

3.2.1.7 Monitoring and Evaluation

Monitoring and evaluation is a critical component of Aajeevika Skills. This is particularly so because the program is run as a partnership between MoRD, SRLMs and both private and public agencies. There are two aspects to this. One is monitoring. The second is impact assessment and evaluation.

Monitoring

Monitoring is a continuous measurement of progress (quantity and quality) while the training is on-going. This involves checking and measuring progress, analyzing the situation and reacting to new events, opportunities, and issues. Monitoring of an Aajeevika Skills project needs to be done by the PIA, by the SRLM and by MoRD. NIRD will develop effective monitoring framework and capacitate SRLMs, PIAs and MoRD to build effective Aajeevika Skills monitoring systems. This would involve interventions to:

- Establish distinct high level Quality teams (Q teams) within the PIA and SRLM that will monitor all steps required to be taken. These include:
 - ◆ Beneficiary identification
 - ◆ Beneficiary mobilization and selection
 - ◆ Trainer
 - ◆ Training
 - ◆ Certification
 - ◆ Placement
 - ◆ Retention
 - ◆ Career progression
 - ◆ Alumni support
- Determine key performance indicators for each process (mobilisation, training, placement, retention to career progression)
- Specify who and what needs to be monitored (PIA performance, program performance, quality of internal systems and processes, performances of monitoring agencies)

Concurrent Evaluation in Aajeevika Skills is done through:

- Fortnightly review of the PIAs web site and issuing advisories on shortfalls or deviations with respect to performance targets. This is to be done by the SRLM or by the Technical Support Agency (TSA). PIAs are required to ensure that the daily status of geo - tagged time stamped attendance of both trainers and trainees are available on their web site as is the daily status of all equipment, teaching aids and consumables. Trainee wise details of tests and quizzes administered along with questions and answers and marks should also be available for inspection on the web site.
- Monthly inspection of each training centre by the Q team of the PIA. During these inspections the Q team will use protocols developed by NIRD for this purpose and post the results on their web site along with weekly updates on compliance by centre managers and individual trainers. It has to be ensured that the Q teams are of very high quality and have the training to be quality inspectors. They should not be involved in the implementation of the programme. Each Aajeevika Skills training centre will have

CCTVs installed in the lab and class room, footage from which is to be reviewed during these inspections to ensure that the quality of the classroom interaction is of a requisite level.

- Bi-monthly inspection of each training centre by the SRLM or its TSA. During these inspections the information provided on the web site of the PIA will be verified including the inspection notes and compliance of the PIAs Q team.
- Once in three months the TSA will also inspect a number of randomly chosen training centres chosen using 'lot quality assurance sampling (LQAS)⁹ standards approved by NIRD. At these inspections the veracity of the inspection notes uploaded by the SRLM or its TSA as well as the Q team of the PIA will be checked.

Findings and status of compliance of these inspections will form the basis for improving the quality of the programme.

- PIAs using internet enabled accounting software to manage their funds and using this to provide view only access to SRLM or its TSA. Voucher level data should also be available through this. PIA will use a singly designated bank account to receive and make all payments of Aajeevika Skills funds. This account will be mapped on to Central Plan Scheme Monitoring System (CPSMS) and view only rights will be given to the SRLM and the TSAs. Financial monitoring of projects required for assessing fund release readiness conditions will be done using bank account details on CPSMS and accounting