Accelerating Skills through Vouchers

An Implementation Guide
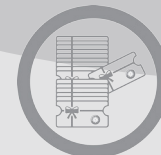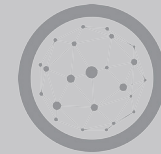
Monitoring & Evaluation

VIKALP VOUCHERS
Your Skills, Your Success

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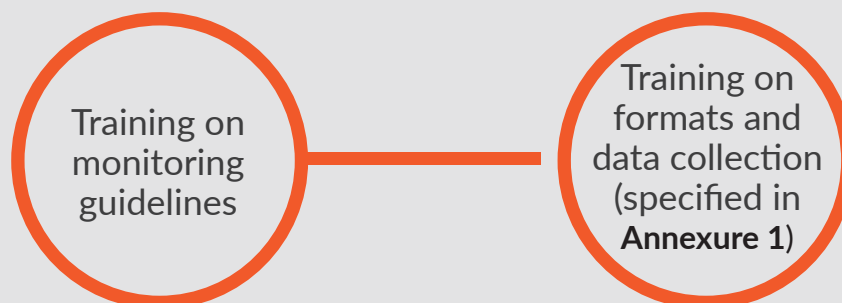
MONITORING & EVALUATION (M&E)
INTRODUCTION

Setting up a Project Management Unit (PMU) or a Project Implementing Agency is essential to strategize and guide effective implementation of the project. It is suggested that as a part of PMU, a governance committee can be set up to review project milestones on a regular basis. Monitoring and evaluation form a vital component of this review process. Monitoring takes place on a continuous basis throughout the project lifecycle, through baseline, mid-line and end-line studies.
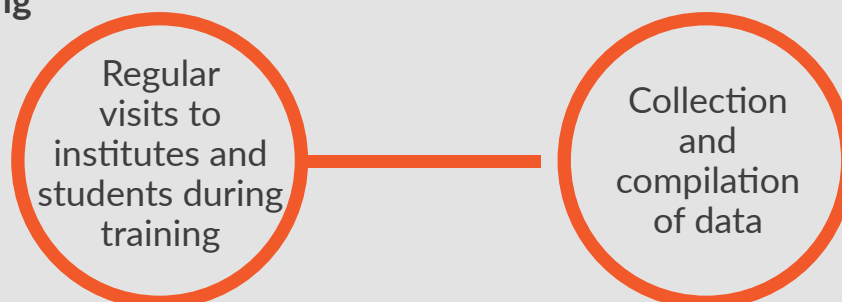
To make the process more credible, a third party agency is involved to conduct impact assessment. Impact assessment involves quantitative, qualitative and process evaluation at different stages of the project. While the quantitative aspect focuses on placement outcomes after completion of the training, the qualitative aspect involves evaluating the softer aspects of the project. Process evaluation assesses the cost effectiveness and efficiency of Vikalp as compared to other skill development programs.

Findings from the impact assessment are also instrumental in capturing learning from the project which can be used to perfect the project design and implementation for better effectiveness and sustainability. The impact assessment further helps in understanding the replicability of the voucher model in other government sponsored skill development programs.

Step 1: Training of MIS resource person from training institute

Training on monitoring guidelines —— Training on formats and data collection (specified in **Annexure 1**)

Step 2: Monitoring

Regular visits to institutes and students during training —— Collection and compilation of data

Step 3: Evaluation

Comparison and analysis of data —— Findings on impact assessment
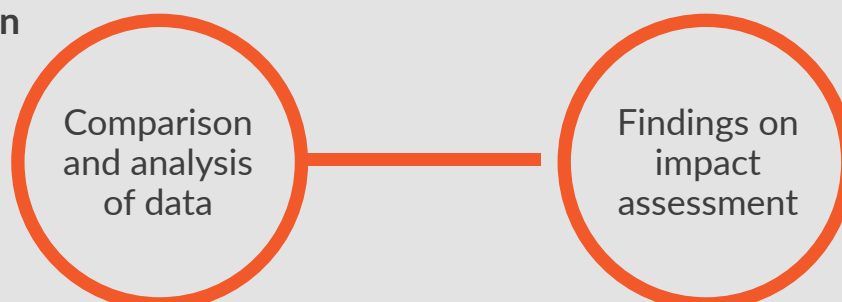
DESIGN OF M&E

The following nomenclature is useful to understand the design of the Monitoring & Evaluation process:

TREATMENT GROUP: Refers to beneficiaries who trained under Vikalp

CONTROL GROUP: Refers to people who did train under Vikalp

Overview

The Vikalp project used a quasi-experimental design for the impact evaluation exercise. This design involved the selection of groups, upon which a variable was tested, without any random pre-selection processes. The design created two types of counterfactuals or control groups to measure the impact of Vikalp against non-Vikalp training. The first type comprised of people who attended the career awareness *melas* but did not opt for the training; the second type included those who trained in non-Vikalp skill programs.

Baseline data for all candidates were collected during the career awareness *melas*. The end-line data on current work status was collected 3-4 months after the placement – to track if the beneficiaries were still in jobs. This was done for three phases: phase 1 in December 2013, phase 1.1 in April 2014 and phase 2 in July 2014. Propensity score matching and regression adjustment were used for estimation. Along with impact evaluation, a process mapping exercise was also carried out to understand deviation, if any, from standard processes in the original project design.

Collecting data

The evaluator is required to collect baseline data such as demographic information, employment status and household economic wellbeing of all candidates who attend the career awareness *melas*. For the rest (part of the control group), the same information can be collected at the institutes where they are training. The data will be collected at four levels:

1. **Baseline survey** at the career awareness *mela*
2. **Student-level** data which includes performance, attendance, etc. during training
3. **End-line survey** after the training and placement
4. **Institute-level** data which includes placement history with actual starting salaries and data for comparable courses in 'free' government institutes

Measuring impact: Treatment vs. Control

Treatment Group

T

Beneficiaries who trained under Vikalp

Control Group-1

C1

People eligible for Vikalp voucher who chose not to train at all

Control Group-2

C2

People training under non-Vikalp program

T **C1**

Impact of Vikalp model of training

T **C2**

Impact (marginal) of Vikalp model of training over non-Vikalp training models

C1 **C2**

Impact of non-Vikalp model of training

Impact indicators
1. Placement (Yes or No)
2. Tenure of job - contractual or permanent (in average number of months)
3. Monthly salary (in INR)

In addition, the evaluator will also collect student attendance rates (from the attendance register and during surprise visits by implementing agency) and percentage of students who did not attend scheduled job interviews (and reasons thereof).

FINDINGS FROM VIKALP IMPACT ASSEESSMENT

1. Skill voucher is a better model since it ensures **efficient and effective utilisation of funding**.
2. Choice of training institute and course and co-payment by student leads to **higher commitment and ownership**.
3. The role of the **project implementing agency is critical** to the success of the model.
4. **Drop-out rate** during the training averaged **as low as 9.5%.**
5. **60% of the beneficiaries** were found to be **in jobs** 3-4 months after the training.
6. Top reason for beneficiaries opting out of the placement was **preference to continue formal education**.

Checks against possible biases

- **During screening of students:** Use test scores as the selection parameter
  (to minimise bias for students' employability)

- **During institute empanelment:** Stratify and compare within the strata
  (to minimise bias for differential placement rates)

- **Choices of courses/skills:** Stratify and compare within the strata
  (to minimise bias for differential placement rates)
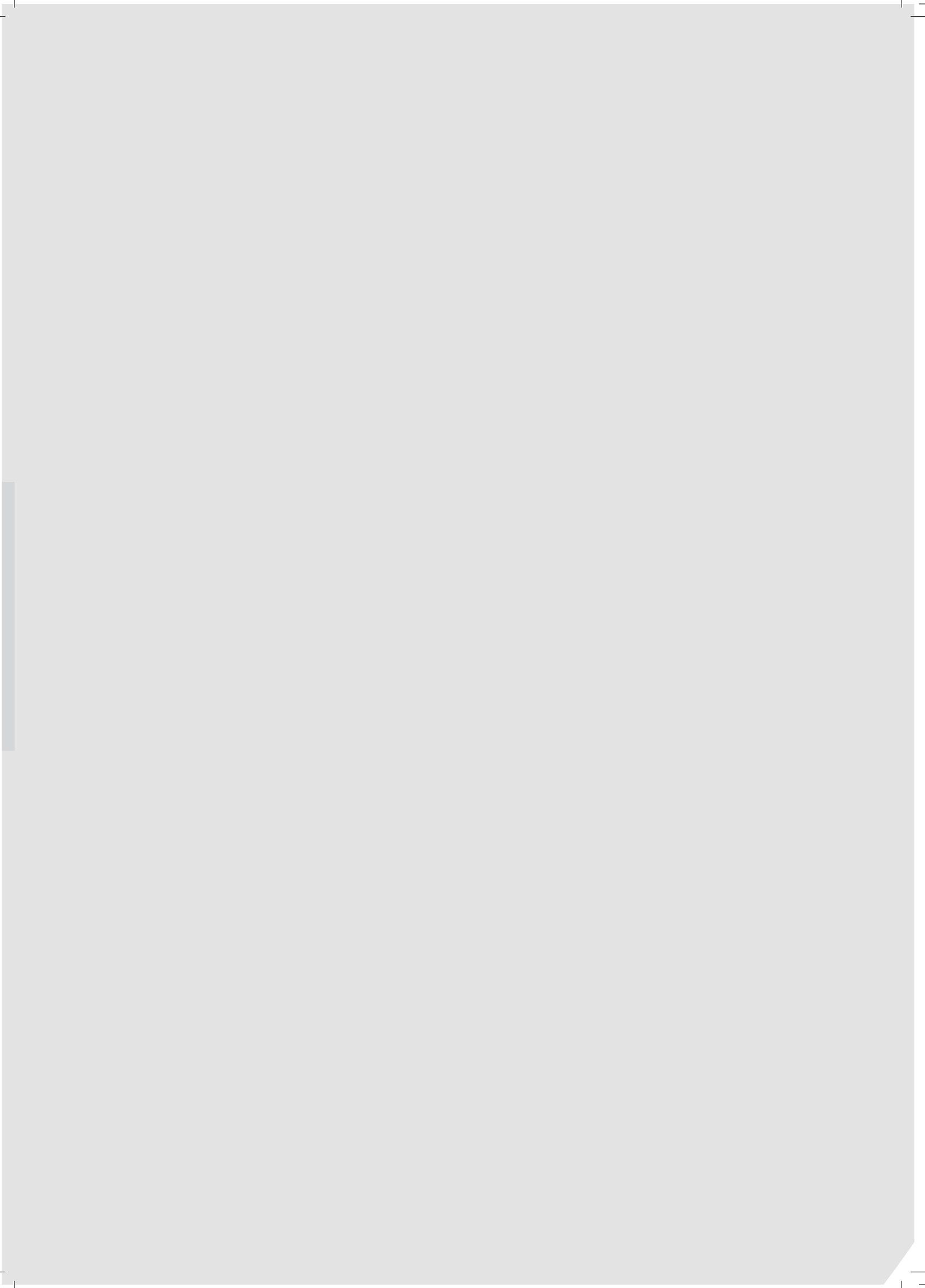
Akash's job exceeds his expectations.

"I knew I would be placed in a job after my training under Vikalp, but I never thought I'd be working with a company as big as Amazon! What makes Vikalp different is not only the assurance of placing students in jobs after their training but also the high quality of training which helped me get a job with such a big company."

-Akash Salve, 23, is working as operations executive with Amazon after training in IT Hardware & Networking under Vikalp.