MONITORING MANUAL

HARYANA SKILL DEVELOPMENT MISSION

2018-19

Version 2.0

DISCLAIMER

The processes and information contained in this document are in good faith and interest and applies specifically to schemes imparted by Haryana Skill Development Mission.

HSDM reserves the right to amend, delete or add any information mentioned in this document at any stage.

This document is specifically meant for state owned schemes. All the training partners and Mission staff should ensure compliance and adherence to the instructions as laid down under this monitoring manual. The mission reserves the right to impose penalties as defined under this manual in case of non compliance/ non adherence to the instructions and advisories as laid down in the manual.

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1. Introduction and Objectives

The demography of India has 64% young working population in the age group 15-59 years. These figures represent an optimistic opportunity for India to convert this demographic surplus into demographic dividend. It also presents a challenge for the Govt of India to equip such huge number of youth with skills which can not only ensure wage employment for this population but also can train them to be entrepreneurs and provide employment to several others.

To achieve this objective at state level Haryana Skill Development Mission was constituted under Haryana Registration & Regulation of Societies Act 2012 and is progressively and passionately working towards accomplishment of this goal. It now ambitiously plans to train and skill more than one lakh youth of Haryana during Fy 2018-19. In addition it has a clear mandate of not only skilling the youth but also facilitating wage employment or self employment for them.

The mission has identified state specific skills which can cater to the local demand and aspirations. These skills are imparted through various schemes of the Haryana State.

These monitoring guidelines are intended to provide a framework to the state mission as well as training partners to help understand and implement schemes effectively thereby achieving targets and enhancing quality. The mission has been implementing various state and central Government schemes in accordance with the guidelines of the respective schemes. In addition Mission has prescribed monitoring guidelines based on various best practices to further ensure quality in the implementation of the schemes leading to positive outcomes.

The specific objectives with which these monitoring guidelines are framed as detailed below –

a) To ensure that the skill development inputs and processes are systematically and transparently aligned with the skilling objectives of quality, quantity and compliances.

b) To identify process and compliance gaps and suggest concrete and preventive actions.

c) To track the progress of trainings with respect to specific indicators to succeed in the mission of achieving goals and objectives set by state.

d) Identify and analyze flaws in the processes and take corrective actions to improve and enhance quality and bring standardization for all stakeholders.

This is the first version of document and is subject to revision as and when subsequent changes take place at the mission level.

1.1 Schemes running under Haryana skill development Mission and their eligibility

HSDM is implementing its training programs through the following schemes-

1. Surya Scheme
2. PMKVY 2.0
3. Saksham Yuva
4. Driver's Training
5. Center of Excellence (CoE)
6. Recognition of Prior Learning (RPL)
7. Seekho Seekhao

All the above schemes are targeted at rural and urban youth in the age group 18 years and above with minimum educational qualifications as specified in respective package norms according to the course .

1.2 Components of Monitoring

Monitoring of training inputs and outputs are extremely critical for the success of any program and therefore state has taken focused steps towards this direction .This section will detail out the specific components which requires monitoring at district level and State level and also the coordination it would require from various departments such as Deployment department, MIS department and Finance Department to successfully monitor and inspect centers leading to quality outcomes .

1.2.1 Role of State Government and Districts in monitoring

Haryana Skill development mission shall act as a nodal agency by playing a central role in implementation of various schemes through the training partners empanelled with it. At the district level it will be supported by 7 project managers covering three districts each and one district coordinator at each district to monitor and support skilling at district level.These field staff shall be reporting to ITI principals in their districts for attendance purposes.

The skilling in Haryana Skill development Mission would be implemented under following departments

1. Trainings Deployment Department
2. Monitoring and Audits department
3. MIS department

4. Finance department

1.2.2 Broader Scope of work of each department

1. **Deployment and Operations Department**

The trainings Deployment and Operations department would specifically be responsiblefor enhancing the capacity of training partners and facilitate them in implementation of various steps in skilling process .In addition the team will provide project guidance and direction for implementation of program.
The team will also monitor the efforts of training partners from time to time to analyze and evaluate whether they will be in a position to complete targets allotted to them or not and based on the performance , either increase , withdraw or continue with the same targets .

Their role would also envisage assessing the demand by sector / demography and plan actions of deployment accordingly.

2. **Monitoring, Quality, Audits, Inspections department**

It has to be ensured that continuous monitoring and inspections are done for the training centers for which benchmarks are set by Haryana skill development mission. This monitoring on a regular and continuous mode would enable training partners to grade themselves internally as well as externally eventually leading to better quality.

The Monitoring department would set the standards for:

- Monitoring Team responsibility is to make training compliant to process, standards, aligned to objectives by identifying the gaps & also recommending actions.
- Training partner's empanelment
- Training delivery & effectiveness
- Establish quality standards , outcomes and its linkage with assessment and audit parameters

Inspection will always be conducted at two levels :

- One to ensure the compliance of earlier inspection undertaken

- Second would be to review the current status of the center

The Monitoring,Quality, Standardization and Audit department will make use of two platforms to ensure quality is maintained in delivering the trainings and there is no mismatch in guidelines prescribed for training delivery and actual quality of trainings delivered at the centers.

- One platform is physical inspections. Most of the processes are aligned with portal to check and cross verify whether the data uploaded on portal matches with the actual numbers or not.

- Data verifications are another platform to check compliances at various stages. For this purpose training partners would be guided to make sure that their internal auditors / MIS staff inputs the data on portal on a regular basis. These self audits by the training partner would enhance the first step of monitoring which would set a parameter for HSDM team to enhance the quality of skilling ecosystem.

The inspections would be conducted periodically in following two formats –

- Scheduled inspections
- Surprise inspections

- The scheduled inspections shall be conductedat various check points of the skilling value chain as detailed below and in addition according to the scheme norms , at various stages of fund disbursements.
- The surprise inspections will be conducted on a regular basis on an extremely short notice by Saksham youth.

The district staff will visit the centers with a checklist which must be shared with Project manager and also uploaded on the portal. The zonal Manager further needs to compile the observations and submit the reports of the issues needing immediate attention to HSDM state Monitoring team.

2. The MIS/IT department shall coordinate with Employment Department and Hartron for software requirement/ Portal Creation and its Management.

   In addition it will ensure that regular updation of data is done by training partners on portal through the complete process of skilling.

It will also create MIS forms and formats as needed for project monitoring and support in generating MIS reports as required by the project. MIS would also play an important role in website updation from time to time.

2.0 Process flow of Skilling

The indicative process flow of the skilling ecosystem adopted by HSDM under each department is as detailed below-

Steps	Process flow
Step 1	Selection and Empanelment of TP
Step 2	Identification and selection of a training center and creating its ID on portal
Step 3	Center approval and affiliation for target allocation
Step 4	Targets and Job role allocation on the basis of skill gap study and market demand
Step 5	Training of trainers
Step 6	Awareness building by training partners in coordination with district

	administration for Mobilization
Step 7	Guiding training partners on aptitude test based selections
Step 8	Ensuring that standardized branding for each scheme is done at all training centers
Step 9	Timely Batch formation and batch approvals
Step 10	Freezing of the batches within 10 days of commencement of training
Step 11	Checking of attendance periodically of the trainees and trainers
Step 12	Training in accordance with the lesson/activity plan
Step 13	Ensuring industry visits / guest seminars are a regular activity at the training centers once in three months
Step 14	Ensuring internal and external assessments and certifications on time by coordination with SSC's/SCVT's
Step 15	Ensuring that 70% candidates are placed in wage employment and 30% in self by maintaining the records and formats
Step 16	Tracking the placed candidates for a minimum period of six months

2.1 Step 1: Selection and Empanelment of TP

The first step is to float the EOI for selection of training partners and after the process of bid submission and technical presentations the Training partners are empanelled with state to impart skill training under the specific scheme for which the selection process was initiated.

Team	Scope of work
Deployment	EOI publication, selection of TP, work order and signing of agreement.
Monitoring	Setting standards for development of EOI, Work order and agreement terms and conditions
MIS	Digitalization of EOI & work order . In addition creation of TP on the portal

Timelines and workflow:

S.No	Activity	Timeline
1	Publication of EOI	As and when required /open date policy
2	Scrutiny of the proposals	30 days from the last date of EOI receiving date
3	Presentation of Eligible Agencies	15 working days from the date of intimation to the training partner
4	Selection of training partner	10 days from the date of presentation
5	Work order and signing of agreement	15 days from the date of selection of TP

2.2 Step 2: Identification and selection of a training center and creating its ID on portal

As a second step, the training partner has to select a training center and create its ID on portal. This would enable it to associate with a particular district for skilling.

Team	Scope of work
Deployment	Review & check that TC is created as per the work order.
Monitoring	NA
MIS	To check and validate whether the Training partner has uploaded documents for Creating its ID on portal

Timelines and workflow :

S.No	Activity	Timeline
1	Review and follow up that TC is created as per work order and inform inspection department to conduct inspection	Within 7 days of uploading the centres by TP.
2	To check and validate whether the Training partner has uploaded documents for Creating its ID on portal	Automatic process of MIS

2.3 Step 3: Center approval and affiliation

Training centers have to undergo center approval and affiliation process in order to participate and impart training in Haryana state Govt Funded Skill development Scheme.

This is an extremely important parameter to evaluate quality of a training center which must serve as a major step in introducing the training. To ensure that trainees are imparted quality training, the training centers must meet the prescribed qualitative standards which are prescribed by sector skill councils / SCVT's. It is mandatory for training centers to impart training aligned with NSQF to undergo the affiliation process.

This would enable it to associate with a particular district for skilling.

Team	Scope of work

Deployment	The team has to ensure that compulsory parameters as stated above are included in the infrastructure as well as academic delivery.
Monitoring	The team will have to ensure during inspections that infrastructure is created as per the specific job role in terms of classroom as well as labs. In case of deviation, the team has to share the deviations with the deployment team for ensuring compliances within 10 days.
MIS	The MIS team shall ensure that all documents pertaining to center approval and affiliation are uploaded by training partner on portal .

Timelines and workflow :

S.No	Activity	Timeline
1	Inspection to check whether center is ready according to the job role	Within 20 days of uploading the centres by TP.

2.3.1 Guidelines and standards for Approval/ Affiliation

As specified in the guidelines of NSDC, training center approval is a combination of two parameters –

a) Mandatory Parameters as per work order
b) Mandatory parameters as per academic excellence
c) Discretionary parameters

Mandatory parameters as per work order

Any academic institution which intends to impart trainings must have necessary infrastructure and other essential arrangements to ensure quality delivery of trainings. These include-

a) Verification of Rent Deed/Telephone Bill/Electricity bill
b) Verification of Appointment Letter, ID Proof, Joining Letter, Qualification, Experience Certificates of the following staff.(Qualification and Experience to be checked as per the JOB ROLE/Course requirement.
c) Verification of Infrastructure of Class rooms and Labs
d) Verification of Domain Lab –If as per the prescribed equipment list
e) Signages outside and inside the centre
f) Installation of AEBAS Biometric Machine

g) Availability of Batch File as mentioned in work order (includes candidate records of Photograph, Address proof, Adhaar card, Mobile No of the candidate -batch wise)

The training centers which fulfill all the above criteria during inspection would be granted approval to start the batches immediately whereas on the other hand , if the training center fails even in one mandatory criteria , it would be rejected to further start trainings.

Mandatory parameters as per academic excellence:

The training center would be granted conditional approval if it fails in meeting one or all of the parameters mentioned in this field .However , it would be granted conditional approval and on satisfactory compliance of these parameters , it can start trainings .

The following are the details of these parameters.

a) Availability of Safe drinking water at centre
b) Verification of Appointment Letter, ID Proof, Joining Letter, Qualification, Experience Certificates of State Placement Staff
c) Proper Lighting and Ventilation in the classrooms
d) Installation and operation of CCTV cameras with recording facility for one month at centre
e) Availability of Printer and Internet at the centre
f) Availability of Internet at the centre
g) Availability of Teaching & Learning Material for candidates
h) Separate toilets for ladies and gents
i) Power back up facility at the centre
j) Availability of Time Table for all the courses/job roles

Discretionary Parameters

Training partners empanelled with HSDM are encouraged to provide high level of quality training to the youth of Haryana to improve their employability level therefore it is expected that they provide an atmosphere which provides support to the candidates in learning, creates conducive environment and also monitors their presence in the classrooms on a regular basis. These are several subjective parameters but add high value to the skilling value chain.

A checklist has been made with details of all the mandatory parameters as per work order, mandatory parameters as per academic excellence and discretionary parameters for following schemes and stages –

a) Surya- Center approval (Annexure A) and Batch completion (Annexure B)
b) Saksham – Batch completion (Annexure B)
c) PMKVY 2- Batch Completion (Annexure B)
d) Driver's training - Center approval and Batch completion (Annexure C)

2.4 Step 4: Targets and Job role allocation on the basis of skill gap study

The state mission encourages its training partners and SSC's to conduct the skillgap study at district level to assess the demand of a particular job role or course in that area. This can be done by collecting primary data from the industries about the manpower

Requirement anticipated in the next few months for a particular job role. The State administration would also support training partners and SSC's in accomplishing this task.

In addition HSDM would also through its field staff conduct such studies from time to time to map the requirement of job roles with the industry requirements. This would bridge the gap between skilled manpower required by industry and available manpower with the state.

The data collected through these studies would be used for allocating the targets for different courses in various districts.

Team	Scope of work
Deployment	State team to ensure skill gap is conducted for mapping the courses with districts. Deployment team to ensure that targets are allocated by mapping the courses/job roles with demand existing in the district .
Monitoring	NA
MIS	Skill Gap Study report to be uploaded on the website of HSDM.

Timelines and workflow:

S.No	Activity	Timeline
1	State team to ensure skill gap is conducted for mapping the courses with districts	Skill gap survey to be conducted once in a year
2	Deployment team to ensure that targets are allocated by mapping the courses/job roles with demand existing in the district .	Ongoing process to be performed as and when the target is to be reviewed based on performance of TP

The most ideal time to conduct the skill gap is when the training partner associates itself with state mission. This would help him pick up those job roles which are highly in demand. Consecutively the SSC's also must conduct the skill gap studies in the states where they are operating to study the requirement of their particular job role hence they must be encouraged to conduct such studies on a regular basis and submit the reports to state mission .

2.5 Step 5: Training of trainers

The assessing authority such as SSC or SCVT has the responsibility of conducting trainings for the trainers on a regular basis. The training partner has to ensure that only those candidates are selected as trainers who have requisite knowledge, skill and attitude to justify the role of trainer.

Concerned SSC's/SCVT's are expected to share the list of upcoming training schedules which shall be uploaded on the website of HSDM for the information of all beneficiaries.

Department	Scope of work
Deployment	The team has to coordinate the TOT's with SSC's and Training partners
Monitoring	Inspections team to check whether all trainers are TOT certified by competent authority
MIS	The MIS team will upload the upcoming TOT schedules of various sectors on the website for information of all training partners.

- **The state mission would be shortly introducing the TOT as a compulsory component for all trainings.**

2.6 Step 6: Awareness building by training partners in coordination with district administration for Mobilization

Though it is not mandatory for the training partners to adopt any specified mode of media to spread awareness but they are advised to conduct regular awareness and publicity campaigns to create positive word of mouth and ensure visibility and exposure of their training center and courses using any or all of the following modes of communication -

- Print media
- Radio Media
- TV/Electronics media/ Social media platforms
- Standees
- Signages, Posters , Flyers, Pamphlets , Hoardings
- Video circulation and screenings on theaters, waiting halls, bus stands
- HSDM Magazine, Newsletters
- Success Stories of candidates successfully placed in the form of a booklet

Team	Scope of work
Deployment	The team will ensure that designs and content are shared as soon as the training partner comes onboard.
Monitoring team	The monitoring team will check during inspections the color schemes and the contents used by the TP and report any deviations .
MIS Team	The MIS team shall keep a record of TP's branding designs for use on various platforms from time to time. Also facebook updates and other social media updates will make use of the pictures of events and logos from time to time .

Workflow and timelines –

S.No	Activity	Timeline
1	The team will ensure that designs and content are shared as soon as the training partner comes onboard.	Before the center is uploaded on the portal.
2	To check during inspections the color schemes and the contents used by the TP and report any deviations .	During the center approval inspections

The center inspection shall be conducted by field staff before granting approval to training center to conduct training. The branding guidelines would be checked during this first visit.

2.7 Step 7: Guiding training partners on aptitude test based selections

Haryana Skill Development Mission believes in imparting trainings to those candidates who are not only willing to undergo training but also map the interest and competency of these candidates with available courses. To achieve this objective HSDM guides its training partners to select the candidates based on aptitude test. For this, the training partner is advised to adopt Hollande test to judge the interest and competency level of candidates for enrollment into a specific course.The Hindi version of Hollande Test is attached at ANNEXURE D

Team	Scope of work
Deployment team	The team has to ensure that training partner is using appropriate methods to select candidates which eventually reflects on placements .
Inspection team	The team member has to verify during inspections if training partner has kept records of all aptitude tests
MIS team	The Hollande test format must be uploaded on the website of HSDM as a ready support for use of new training partners as and when they come onboard.

Workflow and timelines :-

S.No	Activity	Timeline
1	The team has to ensure that training partner is using appropriate methods to select candidates which eventually reflect on placements.	Before the start of the batch.
2	The team member has to verify during inspections if training partner has kept records of all aptitude tests.	During the center approval inspections
3	The Hollande test format must be uploaded on the website of HSDM as a ready support for use of new training partners as and when they come onboard	NA

2.8 Step 8: Ensuring that branding for each scheme is done at all training centers.

Ideally the branding and communication would be implemented in following two forms

a: Standardized branding

b: Customized Branding

- The standarsized branding would encompass all those paramters which define colour , theme and content for a particvular scheme . The guidelines for the samew would be shared with training partenrs in due course of time .
- The customised branding would ideally include all those creative ideas which training partner would like to use for spreading positive word of mouth using social media or any other platform

Team	Scope of work
Deployment	The team will ensure that designs and content are shared as soon as the training partner comes onboard.
Monitoring team	The monitoring team will check during inspections the color schemes and the contents used by the TP and report any deviations .
MIS Team	The MIS team shall keep a record of TP's branding designs for use on various platforms from time to time. Also facebook updates and other social media updates will make use of the pictures of events and logos from time to time .

Workflow and timelines :-

S.No	Activity	Timeline
1	The team will ensure that designs and content are shared as soon as the training partner comes onboard.	Before the center is uploaded on the portal.
2	To check during inspections the color schemes and the contents used by the TP and report any deviations .	During the center approval inspections

2.9 Step 9: Timely Batch formation and batch approvals

The formation of batches by collecting the documents of the candidates and uploading them on portal would form the next step of skilling process. The TP has to be vigilant for any duplication of data and ensure that no candidate is enrolled twice for different scheme .

Team	Scope of work
Deployment	Batch approvals at HSDM's end to be done on a timely manner without any delays .Deployment team at HQ level to ensure that District staff are guided to cross verify the data of the candidates and report to deployment team. Batches must reflect the matching of this data with common norms of the scheme for candidate's eligibility , age and other minimum qualifications
Monitoring	NA
MIS	Batch uploading on time by TP

Workflow and timelines –

S.No	Activity	Timeline

1	District staff to cross verify the data of the candidates and report to deployment team	Before the start of the batch.
2	Batch uploading on time by TP	To be done for all the batches

2.10 Step 10: Batch freezing within 10 days of commencement of training

The TP is given 10 days after the start of the batch to allow candidates to leave the course. It is therefore suggested that TP's enroll two or three more candidates in each batch keeping a futuristic point of view that the batch size should not suffer even if few want to drop out. After 10 days no TP would be allow to make any changes in the batch.

Team	Scope of work
Deployment	Team to ensure that batches get frozen within 10 days and no payments to be made for dropouts after the batches are frozen
Monitoring	NA
MIS	Checking freezing of batches in time and not allowing any further dropouts

2.11 Step 11: Checking of attendance periodically for the trainees and trainers

The most challenging part in skilling is to enhance the classroom training and delivery so that maximum candidates attend the classrooms daily. The trainers have to utilize new and effective modes of teaching to keep the interest of the candidates

alive till the last day of the training. For this simulation exercises, debates, quizzes and industry interaction with eminent and experienced speakers of the same job role must be inducted from time to time. In addition candidates must also be taken on industrial visit to give them a real life scenario of the working in their job role. The TP must utilize these innovative methods to make classroom learning a fun activity for the youth.

Such practices would make sure that attendance never suffers and maximum candidates attend classes on a regular basis.

Team	Scope of work
Deployment	The deployment department would play a very major role in sensitizing and educating TP's towards the importance of quality classroom training through various interactions and forums
Monitoring	The number of candidates registered on portal must match with the class attendance at the time of schedule inspections as well as surprise inspections. In case less than 70% candidates are present in the classroom during inspections, it must be recorded and brought to the notice of State inspection team. Also less then 40% attendance will invite penalty . The training center found closed by the field staff will also be taken very seriously
MIS	Attendance being an important parameter of judging the quality of an institution , has to be taken very seriously and therefore MIS must capture daily biometric attendance and report deficiencies to deployment team from time to time .

Timelines and workflow:

S.No	Activity	Timeline
1	Attendance to be ensured for all the batches by Deployment Team through review meetings .	Mandatory for all batches to be checked and verified on regular basis.

2	Checking of attendance to be done during inspections.	Mandatory to be checked for all the batches during all the inspections. • Fake attednace to be reported to HQ • Centers found closed to be reported to HQ

2.12 Step 12: Checking of training in accordance with the lesson/activity plan

The training partner has to ensure that training takes place in accordance with activity cum lesson planner and in case of any deviation due to unforeseen circumstances it should be informed to the state deployment team in time so that records can be updated .

Team	Scope of work
Deployment	Regular interactions and follow up with training partners should be made to check if training is going according to Activity Cum Lesson Planner (ACLP) or not .
Monitoring	The team has to capture the ACLP schedule and whether it matches with the actual delivery or not . In case of any deviation it should be reported to the zonal manager.
MIS	NA

Timelines and workflow :

S.No	Activity	Timeline
1	ACLP and time table to be ensured for all the batches by Deployment Team.	Mandatory for all batches to be checked and verified on regular basis.
2	Checking of ACLP and time table to be done during inspections	Mandatory to be checked for all the batches during all the inspections.

		Absence of ACLP would be taken very seriously by State Mission .

The ACLP must be put up on the notice board before the classes start and the training center must convey to the candidates that classes will take place according to the schedule mentioned in ACLP.

Step 13: Ensuring industry visits / guest seminars as a regular activity at the training centers once in three months

The purpose of trainings that the state is providing is wage employment or self employment of the youth and at no cost this objective must be defeated. Hence all training partners are to ensure that strong industry linkages are developed not just on paper but also by inviting guest speakers to interact with candidates and give them a snapshot of how the industry functions, what as an entrant they can expect in the beginning of their career and also the challenges that they can face during the start of their career. This would help them mentally prepare themselves for the future and transition from student life to working professional would be easier .

In addition the training partner can also conduct industrial visit for the candidates showing them the working in that particular job role .

Team	Scope of work
Deployment	Team would make sure that Industry interaction and visits are a part of ACLP and at least once the industry speaker is invited and if possible the candidates are taken on an industrial visit .
Monitoring	Team to inspect during inspections whether industry interaction and visit is inculcated in the ACLP or not and is being implemented practically .
MIS	NA

Timelines and workflow :

S.No	Activity	Timeline
1	Industry interaction and visits to be ensured for all the batches by Deployment Team	Mandatory for all batches to be checked and verified on regular basis.
2	Industry interaction and visits registers to be checked during inspections	Mandatory to be checked for all the batches during all the inspections.

ACLP has to be made in the beginning of the training and hence the industry visit and speaker interaction should be preplanned and included in the ACLP. This would be checked by inspection team during the batch approval stage and DSC would try to be a part of speaker interaction as and when possible.

2.14 Step 14: Ensuring internal and external assessments and certifications on time by coordination with SSC's/SCVT's

Haryana Skill development Mission shall utilize SSC and SCVT both as assessing bodies to conduct external assessments. The training partners are encouraged to conduct internal assessments which prepare candidates for final assessments thereby leading to better results. For those job roles which are not identified by respective SSC or SCVT, HSDM then will work with these bodies to develop QP-NOS for those job roles.

The training partners are expected to ensure that assessing bodies are informed ten days before the completion of training to plan a date for external assessments .consecutively the placement coordinator should also tie up with HR heads of various Organizations to start conducting placements drives/ RozgarMelas from the last week of trainings .

Team	Scope of work
Deployment	The team has to actively coordinate and follow up with SSC's to stick to the dates of assessments, result declaration and finally certificate sharing.
Monitoring	The monitoring team member has to be present during the assessments and record the observations and share deviations if any with Zonal Manager.

MIS	The date of assessment would be reflected on the portal and an alert would be sent to SSC to conduct the assessment on a designated date. Alerts to go to training partner for conducting the assessment ten days before completion of the training.

Timelines and workflow :

S.No	Activity	Timeline
1	The team has to actively coordinate and follow up with SSC's to stick to the dates of assessments, result declaration and finally certificate sharing	Mandatory for all batches – to be checked and verified on regular basis.
2	Assessments to be randomly checked by field staff	Random checking for some of the batches
3	The date of assessment would be reflected on the portal and an alert would be sent to SSC to conduct the assessment on a designated date. Alerts to go to training partner for conducting the assessment ten days before completion of the training	Automatic Process

It would add value to the skilling process if assessments are conducted on the last day of the training program and result is declared within 7 days of test. It would also be essential for the assessing body to release the certificates within 10 days of declaration of results so that those candidates who have received job offer can join the organization immediately.

2.15 Step 15: 70% candidates' placements in wage employment and 30% in self by maintaining the records and formats

Haryana skill development Mission lays special emphasis on placement of the candidates therefore by the time assessments are over , most of the candidates should have been employed with appointment letters in hand . This would be a win win situation for training partners, candidates and HSDM as the common objective for which all are working can be accomplished. Training partners have to ensure that at least 70% candidates are placed as per different state and central scheme guidelines. The appointment letters of the candidates should be uploaded on the portal and details of salary , location of joining and other details of the candidates are shared with deployment team.

Team	Scope of work
Deployment	The team has to follow up with Training partners to share industry linkages , placement drive/Rozgarmela details and also support in wage employment of maximum youth.The Team shall ensure that candidates placement for each and every batch.
Monitoring	The monitoring team member has to be present during the placement Drives / Rozgar melas and record the observations and share deviations if any with Zonal Manager.The monitoring team will verify placement related data of the TPs on sample based techniques.

Timelines and workflow:

S.No	Activity	Timeline
1	Placement of the candidates to be ensured by Deployment team	Mandatory for all batches to be followed up on regular basis and scheme owners as well as placement incharge HSDM

The dates and venue of upcoming Rozgarmela must be shared with deployment team by all training partners. Accordingly this would be put up on the website of HSDM .The field staff would attend the mela and share observations with Zonal manager. Post the Mela / Drive the details of the appointment should be shared by training partners on portal as well with deployment team.

2.16 Step 16:Post placement tracking by training partners for at least six months

Once the candidate is placed, the job of the training partner is not over rather the actual work starts from here as the main objective of employment of the candidate has to match his aspiration level resulting in satisfaction and positive word of mouth. The training partner should ensure that support is provided to candidate in terms of resettlement, adjusting to new office culture and keeping in touch with candidate to

judge his satisfaction with the job and counsel him from time to time in case of adjustment problems.

Team	Scope of work
Deployment	The training partner would be guided by team to maintain records of all candidates placed with various organizations and update these records as and when candidates leave and join some other organization .
Monitoring	The team would visit organizations to analyze whether the details uploaded on the website match with the details shared by the candidate or not . In case of deviation , it must be informed to the zonal manager.
MIS	The team would ensure that the data of candidates would be uploaded on the portal as and when the candidate joins job or changes job .

Timelines and workflow:

S.No	Activity	Timeline
1	Post Placement of the candidates to be ensured by Deployment team	Mandatory for all batches – to be followed up on regular basis.
2	Random inspections to check and verify post placements tracking to be done using following two methods- a) Telephonic verification b) Physical verification	To be verified on random sample basis.

The joining of jobs is a very dynamic process as sometimes candidates are picked by a company in bulk and all of them join the job whereas in some cases only a single candidate appears for walk in interview and gets selected. In both the cases whether bulk hiring or single hiring, the placement coordinator of training partner has to be proactive enough to stay in touch with both the organization as well as the candidate so that they can be pushed to share the data on portal. In case of a candidate leaving the job too, the changes should be reflected on the portal .This would help state

understand and take corrective actions with respect to the job scenarios prevailing in the market .

Continuous monitoring at the above mentioned steps would ensure that trainees are in good hands and the common objective of skilling with employment is achieved by state mission in coordination with training partners

Some additional roles that HSDM would play from time to time to enhance skilling process are indicated below. These would add value to the already existing skilling structure thereby making Haryana number one in imparting quality skilling. HSDM would initiate mapping career progression of candidates by encouraging training partners to work on ensuring that bright candidates move on to next level in their organization and cross a salary range of 20,000/.

Industry interface

This is an extremely important parameter which should be taken up by every training partner even before he enters into an agreement with HSDM. These industry tie ups must be very focused with an intention to judge the vacancy requirements in the next six months and the job roles required by them. This would facilitate the training partner to prepare candidates for the required vacancies.

Impact measurement

One extremely important area which HSDM would be focusing on in the long run would be impact measurement because the success of any program is dependent on reviewing the long range impact of the various innovations and initiatives taken. In lieu of that independent studies would be conducted to analyze the impact of various procedures and steps taken by the Mission.

The mission also lays high value to measuring performance of training partners' targets on a regular basis which is done through analyzing the target achievement with respect to numbers. For this, all training partners empanelled with HSDM are advised to prepare their prospective futuristic schedule in manner that it reflects monthly target accomplishments. This would aid them in planning their strategies so that there is a match in target versus accomplishments.

In addition to the above steps of skilling, Haryana Skill Development Mission would also emphasize on mapping career progression of candidates as also creating a strong interface with employers. HSDM would also play a pivotal role in coordinating the loan schemes for self employment of the successful trainees so that entrepreneurship can be encouraged in Haryana state. The State Mission would also play an active role in Impact Measurement of all schemes and trainings being imparted under the aegis of HSDM. This would clear the way forward and help state in devising future course of action . HSDM also intends to go a step further and create migration support centers for those candidates who relocate to new places after the completion of training for the purpose of jobs .

Step 17	Mapping career progression
Step 18	Creating industry interface and connect with employers
Step 19	Coordinating the loan schemes for self employment of successful trainees
Step 20	Measuring Impact management
Step 21	Checking of the target performance every three months
Step 22	Creating migration support centers

The inspections would be carried out at different stages of fund disbursement to the training partners which is detailed as follows :

Installment	Inspection
First	To conduct center approval inspections

Second	Batch Completion and certification of trainees
Third	After 70% trainees are placed +undertaking that they will be tracked for six months

3.0 Payment Norms

Payment to Training partner would be made as per the latest common cost norms for Skill Development Schemes prescribed by the Ministry of Skill Development and Entrepreneurship .

3.1 CheckList of documents required for first installment of payment

First Installment would be paid on the basis of attendance of the candidates for first 15 days. In case of those candidates who do not attended the training for a consecutive period of five days in the first fifteen days , their name be treated as struck off from the batch and no training cost to be paid on this account.

The training partner shall submit following documents for first installment of payments .

List of documents	Remarks
Attendance list of the candidates for the batch for first 15 days	AEBAS (Aadhar Enabled Biometric Attendance system) is compulsory which is fetched directly from the portal , needs to be submitted .
Contact details of all candidates for each batch	If random calling of candidates depict any fake candidates , penalty shall be imposed on TP as follows; 0-25% of the samples found fake- 20% 25-50% of the samples found fake- 30% More than 50% of the samples found fake- 50% The caller must be assured while calling that the samples are found fake and have not attended the training. Merely not picking up the call or not

	responding to the caller would not make any candidate fake.
Center approval report/ certificate from SSC/ SCVT/ Inspection department of HSDM/ Batch approval report	In SURYA and Driver training Scheme the Centre approval report which is fetched from the portal needs to be submitted. In case of PMKVY the Centre affiliation certification conducted by SSC is required to be submitted.
Compliances report (In the event of a center neing conditionally approved)	In case the center was conditionally approved , the compliance report being sent by training partner to the Deployment team must be attached in the payment file and also the final approval report of the centre which will be fetched directly from the portal be also furnished.

Additional parameters which would impact the first payment installment are as detailed below-

The training partner is expected to raise timely invoices for all the installments. The definite timelines have been defined by the Mission. In the event of delay in raising the invoices for the release of first installment the penalty would be imposed on the Training Partner as under:

Time Duration	Penalty to be imposed
Within 23 days of batch commencement	Nil
After 23 days till batch completion	5% of 1ST Tranche
Within 30 days of batch completion	20% of 1ST Tranche
Within 60 days of batch completion	40% of 1ST Tranche
After 60 days of batch completion	Invoices will not be accepted and batch will be financially closed for 1ST Tranch

3.2 Check List of documents required for second installment of payment

To release the second installment 70% attendance of the candidates is mandatory and in case a candidate does not attend the training for more than 10 days continuously, his name should be struck off and no payment for 2nd and 3rd installment should be paid to the Training Partner. The second stage when the inspection takes place is just before the batch completion. The report in the similar manner as above is prepared and sent to deployment team for attaching in the payment files for second and third tranche of payments.

Following documents are mandatory for Second Installment

List of documents	Remarks
Batch completion inspection Report	In the event of a training center of any TP being found closed during first inspection or being found with less than 50% attendance by Field staff, two surprise visits will be planned by the District team within a period of seven days from the date of visit. In the event of the centre again being found closed or a case of less than 50% attendance the second installment will be put on hold. The training partner will then be eligible to raise the second installment along with the third installment of the same batch for which inspection has been conducted by submitting the proof of placement of candidates.
The assessment result in excel sheet has to be attached in the payment file by TP .	For all those candidates who fail the assessments, the payment shall not be made by HSDM. In case reassessment is conducted for failed candidates , payment shall be made for those candidates with a valid

	proof that reassessment was conducted and the candidate was certified . It is also mandatory for the training partner to record a video of 2 minutes of assessment and upload the same on the portal. In the event of the assessment process not being video recorded the payment of the Training partner will be put on hold. The training partner should also ensure that the duration of recording should clearly capture the total no of candidates who are appearing for the assessment and the assessor, including the process of assessment . In the event that the recording of the process is not found satisfactory penalty may be imposed on a case to case basis. Candidates having less then 70% attendance will not be allowed to appear for assessment .
Attendance sheet depicting 70% attendance for each candidate.	For those candidates whose attendance does not reflect 70% of the training duration , no payment shall be paid by HSDM

The training partner is expected to raise timely invoices for all the installments. The definite timelines have been defined by the Mission. In the event of delay in raising the invoices for the release of second installment the penalty would be imposed to the Training Partner as under:

Time Duration	Penalty to be imposed
Within 30 days of batch completion	Nil
Within 31-60 days of batch completion	20% of 2nd tranche
Within 61-90 days of batch completion	40% of 2nd tranche

After 90 days of batch completion	Invoices will not be accepted and batch will be financially closed for 2ND Tranche

Check List of documents required for Third installment of payment

For the third payment installment the TP must share the data of placements / Self employment with Deployment department for each batch. All the documentary evidences for example salary slip, offer of appointment, Bank statement, documentary evidence in support of setting up self employment, proof of availing Bank Loan in case of wage/ self employment as mandated by the Placement Department will have to be furnished by the Training Partner.

The placement department will verify the placements records through physical verifications or telephonic verification randomly or for the entire population depending upon the availability of the field staff.

List of documents	Remarks
Placement data of 70% placed candidates with their contact numbers is to be attached along with company details in an excel sheet .	The Placement department shall verify the placement record and only after confirmation of minimum 70% placements, the final installment would be released .
Attendance Summary records depicting 70% attendance for all candidates	Payment shall be released only if 70% candidates are placed in wage employment or self-employment as per the mandate of the scheme.

The training partner is expected to raise timely invoices for all the installments. The definite timelines have been defined by the Mission. In the event of delay in raising

the invoices for the release of third installment the penalty would be imposed to the Training Partner as under:

Time Duration	Penalty to be imposed
Within 120 days of batch completion	Nil
Within 121-160 days of batch completion	20% of third tranche
Within 161-180 days of batch ompletion	40% of third tranche
After 180 days of batch certification	Invoices will not be accepted

The Driver's Training scheme is a short term training course comprising of only 20 days training hence the payment is made in single tranche . The documents required to be attached with the payment file are as detailed below-

- Center approval report
- Compliances report
- Assessments result

4.0 Outcomes of Monitoring and Inspections

The whole exercise of conducting inspections is to bring all stakeholders at a standardized level playing field so that all training centers empanelled with Haryana Skill Development Mission give the same appeal in terms of look and feel as well as training methodology .In case of non compliances observed during the inspections or in cases of manipulation of data on portal the training partners would be advised to comply immediately with them and not repeat such acts in future.

The mission would initiate action against defaults occurring due to following reasons

a) Delay in completion of activities related to project
b) Shortfall in performance at any stage of the project delivery
c) Non compliance observed during inspections or in any processes and Norms
d) Any fraudulent activity by the training partner

The Monitoring team would issue following alerts to the training partners through the deployment team on these Defaults -

4.1 Actions on non compliances/defaults observed during center approval inspections –

Process	Observations of the Inspection	Action

Centre Approval Inspection	Mandatory parameter as per work order found not present	Rejection of the center
	Mandatory parameters as per academic excellence found not present	Conditional Approval for 10 days. TP needs to send the compliance report by email or physical copy within 10 days to Deployment department .
	Discretionary Parameters found not present	These parameters will not affect the approval of the center but it will affect the rating/grading of the TP.

4.2 Actions on non compliances observed during batch completion inspections

Process	Observations of the Inspection	Action
Batch Completion Inspection	First Time & second time default in Mandatory Parameters as per work order or as per academic excellence in any centre of TP.	Warning Letter to be issued to TP and penalty @ 10% on all batches which are being run at the centre.
	Third time default in Mandatory Parameters as per work order or as per academic excellence in any centre of TP.	Penalty of 50% to be imposed on the TP for those batches running at centre.
	Any successive default would invite blacklisting process to be initiated against the TP	

4.3 Important Points for Training Partners

- Once Training Partner complies with all the observation shared by Deployment Team of HSDM, the formal communication in this regard must be sent to Deployment Team of HSDM.The Deployment team will verify the compliance report of TP and attach in the payment file as and when invoices are raised by the Training Partner.
- The Training Partners are required to submit the invoice along with the Checklist attached as Annexure E.
- The past placement performance of all previous batches of TP would be considered for fresh allocation or withdrawal of training targets.

- PMKVY is a centrally sponsored scheme and gives leverage to centers for six months to comply with the parameters giving them conditional approval for Centre approval.
- As conditional approval is given for the six months period by Affiliating Body. Following will be applicable
    - First Installment: - It may be noted here that in case the TP raises his first invoice during this phase of conditional approval of center , the payment shall be made on a condition that for second payment installment the TP shall attach approval certificate , then only the second installment shall be released.

4.4 Turnaround time for payment invoices received from Training partner

S.No	Name of activity and its origin (From)	Destination (To)	Log time
1	Submission of invoice by Training partner	Deployment /Operations team	As per the installment stage First installment: - within 15 days of batch start. Second installment: - within 15 days of assessment result. Third installment: - within 1 month of 70% of placements of the candidates.
2	Payment file to be verified, checked and inspection reports as per the stage of installment to be attached by manager TP and put up . In case of non compliances observed during the inspection reports the communication sent by TP regarding fulfilling of	JD- HSDM	Within 4 working days

	compliances to be attached. **Or** File to be verified by manager TP and seek additional documents in case anything missing from TP	Training Partner	
3	JD-HSDM to get the file verified and seek comments of inspection department	DD-Monitoring	Within 4 working days
4	Review by DD-monitoring and proceed the file for final approval in case everything is ok **Or** Review by DD-Monitoring and seek additional documents (in this case process from step 2 will be followed)	JD-HSDM Manager-TP	Within 4 days
5	After completion of step 4 ,JD-HSDM to put up file for approval of MD **Or** JD-HSDM to seek additional comments from manager-TP or DD-Monitoring(in this case step 4 is followed)	MD-HSDM Manager-TP/DD-Monitoring	Within 4 working days
6	MD-HSDM to approve/seek further comments	JD-HSDM	Within 7 working days
7	JD-HSDM to mark file to	Finance/admin	Within 3 days

	Finance/Admin for payments after approval of MD-HSDM		
8	Condition 1:- Finance/Admin to make the payments Or Condition 2:-Seek additional documents from Manager TP		Within 10 days

4.5 Penalty Clause

This section is an extract of guidelines to impose penalty and action to be taken during deficiency or deviation or repeated defaults by the Training Provider which affect the quality of training and the credibility of the corporation during the course of delivery of trainings .

The table below defines various actions and penalty guidance including timeline of actions on different types of deviations :

DEFAULT CLAUSE DEFINED BY HSDM FOR TP (If applicable)

S.No	**Type of Deficiency/Deviation**	**Action**
1	If first time and second time TP found defaulted in mandatory parameter such as closed centre, 50% or less attendance, Trainer not present.	Warning Letter shall be issued to the TP
2	If third & forth time different centres of same TP found defaulted in mandatory parameter such as closed centre, 50% or less attendance, Trainer not present.	Penalty of 5% for the batches being inspected shall be levied.
3	If fifth time different centres of same TP found defaulted in mandatory parameter such as closed centre, 50% or less attendance, Trainer not present.	20% of the target allocated to the TP shall be withdrawn by HSDM. OR

		In case the targets are exhausted , the batches running at the center would stand cancelled .
4	In case 6th time the TP defaulted in mandatory parameter such as closed centre, 50% or less attendance, Trainer not present.	This will lead to Personal hearing of TP for blacklisting or cancellation of all batches.
5	In case TP doesn't support during inspection/assessment of Training centre by the authorized person.	Warning Letter will be issued.
6	If the quality with respect to mandatory parameters in addition to below mentioned parameters of training are repeatedly observed poor even after withdrawal of 20% targets . • Changing of Master Trainer/Centre Head more than 2 times in one batch. • Any fraudulent practice • Diversion of funds • Deviation in following the guidelines • Actions that affect the safety of candidates • Embezzlement of the state funds	This will lead to cancellation of the forthcoming batches of TC eventually leading to blacklisting of the training partner from state resulting into cancelling association with the training partner or 5%-10% penalty to be imposed on the payment files.

SUO MOTU IMPOSITION OF PENALTY

Notwithstanding the process delineated above (action to be taken), in exceptional cases / severe defaults as observed from time to time during inspections or data analysis ,the designated authority (MD, HSDM) may decide to impose a penalty on payment files or blacklist the Training Provider. In such cases, blacklisting procedure shall be carried out directly through the issue of show cause notice

giving a chance to training partner to explain as to why an action should not be taken against him.

Fake enrollments shall be taken very seriously and if through the portal data , during the inspection or during random calling to candidates at any stage prove that they neither attended any training nor enrolled themselves and repetitive candidate data is found among different TP's then the Training partner will be blacklisted from the all schemes of HSDM.

In case the training center is not found at the address as uploaded on the portal, the training partner shall be blacklisted .

5.0 Grading of the centers

HSDM encourages its training partners to maintain high level of quality and transparency with an objective of not just skilling the youth but also providing employment to maximum trained beneficiaries.

Keeping this in view, the centers would be graded based on these observations during inspections. These grading would form an integral part of inspection analysis reports.

The objectives of grading are as follows –

- Help HSDM in making comparison of training centers and take futuristic actions of awarding more targets to good training centers.
- The grade wise list of training centers would be uploaded on website of HSDM to assist and guide potential trainees for making informed decision.
- This would also provide employers information about the training centers and the quality maintained by them in terms of training delivery.
- Most importantly it would enable training partners in benchmarking their training centers with respect to training centers across the country in other states.

As indicated above, there are compulsory parameters and discretionary parameters in Monitoring system of Haryana skilling .Therefore these two parameters would be

considered for grading the centers. The mandatory components during batch approval which would eventually act as indicators for grading each center of HSDM and the weight age accorded to them are as follows :

SN	Components	Marks obtainable	Marks secured
General parameters			
	Target awarded vs achieved Assessments completed Placements accomplished Implementation of skill gap		
Mandatory as per work order			
1.	Attendance of the candidates during inspection		
	Range **70% and above = 10 -15** **50% to 69% = 05- 09** **Nil to 49% = 00- 04**		
2.	Availability of the staff	10	
	Range All staff available with eligibility = 8-10 Only half staff available = 5-8 None or less than half available = 0- 4		
3.	Availability of Class Room as per requirement	10	
	Range 75% and above Classroom as per requirement = 7-10 Less than 75% classroom as per requirement =0-6		
4.	Availability of Domain Lab as per	10	

	requirement and tools in working condition	
	75% and above domain lab as per requirement and tools in working condition = 7-10 Less than 75% domain lab as per requirement and tools in working condition= 0-6	
5.	Signages at the centre	10
	All internal and external signages installed in good condition = 7-10 Less than 75% Internal and external signages not installed =0-6	
Mandatory as per academic Excellence		
6.	Safe drinking water	5
	Complied = 5 marks Not complied =0 marks	
7.	Invertor	5
	Complied = 5 marks Not complied =0 marks	
8.	Printer availability	5
	Complied = 5 marks Not complied =0 marks	
9.	CCTV cameras	10
	Complied = 5 marks Not complied =0 marks	
10.	Internet	5
	Complied = 5 marks Not complied =0 marks	
11.	Time Table availability	5
	Complied = 5 marks	

	Not complied =0 marks	
12.	Teaching and learning material	10
	Complied = 5 marks Not complied =0 marks	
13.	Separate toilets	5
	Complied = 5 marks Not complied =0 marks	
14.	TOTAL	100
Discretionary Components (Additional Marks 20)		
15.	Counseling Area	2
16.	Notice Board	2
17.	Grievance Register	2
18.	Visitor Register	2
19.	Availability of Mobilization Plan	3
20.	Network Developed with industries	5
21.	Accessibility of location of the centre in terms of connectivity to main city	2
22.	Blueprint of the building of the centre specifying which lab/room will be used for which job role	2

Each center's overall performance would be measured by assigning scores to the above mentioned parameters and these scores would be converted into ratings as per below mentioned table.

Percentage of scores	Grades awarded
85% and above	5 star
70% to 84%	4 star
55% to 69%	3 star
40% to 54%	2 star
40% and below	1 star

A training center must obtain at least 40% and above to be associated with Haryana Skill development Mission's training schemes .In case of failure to comply with this condition on a continual basis , the training partner may lose its accreditation and eventually its ties with Haryana Skill development Mission which may result into suspension and even blacklisting from the state.