

9 GRADING OF A PROJECT AND PROJECT IMPLEMENTING AGENCY

9.1 INTRODUCTION

This chapter gives the basic procedures to be followed for grading projects and the PIAs. The objective of grading is to lay a firm foundation to encourage good PIAs and to motivate other PIAs to improve. Projects will be graded on four parameters: i) Physical infrastructure quality ii) Batch training quality, iii) Placement quality and vi) Project execution quality. Detailed marking on each of the parameter is given in SF 9.1A: Overall marking pattern for a project.

Grading will facilitate comparison of a project and its sub components with other projects. It will also facilitate comparison of performance of PIAs - within a state and across different states.

Grading will be based on objective measures using data captured in various information systems and also by on-site inspections. The details are given for each parameter separately.

All projects will be graded continuously by capturing data from the data reporting mechanism as specified in SOP and/or ASDMS. Result will be reported every month giving the grade for the month and cumulative up to the end of the month. The grades arrived at the end of financial year (end of March) both for the year and cumulative - i.e. from project start to the end of the year; will be reported as yearly gradings. Similarly gradings will also be calculated on half yearly basis (April 1st to 30th September and 1st October to 31st March) will be reported as half yearly gradings. The half year and annual gradings will be frozen and used to assess the relative performance across projects. The complete mechanism for calculation will be given in ASDMS.

9.1.1 Methodology of marking and grading

| Sl.No | Parameter | Time of assessment | Validity * | Reference |
|-------|-------------------------|---|---|-------------|
| 1 | Physical Infrastructure | At the time of due diligence as prescribed in Chapter 5. PIA can request fresh assessment after changing infrastructure (either increase or reduced) | 2 years. However if there is deterioration or improvement after the due diligence then marks will be given as per changes. | Section 9.2 |
| 2 | Batch Training Quality | Continuous Process | Based on | Section 9.3 |

| Sl.No | Parameter | Time of assessment | Validity * | Reference |
|-------|------------------------------|--------------------|---|-------------|
| 3 | Placement Quality | Continuous Process | continuous flow of data. Changes will be reflected on monthly basis but final grade will be given/changed every six months. | Section 9.4 |
| 4 | Project Execution Quality | Continuous Process | | Section 9.5 |
| 5 | Overall Grading of a Project | Half yearly | | Section 9.6 |

Note * : Time is indicative. However MoRD/NIRD&PR are at liberty to order fresh assessment anytime as per exigencies.

9.1.2 Grading Teams and other personnel involved

Teams and personnel involved in grading will be as follows:

- **National guidance team:** Based in MoRD to give overall guidance and direction
- **National assessment Team:** Based in NIRD&PR with overall responsibility for grading
- **State Level coordinator:** SRLM should nominate a coordinator to consult on grading in their state
- **Project Level coordinator:** PIA to nominate a coordinator for each project for co-ordination and finalization of grading.
- **Training centre infrastructure assessment Team:** Team will consist of CTSA representative in case of a Non APP state/SRLM representative in case of an APS doing the due diligence of the centre and centre in charge of the training centre.
- **Ad hoc Team:** These team will be constituted by NIRD&PR to handle specialized tasks which will arise in process of grading. As the composition and scope of these teams will be task specific, other details will be specified when the actual teams are formed.

The detailed composition and duties of each team is given in SF 9.1B: Composition and duties of teams and personnel involved in assessment and grading.

9.2 GRADING OF INFRASTRUCTURE OF A TRAINING CENTRE

9.2.1 Grading of physical infrastructure of a training centre without residential facilities

Overview

| Item | Description |
|----------------------------|---|
| Purpose | To grade a training centre without residential facilities on basis of its physical infrastructure |
| Prerequisite/s | Successful completion of due diligence procedure |
| Time for completion | Due-diligence +17 working days |
| Resource/s | SF 9.2A: Assessment of physical infrastructure after due diligence |
| Process owner | For APS: SRLM For YPS: CTSA |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|---------------------------------|-------|-------------------------|--|
| For YPS | | | | |
| 1 | Assessment after due diligence | CTSA | Due diligence + 10 days | SF 9.2A: Assessment of physical infrastructure after due diligence |
| 2 | Review by PIA of the assessment | PIA | Due diligence + 15 days | Review and validate SF 9.2A |
| 3 | Validation of the assessment | CTSA | Due diligence + 17 days | Validate and freeze SF 9.2A |
| For APS | | | | |

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|---------|---------------------------------|-------|-------------------------|--|
| 1 | Assessment after due diligence | SRLM | Due diligence + 10 days | SF 9.2A: Assessment of physical infrastructure after due diligence |
| 2 | Review by PIA of the assessment | PIA | Due diligence + 15 days | Review and validate SF 9.2A |
| 3 | Validation of the assessment | SRLM | Due diligence + 17 days | Validate and freeze SF 9.2A |

9.2.2 Grading of physical infrastructure of training centre with residential facilities

Overview

| Item | Description |
|----------------------------|--|
| Purpose | To grade a training centre on basis of its physical infrastructure with residential facilities |
| Prerequisite/s | Successful completion of due diligence procedure |
| Time for completion | Due diligence +17 working days |
| Resource/s | SF 9.2B: Assessment of physical infrastructure after due diligence |
| Process owner | For APS: SRLM For YPS: CTSA |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|---------|--------|-------|---------------------|--------------------|
|---------|--------|-------|---------------------|--------------------|

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|---------------------------------|-------|-------------------------|--|
| For YPS | | | | |
| 1 | Assessment after due diligence | CTSA | Due diligence + 10 days | SF 9.2B: Assessment of physical infrastructure after due diligence |
| 2 | Review by PIA of the assessment | PIA | Due diligence + 15 days | Review and validate SF 9.2B |
| 3 | Validation of the assessment | CTSA | Due diligence + 17 days | Validate and freeze SF 9.2B |
| For APS | | | | |
| 1 | Assessment after due diligence | SRLM | Due diligence + 10 days | SF 9.2B: Assessment of physical infrastructure after due diligence |
| 2 | Review by PIA of the assessment | PIA | Due diligence + 15 days | Review and validate SF 9.2B |
| 3 | Validation of the assessment | SRLM | Due diligence + 17 days | Validate and freeze SF 9.2B |

9.2.3 Resolving differences during assessment

In case of difference of opinion in the assessment team during due diligence, NIRD&PR will take the final decision and grading will be done accordingly. To enable this the due diligence team should reproduce sufficient evidence to the national assessment team. The evidence could be written documents, photographs and videos but it should be authenticated by the team.

However a PIA can file an appeal to MoRD. MoRD should give its decision within 20 working days and that will be treated as binding. However, if MoRD does not give decision in 20 days, then the decision taken by NIRD&PR will be considered final.

9.3 GRADING OF BATCH TRAINING QUALITY

Overview

| Item | Description |
|----------------------------|---|
| Purpose | To grade quality of training given to a batch |
| Prerequisite/s | Completion of a batch |
| Time for completion | Completion of Training of a batch + 15 working days |
| Resource/s | SF 9.3A: Parameters for grading of batch training quality |
| Process owner | For APS: SRLM For YPS: CTSA |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|--|-------|---|---|
| For YPS | | | | |
| 1 | Conduct the assessment of the training quality | CTSA | Completion of batch+15 working days | SF 9.3A: Parameters for grading of batch training quality |
| 2 | Review by PIA of the assessment | PIA | Verification of training quality of a batch by CTSA+30 days | Review and validate SF 9.3A |
| 3 | Validation of the assessment | CTSA | Verification of Placement of a batch by CTSA+35 days | Validate and freeze SF 9.3A |
| For APS | | | | |
| 1 | Conduct the assessment of the training quality | SRLM | Completion of batch+15 working days | SF 9.3A: Grading of placement quality of a project |

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|---------|---------------------------------|-------|--|-----------------------------|
| 2 | Review by PIA of the assessment | PIA | Verification of Placement of a batch by SRLM+30 days | Review and validate SF 9.3A |
| 3 | Validation of the assessment | SRLM | Verification of Placement of a batch by SRLM+35 days | Validate and freeze SF 9.3A |

9.4 GRADING OF PLACEMENT QUALITY

Overview

| Item | Description |
|----------------------------|---|
| Purpose | To grade the placement quality achieved in a project |
| Prerequisite/s | Completion of monthly physical placement verification process |
| Time for completion | Continuous process |
| Resource/s | SF 9.4A:Grading of placement quality of a project |
| Process owner | For APS: SRLM For YPS: CTSA |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|----------------------------------|-------|--|---|
| For YPS | | | | |
| 1 | Assess the quality of placements | CTSA | Monthly Verification of Placement of a batch by CTSA+20 days | SF 9.4A:Grading of placement quality of a project |
| 2 | Review by PIA of | PIA | Monthly Verification of | Review and validate SF |

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|----------------------------------|-------|--|---|
| | the assessment | | Placement of a batch by CTSA+30 days | 9.4A |
| 3 | Validation of the assessment | CTSA | Monthly Verification of Placement of a batch by CTSA+35 days | Validate and freeze SF 9.4A |
| For APS | | | | |
| 1 | Assess the quality of Placements | SRLM | Monthly Verification of Placement of a batch by SRLM+20 days | SF 9.4A:Grading of placement quality of a project |
| 2 | Review by PIA of the assessment | PIA | Monthly Verification of Placement of a batch by SRLM+30 days | Review and validate SF 9.4A |
| 3 | Validation of the assessment | SRLM | Monthly Verification of Placement of a batch by SRLM+35 days | Validate and freeze SF 9.4A |

9.5 GRADING OF PROJECT EXECUTION QUALITY

Overview

| Item | Description |
|----------------------------|--|
| Purpose | To grade a project on its execution quality |
| Prerequisite/s | Completion of one year of execution phase |
| Time for completion | Meeting of Prerequisite + half yearly assessment (September and March) |
| Resource/s | SF 9.5A:Grading of project execution quality |
| Process owner | For APS: SRLM For YPS: CTSA |

Activities

| Sl. No. | Action | Actor | Time completion for | Relevant documents |
|----------------|---|-------|----------------------|--|
| For YPS | | | | |
| 1 | Conduct the grading of a project on its execution quality | CTSA | half yearly +15 days | SF 9.5A:Grading of project execution quality |
| 2 | Review by PIA of the assessment | PIA | half yearly +20 days | Review and validate SF 9.5A |
| 3 | Validation of the assessment | CTSA | half yearly +25 days | Validate and freeze SF 9.5A |
| For APS | | | | |
| 1 | Conduct the grading of a project on its execution quality | SRLM | half yearly +15 days | SF 9.5A:Grading of project execution quality |
| 2 | Review by PIA of the assessment | PIA | half yearly +20 days | Review and validate SF 9.5A |
| 3 | Validation of the assessment | SRLM | half yearly +25 days | Validate and freeze SF 9.5A |

9.6 GRADING OF A PROJECT

Overview

| Item | Description |
|-----------------------|---|
| Purpose | To calculate the aggregate score for overall grading of a project |
| Prerequisite/s | Freezing of grades of training centre |

| Item | Description |
|----------------------------|--|
| Time for completion | Meeting of Prerequisite + half yearly assessment (September and March) |
| Resource/s | SF 9.6A & SF 9.6B |
| Process owner | For APS: NIRD&PR For YPS: NIRD&PR |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|--|---------|-------------------------|--|
| For YPS | | | | |
| 1 | Calculate the aggregate score of the training centre and grade the project | NIRD&PR | half yearly +25 days | SF 9.6A & SF 9.6B: Grading of PIAs on all parameters across all sanctioned projects and Grading of Projects across all projects and PIAs |
| 2 | Review by PIA of the assessment | PIA | half yearly +30 days | Review and validate SF 9.6A & SF 9.6B |
| 3 | Validation of the assessment | NIRD&PR | half yearly +35 days | Validate and freeze SF 9.6A & SF 9.6B |
| For APS | | | | |
| 1 | Calculate the aggregate score of the training centre and grade the project | NIRD&PR | half yearly +25 days | SF 9.6A & SF 9.6B: Grading of PIAs on all parameters across all sanctioned projects and Grading of Projects across all projects and PIAs |
| 2 | Review by PIA of the | PIA | half yearly | Review and validate SF 9.6A |

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|---------|------------------------------|---------|-------------------------|---------------------------------------|
| | assessment | | +30 days | &SF 9.6B |
| 3 | Validation of the assessment | NIRD&PR | half yearly +35 days | Validate and freeze SF 9.6A & SF 9.6B |

9.7 ASSESSMENT OF RELATIVE PERFORMANCE

9.7.1 Assessment of relative performance of PIAs

Overview

| Item | Description |
|----------------------------|--|
| Purpose | To compare performance of the PIAs |
| Prerequisite/s | Successful grading of a PIA across all the projects sanctioned |
| Time for completion | Continuous process |
| Resource/s | SF 9.7A:Assessment of relative performance of PIAs across all the PIAs |
| Process owner | For APS: NIRD&PR For YPS: NIRD&PR |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|---|---------|---------------------|--|
| For YPS | | | | |
| 1 | Comparison of PIAs performance on basis of their grades | NIRD&PR | Yearly+40 days | SF 9.7A:Assessment of relative performance of PIAs across all the PIAs |
| For APS | | | | |

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|---------|---|---------|---------------------|--|
| 1 | Comparison of PIAs performance on basis of their grades | NIRD&PR | Yearly+40 days | SF 9.7A:Assessment of relative performance of PIAs across all the PIAs |

9.7.2 Assessment of relative performance of PIA in a state and across states

Overview

| Item | Description |
|----------------------------|---|
| Purpose | To compare performance of the PIA – Statewise |
| Prerequisite/s | Successful grading of a PIA across all the projects sanctioned |
| Time for completion | Continuous process |
| Resource/s | SF 9.7B: Assessment of relative performance of PIAs across all states |
| Process owner | For APS: NIRD&PR For YPS: NIRD&PR |

Activities

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|----------------|---|---------|---------------------|--|
| For YPS | | | | |
| 1 | Comparison of PIAs performance on basis of their grades | NIRD&PR | Yearly+40 days | SF 9.7B:Assessment of relative performance of PIAs across all states |
| For APS | | | | |
| 1 | Comparison of PIAs | NIRD&PR | Yearly+40 | SF 9.7B:Assessment of |

| Sl. No. | Action | Actor | Time for completion | Relevant documents |
|---------|--------------------------------------|-------|---------------------|--|
| | performance on basis of their grades | | days | relative performance of PIAs across all states |

9.8 LIST OF STANDARD FORMS IN CHAPTER 9

SF 9.1A: OVERALL MARKING PATTERN FOR A PROJECT

SF 9.1B: COMPOSITION AND DUTIES OF TEAMS AND PERSONNEL INVOLVED IN ASSESSMENT AND GRADING

SF 9.2A: ASSESSMENT OF PHYSICAL INFRASTRUCTURE OF A TRAINING CENTRE WITHOUT RESIDENTIAL FACILITIES

SF 9.2B: ASSESSMENT OF CENTRE LEVEL INFRASTRUCTURE OF A TRAINING CENTRE WITH RESIDENTIAL FACILITIES

SF 9.3A: GRADING OF BATCH TRAINING QUALITY

SF 9.4A: GRADING OF PLACEMENT QUALITY OF A PROJECT

SF 9.5A: GRADING OF PROJECT EXECUTION QUALITY

SF 9.6A: GRADING OF PIAs ON ALL PARAMETERS ACROSS ALL SANCTIONED PROJECTS

SF 9.6B: GRADING OF PROJECTS ACROSS ALL PROJECTS AND PIAs

SF 9.7A COMPARISON OF PROJECTS ACROSS PIAs

SF 9.7B ASSESSMENT OF RELATIVE PERFORMANCE OF PIAs IN A STATE ACROSS STATES