Reference, it was felt that the Study Group should meet at least every week on convenient dates. It was further decided that the following schedule of the business be tentatively adhered to:-

i) First Meeting:

To consider the Terms of Reference & detailed deliberation on the various provisions included in the Chapters & Appendices. It was also decided that the provisions to be studied in depth & to give suggestions before the next meeting on the provisions & process prescribed under the University Account Code that can be adopted.

ii) Second Meeting:

To consider the provisions & process prescribed under the University Account Code that can be adopted as suggested by the members & invitees. It was also decided to consider the delegation of the powers of Administrative & Financial sanction & suggest revise structure in accordance with the administrative convenience & felt need.

iii) Third Meeting:

To report the provisions & process prescribed under the University Account Code which is inconsistent / conflicting with the current financial processes followed at S.N.D.T. Women's University & to suggest changes if any required.

iv) Fourth Meeting:

To consider the proposal for creation of posts for the FAO's Office to meet the functional requirements proposed under the FAO's staffing pattern structure in the Account Code & also draft report on the Terms of Reference.

v) Fifth Meeting:

To consider & finalise the Report of the Study Group as per the Terms of Reference.

#### **(D) STUDY GROUP MEETINGS – DECISIONS AT A GLANCE**

The following decisions were taken in the five meetings of the Study Group.

##### **1. THE FIRST MEETING OF THE STUDY GROUP HELD ON 12<sup>TH</sup> JULY 2012 AT 11 A.M. AT SNDT WOMEN'S UNIVERSITY, MUMBAI (ANNEXURE – A).**

- a) FAO welcomed the Members & the Invitees to the first meeting of the Study Group & presented overview of the provisions of the Account Code after the background of purpose of setting up of the Study Group.
- b) The Study Group studied the enabling provisions under the Maharashtra Universities Act 1994 & the rule making power of the Government with its statutory responsibility of exercising the proper control over the finances of the

Universities. In the said context the Study Group decided to consider the provisions of the Account Code Rules.

- c) The Study Group considered the provision laid down in the of Rule 1.7 of the Account Code **reads as "The accounts of the University shall be maintained on cash basis"** was discussed which provides for maintenance of account on the Cash Basis. After detailed deliberation on the issue it was decided that in order to ascertain the financial position of the University on any given date as well as to keep track over the assets & liabilities especially receivables on account of fees, outstanding/prepaid expenses etc. the Accounting System which is recommended under the GAAP & made applicable to various Urban Local Bodies under National Municipal Accounting Manual i.e. Accrual Base System be considered for the Universities. It was finally decided to propose this issue for the consideration of the Government.
- d) The Study Group considered the provision laid down in the Appendix I **reads as "Statement Showing Delegation of Powers (Financial)"** it was discussed that regarding the limit of power delegated to the HoD which in many cases though restricted & keeping in mind specific issues like quotation limit & processes in respect of certain items having daily variable value like silver required for the programme needs reconsideration, however it was noticed that the same can be revised at University end by invoking provisions of Section 51 (3) & (4) of the Maharashtra Universities Act 1994 as per the foot note to the Appendix I which **reads as " All the financial powers delegated above are subject to the provisions of the Maharashtra Universities Act, 1994 (as amended from time to time) and the Statutes and Ordinances framed there under and the rules, norms and procedure laid down by the Management Council from time to time and other prevailing rules"**.
- e) The Study Group considered the various provisions laid down in the Account Code especially in regard to the structure & staffing pattern of the FAO's Office as per Appendix IV (A) & (B). It was discussed that since SNTWU meets the laid down norm of 175-200 affiliated colleges & therefore in order to effectively implement the provisions of the Account Code a need was felt to put in place proper infrastructure with adequate manpower at the earliest.
- It was therefore decided to submit suitable proposal for the creation of required number of posts in the Management Council & thereafter for further approval of the GoM. It was further decided that the proposal for creation of posts to be prepared in the subsequent meeting.
- f) The Study Group further considered the provisions laid down in the Account Code especially in regard to the procurement of various items of store & it was observed that there are no specific provisions regarding purchase of items on GoM/DGS&D Rate Contract as the same saves time, ensures quality & cost effective. It was decided to propose this issue for the consideration of the GoM.
- g) The Study Group also considered the need of inputs on various academic processes related to specific departments like Examination etc. therefore in order to address solutions to the department specific issues, it was decided to invite the Controller of Examination & Director BCUD as permanent invitee for further meetings of the Study Group.

- h)** The Study Group further discussed about the need for orientation meeting for the staff & faculties on various administrative & financial issues in view of the implications of the provisions of the Account Code. It was decided that the same be organised only after the Study Group submits its report.

**2. THE SECOND MEETING OF THE STUDY GROUP HELD ON 19<sup>TH</sup> JULY 2012 AT 11 A.M. AT SNDT WOMEN'S UNIVERSITY, MUMBAI (ANNEXURE – B).**

- a)** It was decided that the Sub Groups be set up to study the provisions of the Account Code along with Appendix & make a presentation before the Study Group in its third meeting for conscious decision. Accordingly the following Sub Groups were set up & the Account Code Chapters were allotted for presentation.

| Sr.No | Sub Group     | Members   | Chapter                                    |
|-------|---------------|---|--|
| 1     | Sub Group - A | Dr. Jayashree Shinde & Dr. Madhura Kesarkar                       | Chapter I – General Principles             |
| 2     | Sub Group - B | Mr. Virendra Jadhavrao, Ms. Varsha Sawant & Ms. Anushree Dandekar | Chapter II – Working of Finance Department |
| 3     | Sub Group - C | Dr. G. Y. Shitole, Dr. P. N. Mandhare & Mr Ashish kabmble         | Chapter III – Works Account                |
| 4     | Sub Group - D | Dr. Virendra Nagrale & Shri. Satish Narkar                        | Chapter IV - Budget                        |
| 5     | Sub Group - E | Shri. Umakant Jadhav & Shri. K. C. Pai                            | Chapter V - Stores                         |

- b.** It was mentioned by the FAO that most of the provisions of the Account Code can be effectively implemented where the Finance & Account Office working in the centralised mode using e-financial systems like Shivaji University, Kolhapur where all the financial operations are controlled centrally. It was decided that in order to understand the working & benefits of the centrally controlled operations vis-à-vis provisions of the Account Code, the FAO of the Shivaji University, Kolhapur be invited in fourth meeting of the Study Group to give an overview & presentation to the members of the Study Group.
- c.** The Study Group considered the provision regarding staffing pattern proposed for the Finance & Accounts Department. It was decided to make a proposal in this regard for the consideration of the Government for the creation of the posts by the Establishment Department.
- d.** It was further decided that in view of the Financial Power as laid down in the Appendix II the powers shall be equally exercised by the Assistant Finance & Accounts Officer / Deputy Finance & Accounts Officer & Finance & Accounts officer keeping in mind the functionality.
- e.** The Study Group considered the various provisions related to the budgeting where the departments not having much income can propose deficit budget subject to approval of the Finance & Accounts Committee & in such a case centralized surplus can be earmarked for such department on the expectation of

futuristic revenue & till the revenue is generated by the projects / programmes of department.

- f.** The Study Group considered the format proposed for the Budget & it was decided to submit the proposal for adoption in the ensuing meeting of the Management Council before the initiating the budgetary process along with Chart of Accounts for the various heads of receipt & payment.
- g.** The Study Group further perused that Vice Chancellor vest with the full power regarding approving the re appropriation under any budgetary heads, in view of such authority, it was decided to propose the Revised & Original Budget together as laid down in the Account code as per budgetary time cycle for the approval of the Senate than submitting two separate budgets.
- h.** The provisions laid down in the Account Code especially regarding delegation of financial powers were considered by the Study Group & it was decided that the changes which would be proposed by the Study Group in due course can be effected by through rules by making suitable proposal for the consideration of the Management Council.
- i.** The Study Group further considered the provision laid down in the Appendix III read with Section 75(3) of the Account Code where the Purchase Committee has authority to consider proposal where the cost of item proposed for purchase exceeds Rs.1,00,000/-. It was further considered that the interpretation is not cost of each item but where the expenditure on each item exceeds Rs. 1,00,000/- the proposal has to go before the Purchase Committee under the provisions of Section 75(3). It was further decided that the Technical Committee can only for considering the technological/ technical aspect of the purchase proposal & therefore the final approval of the Purchase Committee is required where the purchase cost exceeds Rs. 1,00,000/- To expedite the process, it was therefore decided to propose change in this existing limit through rules by making suitable proposal for the consideration of the Management Council.
- j.** The Study Group further discussed about the need for the administrative approval which should be distinct from the Purchase Committee approval. It was decided that every proposal should be first considered for the administrative approval & after the tendering process is over the same should come before the Purchase Committee for the approval. It was further decided that in order to expedite the process of administrative approval the Study Group may examine the issue whether the powers to grant administrative approval can be further delegated to the Campus In-charge & to the concern Heads of Department through rules by making suitable proposal for the consideration of the Management Council.
- k.** The Study Group further advised that the Deputy Registrar, University Secretariat to provide the soft copies of the Ordinances / Rules so far issued & in force to the study Group members so as to facilitate study of the existing provision in the light thereof.

**3. THE THIRD MEETING OF THE STUDY GROUP HELD ON 24<sup>th</sup> JULY 2012 AT 11 A.M. AT SNTD WOMEN'S UNIVERSITY, MUMBAI (ANNEXURE – C).**

- a. In reference to the recent decentralisation of the PGSR into independent departments, the Study Group considered the provisions of the Account Code from the point of view of smooth implementation. It was discussed that there is demand from the HoDs to allow departments to spend at their level subject to budgetary provisions, the portion of fees allowed to be retained & also where programmes/activities that are undertaken out of HoDs initiative & surplus if any generated out of such projects / programmes undertaken be allowed to utilise at the level of HoD concerned. After detailed deliberation on the issue the Study Group felt the need to encourage the departmental initiative & growth.

It was decided that the structure of Finance & Accounts Section as proposed in the Account Code since comprehensive be adopted subject to keeping in mind the financial autonomy of the each individual department allowing retained earnings for the exclusive use of the concerned departmental activities through budgetary mechanism. It was further decided that under the centralised system the concerned Principals/Directors/ HoDs will maintain a separate bank account for the purpose of collection of fee/activity receipts & payments.

- b. The Study Group considered the staffing pattern & structure of the Finance & Accounts Section proposed under the Account Code with the existing functionalities in comparison with the structure & staffing pattern at Shivaji University Kolhapur. Considering the existing & proposed financial processes & need for efficient discharge of the functions entrusted the need for the additional post was assessed. It was further discussed that since the SNTDWU fulfils one of the laid down norm of the standard staffing pattern in reference to the number of affiliated colleges & also has sizeable student strength, therefore there is a need to create additional posts for the Finance & Accounts Section to ensure proper use of finances and resources that satisfies the University's requirements for accountability, internal control, and the management of financial risk and also to fulfil any legal or financial obligations laid down by the Maharashtra Universities Act, 1994 and other funding agencies.

It was unanimously resolved that the staffing pattern as proposed in the Account Code Appendix IV-A be considered for the SNTDWU & suitable proposal in the said regard for the creation of the additional posts be submitted for the consideration & approval of the GoM by the Establishment Department without further waiting for the report of the Study Group.

- c. While considering the structure proposed in respect of Delegation of Financial Powers, it was decided to consider delegation of Financial Powers to the Campus-in-charge as well as Principals of the conducted colleges. Further it was discussed that the post of Campus-In-charge be officially recognised first so as to delegate some powers for the purpose of efficient discharge of functions / responsibility entrusted.

It was decided that the issue of Delegation of Financial Powers be considered in the ensuing meeting.

- d. The following Sub Groups constituted in the second meeting of the Study Group to study the provisions of the Account Code along with Appendix made their presentations during the meeting. The presentations regarding the provisions & process prescribed under the University Account Code which can be adopted & the provisions & process prescribed under the University Account Code which are inconsistent/conflicting with the current financial processes followed at S.N.D.T. Women's University were considered by the Study Group.

| Sr.No | Sub Group     | Members   | Account Code Chapter                        |
|-------|---------------|---|---|
| 1     | Sub Group - A | Dr. Jayashree Shinde & Dr. Madhura Kesarkar                       | Chapter I – General Principles              |
| 2     | Sub Group - B | Dr. Virendra Nagrale & Shri. Satish Narkar                        | Chapter II - Budget                         |
| 3     | Sub Group - C | Mr. Virendra Jadhavrao, Ms. Varsha Sawant & Ms. Anushree Dandekar | Chapter III – Working of Finance Department |
| 4     | Sub Group - D | Shri. Umakant Jadhav & Shri. K. C. Pai                            | Chapter IV - Stores                         |
| 5     | Sub Group - E | Dr. G. Y. Shitole, Dr. P. N. Mandhare & Mr Ashish kabmble         | Chapter V – Works Account                   |

- e. After in depth deliberation, it was decided that the presentations be further studied & be finally considered in the ensuing meeting of the Study Group. Further the Sub Groups were also requested to incorporate the inputs given by the Study Group & provide the summarised presentation in the following proforma so as to facilitate further process of consideration.

| Sr.No. | Rule No. | Rule Provision / New Provision | Change Proposed | Justification |
|--------|----------|--------------------------------|-----------------|---------------|
|--------|----------|--------------------------------|-----------------|---------------|

#### **4. THE FOURTH MEETING OF THE STUDY GROUP HELD ON 3<sup>rd</sup> AUGUST 2012 AT 12.00 P.M. AT SNDT WOMEN'S UNIVERSITY, MUMBAI (ANNEXURE – D).**

- a. In reference to the recent structural decentralisation of the PGSR into independent departments, it was noticed that still many of the departments have not opened the banks accounts. It was brought to the notice of the Study Group that large amount in case of PGSR Churchgate was available in the current account, in view of this it was mentioned by the Registrar that the issue of the balance amount in the current/savings account of the PGSR department be immediately kept in the F.D.R. at least 91 days till the said amount is apportioned to the independent departments.

It was pointed out by the FAO that clear instructions were already issued to convert current account into savings account & also in of converting of current/savings account balance in to FDR's however the same were not followed by the HoDs. The Registrar mentioned that once again instructions would be issue in the said regards.

- b. The Study Group considered the work flow of the Finance & Accounts Section in the centralised & non centralised mode of working considering 3 campuses at SNDTWU vis-à-vis as proposed in the Account Code. The FAO presented the model of



workflow & the centralised working of the Finance & Accounts Section in decentralised mode as per **Annexure – I**.

Upon detailed deliberation on the proposed model & considering the representative requirements of the HoDs presented during the meeting by the members of the Study Group, it was unanimously approved the staffing pattern as proposed under the Account Code & the structure of the Finance & Accounts Section as proposed by the FAO keeping in mind the requirements of efficient financial administration of 3 campuses. It was further decided to consider the same for the purpose of making proposal to the Government for creation of the additional posts.

It was once again further unanimously resolved that the staffing pattern as proposed in the Account Code Appendix IV- (A) & (B) be considered for the SNDTWU & suitable proposal in the said regard for the creation of the additional posts be submitted immediately for the consideration & approval of the Higher & Technical Department, GoM by the Establishment Department without further waiting for the report of the Study Group.

It was further mentioned that while making such proposal only the sanction posts of Accountant/Asst. Accountant/Jr. Accountant be considered as post sanctioned for the Finance & Accounts Section & accordingly the demand for the additional post be proposed to the Higher & Technical Department, GoM through suitable proposal.

It was further resolved that if in the past any post sanctioned for the Finance & Accounts Section but in subsequent review if surrendered/abolished or converted the review application be submitted to the Higher & Technical Department, GoM.

- c. It was further unanimously decided that the definition of the Head of Department be include Principals /Directors of the conducted colleges & self-supporting units.

It was further reiterated that the post of Campus-In-charge be officially recognised first so as to delegate some powers for the purpose of efficient discharge of functions / responsibility entrusted.

- d. The Study Group considered the Delegation of the Administrative & Financial Powers as per Appendix – I of the Account Code read with footnotes.

After detailed & indepth deliberation it was unanimously noticed that the delegation is not suitable in the current scenario that requires smooth functioning as well as speedy decision making at the level of HoDs so as to ensure the quality & expeditious completion of activities related to the academic programmes & projects.

After detailed deliberation on the each item of delegation of powers as proposed in the Appendix – I of the Account Code, it was decided that in view of number of conducted colleges & self-supporting units & considering the SNTD Women's University's vital contribution in the field of women's education that there is an urgent need to amend the Delegation of Administrative / Financial Powers as proposed in Appendix – I to the Account Code.

It was further unanimously resolved that to enable functionaries of the SNDTWU to discharge their duties & academic functions efficiently the Delegation of the Administrative & Financial Powers to the Head of Departments be considered as proposed in the **Annexure –II** attached with the Minutes & to effect the said

delegation of powers a suitable proposal be made to the Management Council by formulating rules for the approval as proposed in the footnote to the Appendix – I to the Account Code.

- e. The Study Group also considered the powers of the Purchase Committee as constituted per Section 75 (3) of the Maharashtra Universities Act 1994 & it was concluded that the Library Committee's approval for the purchase of books costing more than Rs. 1 lakh was not submitted to Purchase Committee in the past for consideration as the issue falls within the purview of the Purchase Committee.

It was decided that henceforth that the procedure laid down in the Maharashtra Universities Act 1994 be strictly adhered to.

- f. It was mentioned by the FAO that the Sub Groups constituted in the second meeting of the Study Group to study the provisions of the Account Code along with Appendix who made their presentations during the meeting were once again requested to submit the information in the following proforma before the fifth meeting so as to use the same for compilation of the report of the Study Group.

| Sr. No. | Rule No. | Rule Provision | New Provision /Change Proposed | Justification |
|---------|----------|----------------|--------------------------------|---------------|
|---------|----------|----------------|--------------------------------|---------------|

#### **5. THE FIFTH MEETING OF THE STUDY GROUP HELD ON 9<sup>th</sup> AUGUST 2012 AT 11.00 A.M. AT SNDT WOMEN'S UNIVERSITY, MUMBAI (ANNEXURE – E).**

- a. The FAO presented the workflow to meet the fiscal management requirement of the SNDTWU in reference to the workflow structure proposed under the Account Code Appendix IV- (A). During the presentation it was noted that the SNDTWU has a unique feature of number of campuses & conducted colleges over other Universities. It was further mentioned that the said proposed workflow was considered on the hypothesis that there is need to put in place a flexible but robust centralised e-financial system integrating financial administration functionalities at 3 campuses for speedy disposal of work in a decentralise manner. It was assured by the FAO that under e-financial system it would be possible to maintain the financial autonomy of each individual Department & Institution in the form of sub ledger accounts. Further it was stated that the same e-financial system would also work independently in the decentralised mode catering the requirements of University conducted colleges.

Upon detailed deliberation & understanding the pros & cons of the workflow model proposed, it was unanimously agreed that keeping in mind the campuses, number of conducted colleges there is need for centralised work flow system to control & manage the financial affairs in the most efficient manner. It was unanimously decided that the model proposed as per **ANNEXURE - I** be considered for implementation along with the structure of Sub Finance & Accounts Unit at each campus. Further it was decided to recommend the financial system model proposed as per **ANNEXURE - I** for the consideration & approval of the Management Council.

- b. The Study Group reconsidered the Delegation of the Administrative & Financial Powers as per Appendix – I & II of the Account Code read with footnotes which were already considered by the fourth meeting of the Study Group as per Annexure II & III to the minutes of the said meeting.

It was decided that considering the financial requirement for expeditious implementation of academic programmes/projects there is a greater need to provide financial autonomy to the HoDs. After detailed review of each item of delegated administrative/financial power & after reconsideration of the delegation considered during the fourth meeting vide Annexure II & III to the minutes of the fourth meeting of the Study Group, it was unanimously decided that the same be considered finally as mentioned in the **ANNEXURE - II & ANNEXURE - III** to these minutes.

It was decided that the proposal of revised administrative & financial powers delegation as considered by the fifth Study Group as mentioned in the **ANNEXURE - II & ANNEXURE - III** be submitted to the Management Council for consideration & approval.

It was further decided to recommend to the Management Council the revised administrative & financial powers delegation structure as proposed in the **ANNEXURE -II & ANNEXURE - III** for the purpose of making rules in the said regard.

- c. In view of the structure of the Finance & Accounts Department as proposed under the Account Code, the FAO presented the comparative study (Annexure III) of staffing pattern with Shivaji University & one proposed under the Account Code Appendix IV. Further it was mentioned by the FAO that the proposal for the creation of additional posts for the SNDTWU Finance & Accounts Section was on the same line except one post of Dy. Finance & Accounts Officer that was already sanctioned for the SNDTWU was considered in addition Dr. Nagrale suggested that the proposal for the creation of additional posts at SNDTWU for the Finance and Accounts Section be considered as presented by the FAO keeping in mind the existing posts sanctioned for the Finance & Accounts Section / Grant / Examination / Salary, Pay & PF Section.

It was decided that the proposal for the creation of the additional posts as considered be unanimously approved as per Annexure -IV to these minutes. It was further decided that the proposal be adopted in principal & the same be submitted to the Higher & Technical Education Department of Government of Maharashtra for the creation of additional post after the approval of the Management Council.

- d. It was discussed that the Account Code do not provide for the suitable provisions for the Conducted Colleges/Schools/Self Supporting Units & also do not cover provisions to meet the financial and accounting requirements of financial transactions at campuses, therefore, it was essential to consider suitable structure for the incorporation of annual accounts of campuses as well as incorporation of accounts of such Conducted Colleges in the SNDTW University's Annual Account.

Since the structure of the Balance Sheet and Income & Expenditure account as proposed under the Account Code vide Appendix V & VI do not provide for incorporation of the Annual Accounts of the Conducted Colleges & Self Supporting Units into the Annual Accounts of the University, it was decided to recommend to

the Management Council that the current forms of the Balance Sheet & Income & Expenditure Accounts as approved earlier by the Management Council be considered as valid forms & the forms of Balance Sheet and Income & Expenditure Account as proposed under the Account Code vide Appendix V & VI be adopted after the suitable changes are made in the Account code or upon the decision to implement the e-financial system.

e. The Study Group after consideration of the terms of reference decided to summarise its report as under in respect of the terms of reference:-

i) To report the provisions & process prescribed under the University Account Code that can be adopted.

It was decided that the provisions & processes as laid down in the Maharashtra Universities Account Code since generally acceptable be considered for in principle adoption by the SNTD Women's University.

It was further decided to recommend in principle adoption of the provisions & processes as laid down in the Maharashtra Universities Account Code to the Management Council for its in principle approval & consideration.

ii) To report the provisions & process prescribed under the University Account Code which is inconsistent / conflicting with the current financial processes followed at S.N.D.T. Women's University & to suggest changes if any required.

It was further decided to recommend in principle adoption of the provisions & processes as laid down in the Maharashtra Universities Account Code to the Management Council for its consideration & approval except changes proposed in the **ANNEXURE – IV** incorporating the recommendations of the various Sub-Groups constituted by the Study Group.

iii) To report the provisions from which S.N.D.T. Women's University may seek exemption from its applicability, in view of the special provisions made in the Maharashtra Universities Act 1994.

In view of the special provisions made in the Maharashtra Universities Act 1994, it was felt during the discussion in the various meetings of the Study Group that currently there is no appropriate structure of the Finance & Accounts Section at the SNTD Women's University therefore issue of Delegation of the Financial Powers needs & putting appropriate structure for the Finance & Accounts Section to be considered on the lines as proposed in the following points of the Terms of Reference considering the requirement of an efficient financial administration at 4 campuses & number of conducted colleges.

iv) To review the existing Delegation of the Financial Powers & recommend the suitable structure in view of the provisions prescribed under the Account Code.

It was decided to recommend to the Management Council for its consideration & approval the revised administrative & financial powers delegation structure as proposed in the **ANNEXURE – II & ANNEXURE - III** for in principle adoption by the SNTD Women's University in lieu of the suggested structure as per Appendix – I & Appendix - II to the Maharashtra Universities Account Code.

It was further decided to recommend the revised administrative & financial powers delegation structure as proposed in the **ANNEXURE –II & ANNEXURE – III** for the purpose of making rules in the said regard.

- v) To make a report on any other suitable issue with the permission of the Hon. Vice Chancellor.

The Study Group decided to recommend the implementation of digital storage of all documentation record for all departments as a step towards less paper office concept.

The Study Group considered the proposal as per **ANNEXURE – VI** regarding creation of additional posts for the Finance & Accounts Section at SNTD Women's University & decided to recommend the proposal to the Management Council for the consideration & its approval.

- f. It was resolved that the necessary Report to be compiled on the basis of the decisions taken in various meetings of the Study Group & be submitted to the Hon. Vice Chancellor for consideration & necessary action. It was unanimously resolved to authorise Chairman of the Study Group to finalise the Report of the Study Group on behalf of the Members & Invitees.
- g. It was mentioned by the FAO that since this being the last meeting, as a Chairman of the Study Group it was very much essential to place on record sincere thanks for the wholehearted support & the outstanding intellectual contribution of all the members & invitees of the Study Group towards betterment of financial administration at SNTD Women's University as well as safeguarding the financial interest of the SNTDWU.
- h. Further it was unanimously resolved to place on record sincere appreciation for envisioning the need to study the processes & provisions laid down in the Maharashtra Universities Account Code for better & effective implementation by the Hon. Vice Chancellor.

It was further decided to express gratitude towards Hon. Vice Chancellor for giving an opportunity to the Members & Invitees of the Study Group to contribute for the development of an efficient Financial Administration at SNTD Women's University after indepth understanding of the processes & provisions prescribed under the Maharashtra Universities Account Code.

#### **(D) STUDY GROUP REPORT SYNOPSIS**

The Study Group after consideration of the terms of reference decided to summarise its report as under in respect of the terms of reference:-

- i) To report the provisions & process prescribed under the University Account Code that can be adopted.

It was decided that the provisions & processes as laid down in the Maharashtra Universities Account Code since generally acceptable be considered for in principle adoption by the SNTD Women's University.

It was further decided to recommend in principle adoption of the provisions & processes as laid down in the Maharashtra Universities Account Code to the Management Council for its in principle approval & consideration.

- ii) To report the provisions & process prescribed under the University Account Code which is inconsistent / conflicting with the current financial processes followed at S.N.D.T. Women's University & to suggest changes if any required.

It was further decided to recommend in principle adoption of the provisions & processes as laid down in the Maharashtra Universities Account Code to the Management Council for its consideration & approval except changes proposed in the **ANNEXURE – 4** incorporating the recommendations of the various Sub-Groups constituted by the Study Group.

- iii) To report the provisions from which S.N.D.T. Women's University may seek exemption from its applicability, in view of the special provisions made in the Maharashtra Universities Act 1994.

In view of the special provisions made in the Maharashtra Universities Act 1994, it was felt during the discussion in the various meetings of the Study Group that currently there is no appropriate structure of the Finance & Accounts Section at the SNTD Women's University therefore issue of Delegation of the Financial Powers needs & putting appropriate structure for the Finance & Accounts Section to be considered on the lines as proposed in the following points of the Terms of Reference considering the requirement of an efficient financial administration at 4 campuses & number of conducted colleges.

- iv) To review the existing Delegation of the Financial Powers & recommend the suitable structure in view of the provisions prescribed under the Account Code.

It was decided to recommend to the Management Council for its consideration & approval the revised administrative & financial powers delegation structure as proposed in the **ANNEXURE – 5 & ANNEXURE - 6** for in principle adoption by the SNTD Women's University in lieu of the suggested structure as per Appendix – I & Appendix - II to the Maharashtra Universities Account Code.

It was further decided to recommend the revised administrative & financial powers delegation structure as proposed in the **ANNEXURE – 5 & ANNEXURE – 6** for the purpose of making rules in the said regard.

- v) To make a report on any other suitable issue with the permission of the Hon. Vice Chancellor.

The Study Group decided to make the following recommendations on the important issues with the permission of the Hon. Vice Chancellor.

## **1. RECOMMENDATION FOR THE IMPLEMENTATION OF THE e-FINANCIAL SYSTEM.**

Keeping in mind the suitability of the proposed centralised work flow system **ANNEXURE – 7** as proposed under the Account Code, the same be considered for implementation along with the structure of Sub Finance & Accounts Unit at each campus. It was therefore decided to recommend to the Hon. Vice Chancellor to put in place appropriate manpower as well as e-financial system for the effective implementation of the Maharashtra Universities Account Code in the SNDT Women's University.

It was recommended that as proposed in the **ANNEXURE – 8** suitable infrastructure be created for the Finance & Accounts Section of the SNDT Women's University. It was further decided to place the same before the Management Council for its consideration & approval.

It was further suggested that the S.N.D.T. Women's University should have integrated system having all the modules catering to the requirement of the various departments and functionalities.

## **2. RECOMMENDATION FOR THE DIGITISATION OF THE OFFICE RECORD**

The Study Group decided to recommend the implementation of digital storage of all documentation & record pertaining to all departments as a step towards less paper office concept.

## **3. RECOMMENDATION FOR THE CREATION OF ADDITIONAL POSTS.**

- a.** It was observed by the Study Group that there is no appropriate structure of the Finance & Accounts Section at SNDT Women's University therefore this issues needs serious consideration keeping in mind 3 campuses & number of conducted colleges.
- b.** In order to meet the requirements of the prescribed processes and laid down provisions, the pertinent structural changes in the working and staffing pattern of the Finance and Accounts Section of the SNDTWU are inevitable. Therefore The Appendix IV (A) & Appendix IV (B) of the Account Code provides for the structure and the minimum staffing pattern for the Finance and Accounts Section (**ANNEXURE - 9**), keeping in mind the scope, volume and flow of the work.
- c.** The SNDTWU has 4 campuses spread across larger geographical area covering more than 200 affiliated colleges spread all over India besides 14 conducted colleges & schools, therefore keeping in mind this unique feature for the purpose of special consideration of the staffing pattern for the SNDTWU is very much essential as such arrangement or the organisation structure does not exist with other Universities.
- d.** In view of proposed staffing pattern, the Study Group in its third meeting held on 24<sup>th</sup> July 2012 examined the need for creation of additional posts for the Finance and Accounts Section in the light of increased academic activities/programmes over a period of time in comparison with staffing pattern at the Shivaji University, Kolhapur.

The discussion and resolution passed by the Study Group in its third meeting held on 24<sup>th</sup> July 2012 in reference to the issue of revised staffing pattern and creation

of the additional posts for the Finance and Accounts Section of the SNDTWU is reproduced for the purpose of reference as under:

***"The Study Group considered the staffing pattern and structure of the Finance and Accounts Section proposed under the Account Code with the existing functionalities in comparison with the structure and staffing pattern at Shivaji University Kolhapur. Considering the existing and proposed financial processes and need for efficient discharge of the functions entrusted the need for the additional post was assessed. It was further discussed that since the SNDTWU fulfils one of the laid down norm of the standard staffing pattern in reference to the number of affiliated colleges and also has sizeable student strength, therefore there is a need to create additional posts for the Finance and Accounts Section to ensure proper use of finances and resources that satisfies the University's requirements for accountability, internal control, and the management of financial risk and also to fulfil any legal or financial obligations laid down by the Maharashtra Universities Act, 1994 and other funding agencies.***

***It was unanimously resolved that the staffing pattern as proposed in the Account Code Appendix IV-A be considered for the SNDTWU and suitable proposal in the said regard for the creation of the additional posts be submitted for the consideration and approval of the GoM by the Establishment Department without further waiting for the report of the Study Group".***

- d. Therefore in order to cope up with the increased work load and to enable efficient discharge of the obligations and performance of the processes prescribed under the Account Code, the Study Group suggested to maintain minimum staffing pattern as proposed in the Appendix IV (A) of the Account Code for the SNDTWU keeping in mind the obligations under the Maharashtra Universities Act 1994, functionalities under the Maharashtra Universities Account Code and possible implementation of the e-financial system at SNDTWU 2.
- e. Further it has been on the record that the SNDTWU also fulfils one of the important criteria i.e. laid down norm for the standard staffing pattern as in reference to the number of affiliated colleges besides this SNDTWU has also has sizeable student strength thus almost close to another criteria. Further the SNDTWU has 4 campuses spread across larger geographical area covering more than 200 affiliated colleges spread all over India besides 14 conducted colleges & schools, therefore in view of this the additional posts for the Finance and Accounts Section are very much required to ensure proper use of finances and resources that brings accountability, internal control, and the management of financial risk and also for following in totality the standardised processes and provisions of the Account Code.
- f. A summary table showing branch wise staffing pattern proposed for Finance and Accounts Section under the Account Code and its functionalities is as per **(ANNEXURE - 7)** and comparative proposal **(ANNEXURE - 9)** of the requirement of the creation of additional posts for the Finance and Accounts Section at SNDTWU is as per **(ANNEXURE - 10)**.



- g.** A Flow Chart of the proposed working of the Finance & Accounts Section at SNDT Women's University post computerisation is as per **ANNEXURE – 8** which itself self-explanatory justifying the need & requirement of additional posts to manage the voluminous workflow at SNTDWU.
- h.** In the light of facts mentioned above, the following additional justification is considered on merit as the additional posts would further derive following crucial administrative benefits:
1. To tighten fiscal discipline by bringing transparency in the accounting procedure and carrying out business process reengineering exercise at SNTDWU to effect appropriate administrative changes in the existing business processes with the objective to align them with the standardised processes laid down in the Maharashtra Universities Account Code.
  2. To introduce & implement e-financial management system in the larger financial & academic interest.
  3. To ensure proper use of finances and resources that brings accountability, internal control, and the management of financial risk.
- i.** To provide better financial management support to the academic staff through controlled fiscal management and facilitate to focus in totality on the academic programmes/projects due to discharging them from the burdensome responsibilities of non-academic activities.
- j.** To facilitate receipt of fees and payment of scholarships etc. through e-system and creating decision support database through the students information system for exercising control over the fees management.
- k.** To share the standard database & best practices amongst the Universities across State/Country for augmentation of the resources and optimum utilisation of the existing infrastructure to reach out benefits to the students.
- l.** To provide decision making support to the Higher and Technical Education Department of Government of Maharashtra by availability of vital database for policy interventions as well as for exercising efficient control over the financial affairs of the SNTDWU while making grant-in-aid etc.
- m.** Since the staffing pattern proposed is subject to the final approval of the Government of Maharashtra, the establishment cost for the creation of additional posts.
- n.** The expenditure on account of creation of additional posts as proposed shall be met out of the salary Grant-in-aid support from the Higher and Technical Education Department Government of Maharashtra as the SNTDWU is not financially sound and does not have sufficient means to meet the additional manpower cost.
- o.** Considering the very importance of the efficient & transparent financial management for exercising effective financial control the proposal for the creation of the additional posts to be submitted to the Higher & Technical Education Department of the Government of Maharashtra after its consideration & approval by the Management Council.

**1. RECOMMENDATION FOR GIVING EFFECT TO THE CHANGES PROPOSED BY THE STUDY GROUP THROUGH RULES.**

The Study Group recommends that the changes which were proposed by the Study Group (**ANNEXURE – 5 & 6**) can be effected through rules by making suitable proposal for the consideration & approval of the Management Council.

**2. RECOMMENDATION FOR ADOPTING THE CHANGES PROPOSED BY THE STUDY GROUP.**

The Study Group recommends that the changes proposed in the **ANNEXURE – 4** incorporating the recommendations of the various Sub-Groups constituted by the Study Group be effected after consideration & approval of the Management Council.

**3. RECOMMENDATION REGARDING PROCESSING OF THE REPORT OF THE STUDY GROUP & ITS RECOMMENDATIONS.**

The Study Group recommends that the Report of the Study Group & the recommendations be submitted to the Management Council for its consideration & approval through the Finance & Accounts Committee.

**(E) VOTE OF THANKS**

- a. The Study Group place on record sincere appreciation of the efforts and support given by Mr. Pravin Hedao, Junior Stenographer in organising the various meetings & the required reference documents during the meeting.
- b. The Study Group place on record sincere appreciation for envisioning the need to study the processes & provisions laid down in the Maharashtra Universities Account Code for better & effective implementation by the Hon. Vice Chancellor & the Study Group expresses sincere gratitude towards Hon. Vice Chancellor for giving an opportunity to the Members & Invitees of the Study Group to contribute for the development of an efficient Financial Administration at SNDT Women's University after indepth understanding of the processes & provisions prescribed under the Maharashtra Universities Account Code.
- c. The Chairman of the Study Group place on record sincere thanks for the wholehearted support & the outstanding intellectual contribution of all the members & invitees of the Study Group towards betterment of financial administration at SNDT Women's University as well as safeguarding the financial interest of the SNDTWU.

**(F) DISCLAIMER**

The Report of the Study Group is pure compilation of representative & official views of the Members & Invitees expressed in the larger academic & administrative interest during various meetings of the Study Group. The Report is based on the best of interpretation of rules & regulations, discussions & deliberation limited to Terms of References & in limited reference to the provisions & process enumerated in the Maharashtra Universities Account Code.

The Report is unanimously approved & prepared in utmost good faith keeping in mind due diligence & seriousness of the recommendations; therefore any interpretation of the statement/recommendation may be accepted in the said context. Since the Study Group got limited time to attend the voluminous scope of work any contradiction or conflict with the provisions contained in the Maharashtra Universities Account Code vis-a-vis the Report of the Study Group be solely considered as recommended in the best interest of the SNTD Women's University & the same may be overruled after due evaluation on merit by the Management Council as its sole prerogative. The onus of the Report of the Study Group on the Members & Invitees ends after submission of the Report.

**Signed at Mumbai on August 2012 as a token of acceptance & approval to the aforesaid Report & its contents.**

### **MEMBERS**

1. Mr. Virendra Jadhavrao, Finance & Accounts Officer, Chairperson
2. Dr. S. Kumudhavalli, Registrar
3. Dr. Jayashree Shinde, HoD Education Technology
4. Dr G. Y. Shitole, HoD, Commerce, Churchgate
5. Dr. Virendra Nagarale, HoD, Geography, Pune
6. Ms. Varsha Sawant, Asstt. Finance & Accounts Officer
7. Ms. Anushree Dandekar, SNTD Women's University Accountant

### **INVITEES**

1. Dr. Madhura Kesarkar, Director, B.C.U.D.
2. Dr. P. N. Mandhare, Controller of Examinations
3. Shri. Umakant Jadhav, Deputy Registrar, University Secretariat
4. Shri. Satish Narkar, Deputy Registrar, Grants Section
5. Shri. K. C. Pai, Deputy Registrar, Establishment Section