



Industrial Training Institute



Skill India

कौशल भारत - कुशल भारत

EVALUATION OF QUALITY COUNCIL OF INDIA FOR THE ACCREDITATION OF GOVERNMENT AND PRIVATE ITIs

Sponsored by



सत्यमेव जयते

**Directorate General of Training
Ministry of Skill Development and Entrepreneurship
Government of India**

Conducted by

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List of Abbreviations

Abbreviation	Description
AICTE	All India Council for Technical Education
AIU	Association of Indian Universities
A&A	Assessment and Accreditation
ASSOCHAM	Associated Chambers of Commerce and Industry of India
ATI	Advanced Training institutes
CBSE	Central Board of Secondary Education
CII	Confederation of Indian Industry
DGET	Directorate General of Employment and Training
DGT	Directorate General of Training
DIPP	Department of Industrial Policy & Promotion
EHS	Environment Health & Safety
EIA	Environment Impact Assessment
EMS	Environmental Management System
FICCI	Federation of Indian Chambers of Commerce and Industry
FSMS	Food Safety Management System
IDI	In-depth Interviews
IIPA	Indian Institute of Public Administration
ISMS	Information Security Management System
ITI	Industrial Training Institutes
IIT	Indian Institute of Technology
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MSDE	Ministry of Skill Development & Entrepreneurship
NAAC	National Assessment and Accreditation Council
NAAC	National Assessment and Accreditation Council
NABL	National Accreditation Board of Testing and Calibration Laboratories

NBA	National Board of Accreditation
NABET	National Accreditation Board for Education and Training
NBQP	National Board For Quality Promotion
NCTVT	National Council of Training in Vocational Trades
NCVT	National Council of Vocational Training
NIRF	National Institute Ranking Framework
NIT	National Institute of Technology
NSDA	National Skill Development Agency
NSDC	National Skill Development Corporation
NSDF	National Skill Development Fund
NVQF	National Vocational Qualifications Framework
OHSMS	Occupational Health and Safety Management System
PMU	Project Management Unit
PSEs	Public Sector Enterprises
QCI	Quality Council of India
QMS	Quality Management System
RVTI	Regional Vocational Training Institutes
SCVT	State Council of Vocational Training
SDGs	Sustainable Development Goals
SSC	Sector Skill Councils
UGC	University Grants Commission

Executive Summary

Background

- With an objective to ensure quality training by existing and the new Industrial Training Institutes (ITIs), in both Government and Private sectors in India and to focus on capacity building of such institutes, a Memorandum of Agreement (MoA) was executed between Directorate General of Training (DGT), Ministry of Skill Development & Entrepreneurship (MSDE), Govt. of India and Quality Council of India (QCI) in the year 2012.
- NABET, QCI has assessed over six thousand and five hundred ITIs in last four years i.e. 2012-2016. A detailed status of the ITIs during the period of four years has been given in Table 1.

Table 1 **Number of ITIs Affiliated During 2013 to 2016**

Year	Government	Private	Grand Total
2013	16	478	494
2014	92	1539	1631
2015	107	1604	1711
2016	321	2372	2693
Grand Total	536	5993	6529

- Most of the institutes were established during the period of 2013-2016 are situated in states of Uttar Pradesh, Rajasthan, Bihar and Madhya Pradesh. Furthermore, these institutions were centered mainly in few districts like Jaipur, Sikar, Bhopal, Patna, Betul etc. This sudden unprecedented and unbalanced growth of ITIs have raised doubts about the quality of the approval process.
- The main objective of the study is to document the experiences, enlist the strengths and challenges faced by NCVT in approval and affiliation process conducted by QCI during year 2012-16. The study has also recommended measures to improve the affiliation process of new ITIs and accreditation process keeping in view the targets of Skill India Initiative of Government of India and quality of skill education requirements for employment.

- For the purpose of the study, a qualitative research approach using in-depth discussions with key stakeholders and desk review was used as research methodology.
- The findings of above processes are presented in the form of the strengths and the challenges in the existing system.

Strengths of the Existing System

- ✚ **Digitalized Process:** Prior to 2012-13, a great amount of documentations were required to file the application for affiliation of ITIs as the complete process was manual. However, the application submission process was completely digitized by QCI. The applicants fill the online form, scan the required documents and upload the data on the portal. Digitization of application process has made application for the new ITIs simple, paperless and less time consuming.
- ✚ **Reduced Turnaround Time:** Due to the digitalization of the application process, the turnaround time to process the file has also been reduced significantly. The manual system processing of an application took 6 to 7 months, however, the total turnaround time has been reduced to 45 days.
- ✚ **Transparency in the Process:** The accountability and transparency in the system have improved significantly. The applicant can track his/her application at each and every stage online. In case any discrepancies, the applicants were intimated about the limitations in the documentation online and were requested to upload the correct documents. The tentative time and the day for the visits were also informed to the applicants through the portal that enhanced the transparency in the system by holding people responsible for their duties and role.
- ✚ **The Accreditation Criteria Handbook:** For the first time in 2012, QCI compiled all available circulars and notices of the ministry issued over a period of time in the context of the affiliation process in the form a handbook. Compiling all these documents made the affiliation process simple, easier and user friendly in form of one time reference document.
- ✚ **Pool of Empaneled Assessors:** QCI trained Professional Quality Assessors for this purpose of accreditation with varied backgrounds. These certified assessors are domain experts who visit the ITIs to verify the physical infrastructure along with the trade related

documents. The details of the assessors on various indicators like education qualification, years of work experience and the relevant work experience have been shown in the report.

Issues and Challenges in the Existing Approval Process

- ✚ **Faulty Usage of Concepts:** Technical terms like approval, affiliation, accreditation and ranking have been used vaguely in existing system of affiliation process by QCI. Whereas, all these terms differ from each other principally. Before a new institute starts its operation, it seeks '**Approval**' to start its operations from the approving authority. In this case, DGET can be an approving authority. **Affiliation** is sought by a duly approved institute which conducts examination and grant certificates/degrees for successful completion of the programme. This body is also responsible for curriculum design, up-gradation of the same, quality of teaching and teaching material. In this case NCVT is an affiliation body. In the same way, **Accreditation** is granted to an institution which shows its credibility in terms of quality of services offered and achieve a set of standards beyond satisfactory level **after successful continuation of the operations for some years**. It was observed that, QCI being a third party was involved with the approval process, although it was named as accreditation process. Finally, **Ranking** of the institutions is conducted by a separate independent agency to inform prospective students and other stakeholders about position of an institute in comparison to others on certain parameters like faculty, research, placements etc.
- ✚ **Lack of Coordination with the State Government:** Vocational Training is concurrent subject in the Indian Federalism. Day-to-day administration of Industrial Training Institutes rests with the State Governments/ Union Territories Administrations. QCI, while carrying out the inspections did not coordinate their inspection visits with State Government officials against the earlier practice. As the SCVT/State Directorate officials are not actively involved in the process of affiliation of it is. It was assumed that the regular monitoring does not fall in their domain of responsibility.
- ✚ **Lack of Coordination with NCVT for the Accreditation Criteria Handbook:** QCI compiled various circulars and orders issued by DGET related to approval process in the form of an "Accreditation Criteria Handbook". No doubt compilation of all of these

documents made the affiliation process simple, easier and user friendly in form of one time reference document. But, the QCI did not get this handbook vetted by the NCVT/DGET to ensure the completeness and validity of the document.

- ✚ **Single Assessor for Assessment:** According to MOA's "Section B: Role of Second Party" clause (f) (See Annexure 1), "...assessment team will consists of at least two Assessors selected on the basis of their qualification and relevant experience in the related sector of the trade". However, instead of introducing further rigorous process to bring high standards of quality of inspection, QCI got this clause modified and only one assessor is required to carry out the ITI inspection irrespective of the type of trade applied for, in case the number of applied units were less than twelve. This modification in clause has raised doubts not only on the quality of assessment but also on the authenticity of assessment process.
- ✚ **Role of QCI as a Quality Assuring Body:** It has been observed that QCI merely followed the rules mentioned in the MoA and was reactive when faced with the problems in the process. QCI is in the domain of accreditation and has attained credibility in the society by maintaining a high standards in the process of quality. Considering its domain specific expertise, it could have been in the steering position and guiding the Ministry by giving its expert comments and suggestions to improve the process. There could have been proposals/suggestions to make the process robust, rather than simply following the rules and norms mentioned in the agreement. A more proactive and a responsible role could have been essayed by QCI to achieve the national aspiration of attaining high quality skilled manpower.
- ✚ **Quality of Inspection by QCI Assessor:** Relevant qualification and experience of the assessor are the prerequisites for good quality of inspection. Quality of the inspections also depend upon time spend by the assessor(s) and work load. Quality of assessors send for inspection of ITIs remained a major concern throughout the process. As per MoA, QCI was expected to select and empanelled "well qualified and trained assessors". Initially it was observed by DGET that assessors not having any engineering background were send for assessment of trades like electrician, fitter and turner etc. After the intervention by DGET, minimum qualification and experience were fixed for this purpose. However,

nature and kind of work experiences required for assessment of new ITIs seems to be inappropriate. Presently, QCI sends only one assessor, who may not be able to validate all the technical steps that are required for the affiliation. Secondly, the opinion of a person may be biased in this regard. This has given an encouragement to ‘tick box compliance culture’ among the assessors rather than focusing on real quality of assessment. Further, it was informed to the study team that the assessors were sometimes threatened by ITI owners. .

- ✚ **No Motivation for Surveillance of ITIs:** In MOA with QCI inclusion of all three functions viz. (a) Desk Review (b) Physical Verification, and (c) Annual Surveillance in the scope of work without any appropriate outcome led to a failed system. In other words, after clearing first two functions, an ITI applicant has a motivation to get an approval to start its operation. However, the final stage i.e. Surveillance depends upon the submission of fees to QCI. Hence, monitoring of the ITI’s actual functioning never took place due to lack of motivation of the ITIs.
- ✚ **Registration Fees are being charged by QCI:** For the purpose of processing application to open the ITIs or adding new trades in existing system, a fee is required to be paid by the applicant as an Application Fee, Site Assessment Fee and Surveillance fee to the QCI. Collection of fees by QCI gives an impression that QCI is the affiliation granting institute. Further, the QCI and assessor would always have a self-interest to increase the number of visits, which will increase business for them. Therefore, QCI should not have been given the authority to charge the fees. Further, MOA mentions of two site visits to be conducted by the Assessment team, but later it has changed to only one visit and site visit fee was revised and increased non- proportionately, given the fact that size of assessment team visiting has also been reduced to one.
- ✚ **Lifetime Approval to ITIs:** It was noticed in case of ITIs, a life time approval is given to the applicants and there is no check on the quality afterwards. It develops a sense of complacency among the institute. This could be a barrier to the quality up gradation or any other future development.
- ✚ **Absence of Independent Accreditation Body:** Present system do not have any independent accreditation body. The Ministry is responsible for the affiliation as well as

accreditation (the grading system initiated by it). The general practice is to involve an independent body for the accreditation as an unbiased view can be obtained about the institute.

- ✚ **Ambiguous use of the Term MoA/MoU:** Use of the term ‘Memorandum of Agreement’ and ‘Memorandum of Understanding’ in the Memorandum of Agreement (MoA) signed between the President of India and Quality Council of India is ambiguous. The heading of the document states that it is a Memorandum of Understanding (MoU), however the cover page states that it is Memorandum of Agreement. Imprecise use of these term can create an ambiguity for both the parties.

Recommendations

- ✚ **Annual Monitoring for Existing ITIs:** Ministry of Skill and Entrepreneurship has a portal <https://ncvtmis.gov.in>, which should be used for the purpose of annual monitoring of existing ITIs. Every ITI need to be mandated_fill following details annually on this portal:
 - Information about legal status,
 - Promoters’ details,
 - Information on infrastructure with geo location mapping of major equipment,
 - Annual electricity usage bills,
 - Information on human resources (including staff and faculty) including Aadhar Number and NEFT details regarding transfer of salary,
 - Annual fees collected from students,
 - Students’ records including trade wise admission, pass/fail/drop, placement, and
 - Audited Financial Statements (Income Statement, Balance Sheet and Cash Flow Statement) etc.

The <https://ncvtmis.gov.in> portal has some important details already existing on it, which can be updated for this purpose and should be mandatory for every existing ITIs to fill above said information. This would ensure seriousness among the institutes to maintain the quality. Further an annual registration fee should be charged from each institute at the time

of uploading the above information on the portal of the Ministry. Failure to do so within stipulated deadline should lead to cancellation of approval/affiliation of institute.

✚ **Setting Up of a Professional Project Management Unit:** A Professional Project Management Unit (PMU) need to be established in DGT. Application fees collected on ITIs mentioned above can be utilized for funding the unit. The PMU will carry out working activities.

- Plan, Maintain and update the above mention portal as per DGT and NCVT requirements
- Conduct desk review of the annual data fed by ITIs
- Coordinate surprise visits by Pool of Experts and State Government officials on initially 20% of sample institutes every year. Later, these visit may be reduced to 10% ITIs.

Partnering of state governments in these visits will ensure their active participation in the system.

✚ **Mandatory Disclosure:** Every ITI needs to fill a mandatory self-disclosure form, similar in the line of ‘AICTE Mandatory Disclosure’ and uploaded on its website every year. This information on the website can be used by the other stakeholders like students, parents etc. It should be made mandatory to maintain a website for every institute, without which the approval will not be granted in case of the new ITIs and the same may be cancelled for the existing institutes.

✚ **Approval of New ITIs/Adding New Trades/Enhancing New Seats:** Presence of QCI as an assessment agency (termed as an accrediting agency in the process, which is not doing any accreditation work in the present context) creates confusions and does not serve the purpose of improving quality of ITIs.

✚ Therefore, it is recommended that NCVT along with State Council of Vocational Training (SCVT) should conduct affiliation process without involving any third party, which creates misperceptions. Further, it is recommended that panel of available experts which QCI has developed over last four years can be used as experts in the assessment teams. However, the ministry can create its own pool of experts too. These pool of experts can be further enlarged by adding retired/serving faculty from reputed Indian Institute of Technology

(IIT), National Institute of Technology (NIT), Administrative Training Institute (ATI) or officers from Public Sector Enterprises (PSE) and members of industry associations etc.

- ✚ **Reintroducing Two-Tier System of Physical Inspection:** It is recommend to follow a system of two tier approval process. In the first visit, a team of two experts along with an official from the SCVT may inspect the three aspects, viz. (i) physical infrastructure, (ii) financial condition, and (iii) about the trades, which includes the curriculum, the required tools and the qualification of the faculty/instructors. Whereas, in the second visit, interacting with the faculty can be also added along with the physical verification.
- ✚ **Approval Application Fees:** To ensure high quality inspection and motivation to experts, hired experts should be paid decent honorarium. To meet these expense, application fee needs to be increased and it should be collected by Ministry online itself rather than by any third party to minimize confusions.
- ✚ **Security Deposit with NCVT for Ensuring Seriousness:** The applicant institute which is to be approved/affiliated is required to open a joint fixed deposit account. The Affiliation agency can use the amount for providing the salary to the employees in case of closure of the institute. However, the interest on the same may be used by the institute for its own development.
- ✚ **Creation of an Independent Organization for Accreditation of ITIs:** The accreditation nomenclature must change to approval process as the new ITIs are given an approval to start the institutes. An ITI can apply for Accreditation only after 3-4 years of its existence.
- ✚ **Skill Gap Analysis to Avoid Locational Concentration of ITIs:** A detailed district-wise skill mapping and requirement analysis needs to be carried out before granting the approval for the new ITIs and the trades. This exercise should also include projection for next 10 years of requirements in a particular area. Closure/Merger/Transfer of excess ITIs/trades should be done to avoid wastage of national resources and creation of disguised unemployment.
- ✚ **Setting up National Skill Development Helpline:** A National Skill development helpline needs to be established to serve following purposes:
 - Provide career guidance and counselling to students

- Register and Redress the complaints of the students studying at ITIs and other skill development Centers
 - Redress Grievances of New ITI Applicants
 - Provide guidance to budding entrepreneurs
- ✚ A proper care should be taken to avoid erroneous/perplexing nomenclature during the process of formulation of MoA/ MoU viz. ‘accreditation’ and ‘affiliation’ have been used in an interchangeable meaning. MoA and MoU have been used in the same document. In the reality, they have different meanings. The formatting error must be avoided during the drafting process. The sections and the sub sections should be numbered in the proper manner to avoid any misinterpretations. Pages should be numbered, as the present MoA does not have any.

Chapter 1 Introduction

Background

Requirement of highly skilled workforce has become the order of the day across the globe. However, India is facing a big challenge ahead as the country has a dual situation of severe paucity of highly-trained, quality labour, as well as unemployability of large sections of the educated workforce that possess little or no job skills. With an objective to ensure quality training by existing and the new Industrial Training Institutes (ITIs), in both Government and Private sectors in India and to focus on capacity building of such institutes, a Memorandum of Agreement (MoA) was executed between Directorate General of Training (DGT), Ministry of Skill Development & Entrepreneurship (MSDE), Govt. of India and Quality Council of India (QCI) in the year 2012. This cooperation was also aimed at enriching current & future technical workforce with the accurate occupational skills. To achieve these goals, Quality Council of India developed quality audit criteria (termed as Guidelines for Accreditation and Affiliation of Industrial Training Institutes) for the institutes seeking National Council of Vocational Training (NCVT) Affiliation. National Accreditation Board for Education and Training (NABET), one of the constituent Board of Quality Council of India (QCI) was made responsible for handling the scheme of Accreditation of Government and Private Industrial Training Institutes. The Industrial Training Institutes both owned by the Government or Private, intending for NCVT affiliation were first required to get their assessment done by the Quality Council of India for the same. Assessment from QCI was applicable to following Industrial Training Institutes:

1. New Institutes seeking Affiliation for New trades/New units
2. Existing Institutes Seeking Affiliation for New Trades/ New Units
3. Existing Institutes Seeking Affiliation (After 5 Years of NCVT Affiliation As Per DGET Order DGET-6/Misc/2014-TC/29/4/14)
 - i. Seeking only Affiliation of Existing Trades/Units
 - ii. Seeking Re-affiliation of Existing Trades/Units and seeking affiliation for New Trades/Units CAT.
4. ITI Seeking for Accreditation Under DGET De-Affiliation Order

Till date NABET, QCI has assessed over six thousand and five hundred it is in last four years i.e.

2012-2016. A detailed status of the ITIs during the period of four years has been given in Table 1 and the diagrammatic representation is being presented in Figure 1.

Table 1 Number of ITIs Affiliated During 2012 to 2016

Year	Government	Private	Grand Total
2013	16	478	494
2014	92	1539	1631
2015	107	1604	1711
2016	321	2372	2693
Grand Total	536	5993	6529

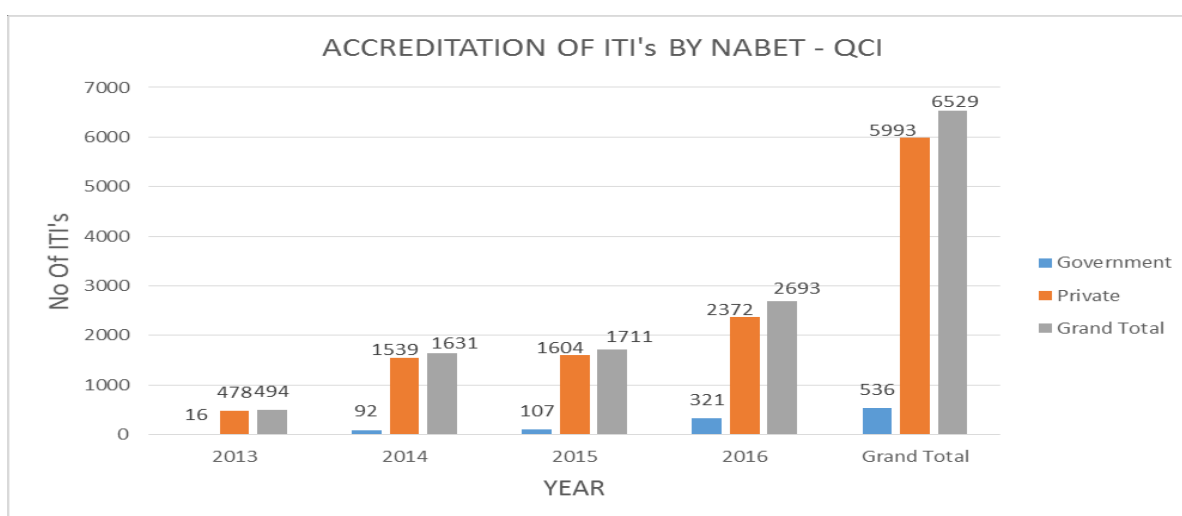


Figure1 The Distribution of the ITIs Affiliated during Year 2012-2016

Objectives of Evaluation

The main objective of the study is to document the experiences, enlist the strengths and challenges faced in NCVT approval and affiliation process conducted by QCI during year 2012-16. The study has also recommended measures to improve the affiliation process of new ITIs and accreditation process keeping in view the targets of Skill India Initiative of Government of India and quality of skill education requirements for employment.

The outcome of the evaluation study is expected to support the Ministry to reorient its Affiliation and Accreditation process for improving the quality of skills imparted at ITIs. The study is expected to help the Ministry to fulfill the targets of Skill India and Sustainable Development Goals (SDGs).

The detailed objectives of the study are

1. To evaluate the strengths and challenges in existing Affiliation and Accreditation Process of ITIs.
2. To identify and evaluate design issues in the existing affiliation process of ITIs.
3. To compare the design methodology adopted by other available affiliation/accreditation in the eco system, and
4. To suggest measures for improving design of ITI's affiliation and accreditation process.

Rationale of the Study

In a knowledge economy, growth is highly dependent on the seamless availability and quality of human capital, be it skilled workers for an increasingly automated manufacturing sector or entry-level blue collar jobs for the services sector, a substantial gap in human resources is holding back the transformation of India from an agrarian and informal services-based economy to one focused on world-class manufacturing and value-added services. Industrial Training Institutes provide training in the technical fields in both engineering and non-engineering areas to nurture technical and innovation oriented minds of the younger generation. Till 2011-12, nine thousand four hundred and forty seven ITIs existing in India. The process of approval of new ITIs and addition of the new trades by existing ITIs was jointly initiated by DGET and State Authorities. Since October, 2012 with introduction of QCI in the approval process for assessment of ITIs applications, six thousand five hundred new ITIs were established during the short period of 4 years, as exhibited in Figure 2. Most of the institutes were established in states of Uttar Pradesh, Rajasthan, Bihar and Madhya Pradesh. Furthermore, these institutions were centered mainly in few districts like Jaipur, Sikar, Bhopal, Patna, Betul etc. This sudden unprecedented and unbalanced growth of ITIs have raised doubts about the quality of the approval process.

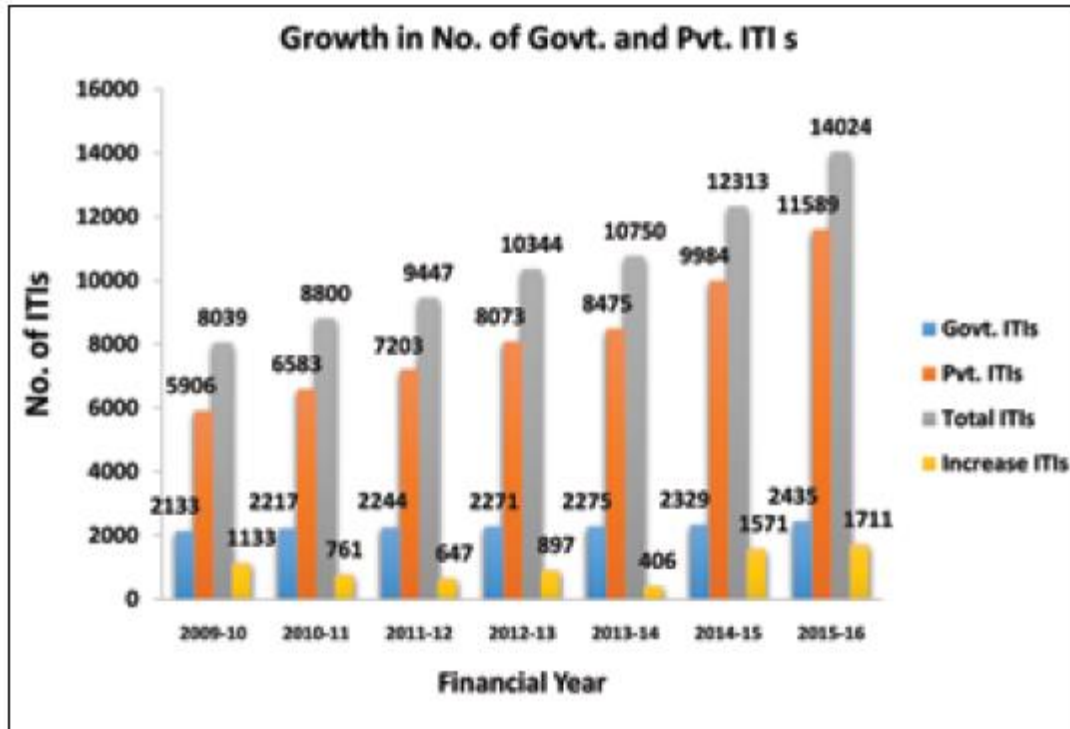


Figure 2: Growth of ITIs during 2000-2016

Source: Bhattacharya and Sahni, 2016

Key Stakeholders for the Study

The relevant stakeholders in the process were identified for the study. They are (i) DGET, Ministry of Skill Development and Entrepreneurship, (ii) NABET, Quality Council of India, (iii) Other approving bodies like Central Board of Secondary Education (CBSE), All India Council for Technical Education (AICTE), University Grants Commission (UGC) etc., and (iv) Accrediting Bodies like National Board of Accreditation (NBA), National Assessment and Accreditation Council (NAAC) etc.

Ministry of Skill Development and Entrepreneurship

The Ministry of Skill Development and Entrepreneurship is a Ministry of Government of India set up on 9th November 2014 to coordinate all skill development efforts across the country. Industrial Training and Apprenticeship and other skill development responsibilities were transferred from the Ministry of Labour and Employment to this newly made Ministry on 16th April 2015. It aims to remove disconnect between demand and supply of skilled manpower, to build the new skills and innovative thinking not only for existing jobs but also jobs that are to be created. The Ministry

aims to build skill on a large scale with speed and high standards in order to achieve its vision of a 'Skilled India'.

The ministry is aided in these initiatives by its functional arms – Directorate General of Training, National Skill Development Agency (NSDA), National Skill Development Corporation (NSDC), National Skill Development Fund (NSDF) and 33 Sector Skill Councils (SSCs) as well as 187 training partners registered with NSDC.

Directorate General of Training (DGT)

The Directorate General of Training consists of the Directorate of Training and Directorate of Apprentices Training. This includes a network of Industrial Training Institutes (ITIs) in States; Advanced Training institutes (ATIs), Regional Vocational Training Institutes (RVTIs) and other central institutes. A number of training programmes catering to students, trainers and industry requirements are being run through this network. The building block for vocational training in the country viz. Industrial Training Institutes, play a vital role in the economy by providing skilled manpower in different sectors with varying levels of expertise. ITIs are affiliated by National Council for Vocational Training (NCVT). DGT also operationalizes the amended Apprentices Act of 1961.

National Council on Vocational Training (NCVT)

The National Council for Vocational Training, an advisory body, was set up by the Government of India in 1956 (erstwhile National Council of Training in Vocational Trades—NCTVT). The Council has been entrusted with the responsibilities of prescribing standards and curricula for craftsmen training, advising the Government of India on the overall policy and programmes, conducting All India Trade Tests and awarding National Trade Certificates. The Council functions as a central agency to advise the Government of India in framing the training policy and coordinating vocational training throughout India. The main functions include the following:

1. Design, development and maintenance of NVQF which inter-alia includes
 - a. Setting up a framework for competency standards, structure of courses, credit structure, accumulation and certification

- b. Setting up a framework for affiliation and accreditation of institutions
 - c. Quality-control mechanism
2. Labour-market information system and dissemination of information at the national level
3. Monitoring and evaluation on the effectiveness and efficiency of national skill-development efforts through appropriate reporting and communication mechanisms.

Quality Council of India

Quality Council of India (QCI) was set up in 1997 as a registered Society under the Societies Registration Act XXI of 1860, jointly by the Government of India and the Indian Industry represented by the three premier industry associations i.e. Associated Chambers of Commerce and Industry of India (ASSOCHAM), Confederation of Indian Industry (CII) and Federation of Indian Chambers of Commerce and Industry (FICCI), to establish and operate national accreditation structure and promote quality through National Quality Campaign. The Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce & Industry, is the nodal ministry for QCI. The Mission of QCI is to lead nationwide quality movement in India by involving all the stakeholders for emphasis on adherence to quality standards in all spheres of activities primarily for promoting and protecting interests of the nation and its citizens.

Structure of QCI

The society is governed by a Council comprising of thirty eight members, and has an equal representation of Government, Industry and other stakeholders. The Council is the apex level body, which is responsible for formulating the strategy, general policy, constitution and monitoring of various components of QCI including the accreditation boards with objective to ensure transparent and credible accreditation system. The Council through a Governing Body monitors the progress of activities and appeal mechanisms set by the respective boards. QCI functions through the executive bodies (boards/committees) that implement the strategy, policy and operational guidance set by the Quality Council of India with a view to achieve international acceptance and recognition of various programs offered by the Boards. Each Board has a Chairman nominated by the Chairman, QCI and comprises of representative volunteers group of stakeholders who guide and monitor the activities and progress of the respective Boards. The organogram of the QCI is depicted in Figure 3.

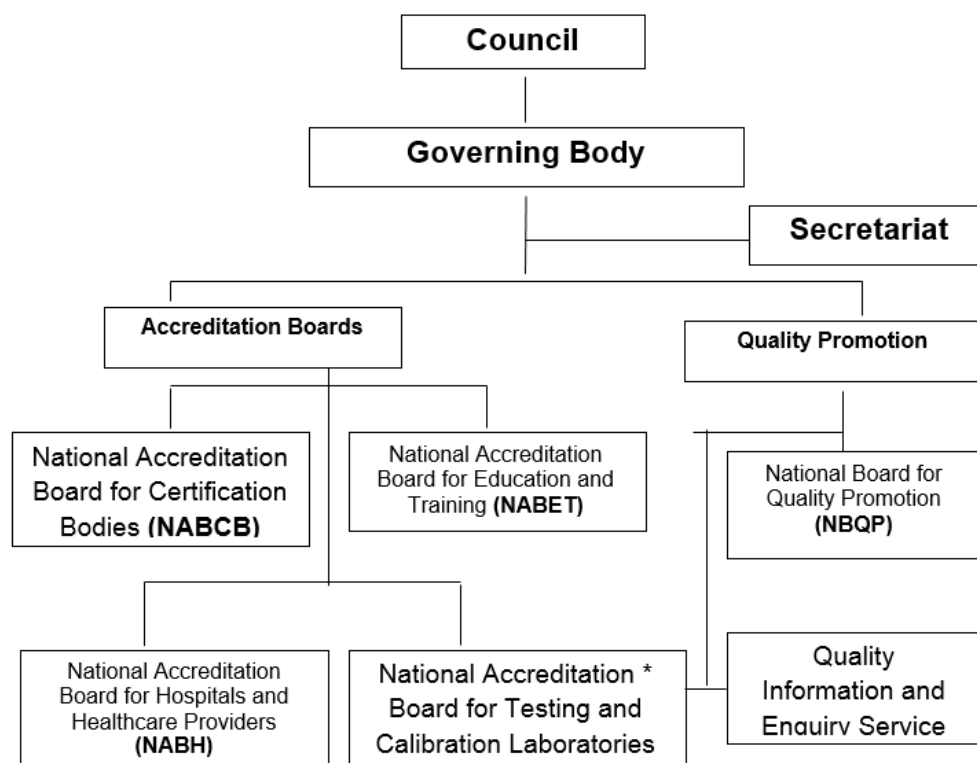


Figure 3: Organogram of QCI

Source: <http://www.qcin.org/structure.php>

* National Accreditation Board of Testing and Calibration Laboratories (NABL) continues to be a separate legal entity. NABL is also registered as a Society under the Societies Registration Act XXI of 1860. Each Board offers services that are needed by the market place and also those services that have been specifically designed for certain Ministries and government departments. Each Board is expected to be financially viable and also contribute to the quality promotion efforts of QCI.

National Accreditation Board for Education and Training (NABET)

National Accreditation Board for Education and Training is a constituent Board of Quality Council of India. National Accreditation Board for Education and Training (NABET) in recent years has enlarged its scope of activities and is trying to match its progress with Slogan of QCI i.e. "Creating an Eco System for Quality". With the growing needs of competent personnel and credible vocational training courses in various industry sectors, NABET has been rapidly expanding its scope of services to cater to the needs of the industry. NABET has established a mechanism for the accreditation of vocational training organizations and for skill assessment bodies. NABET is

the first organization in the world to offer accreditation of consulting organizations in various conformity assessment areas, Hospital Accreditation etc. Environment Impact Assessment (EIA) Consultant Accreditation Scheme has been developed which has been adapted as minimum requirement by Ministry of Environment and Forest. NABET is offering accreditation program for Quality School Governance in the Country, with a view to provide framework for the effective management and delivery of the holistic education program aimed at overall development of students. Since 2012, DGET made NABET assessment mandatory for Industrial Training Institutes seeking NCVT affiliation.

Five distinct verticals in the following areas have been formulated to provide focused strategic direction to the activities of the Board. These relate to accreditation of:

1. FEED

- a. Accreditation of Schools
- b. Accreditation of 3 Day Training Course for Preparing School for Accreditation

2. Skills Training

- a. Accreditation of Vocational Training Providers
- b. DGE&T Field Institutes imparting training in various activities

3. Skill Certification

- a. Personnel Certification Bodies
- b. Skill Assessing Bodies under DGE&T MES Scheme

4. Environment

- a. Accreditation of Environment Impact Assessment Consultant Organizations
- b. Accreditation in Social

5. MSME

- a. ZED
- b. Lean
- c. BMO

6. Training Institutes Management Systems Consultant Organization

- a. Accreditation of Courses in Conformity Assessment Area
 - i. Quality Management System (QMS)
 - ii. Environmental Management System (EMS)

- iii. Information Security Management System (ISMS)
 - iv. Food Safety Management System (FSMS)
 - v. Occupational Health and Safety Management System (OHSMS)
 - vi. Internally it has been transferred to NBQP.
- b. Accreditation of Consultant Organizations
 - i. QMS Consultant Organization
 - ii. Hospital and Healthcare Consultant Organizations
 - iii. Food Safety Management System (FSMS)
 - iv. Environment Health & Safety (EHS)
 - c. Accreditation of Training Institutes/Training courses
 - i. Train The Trainer
 - ii. Mathematical Ability Enhancement Through ABAWS

Conclusion

In this chapter, the objectives and the rationale of the study have been provided. To have a better understanding the functioning of the QCI, different verticals of the organization along with the role of Ministry have also been presented. The growth of the ITIs in the last four years (2012-16) have been presented in the chapter.

Chapter 2 Research Process & Methodology

To meet the objectives, a cross sectional study design was used with historical data analysis. The study used mainly qualitative research approach. Both primary and secondary data sources were used in the study. The study used two methods viz. (i) Desk Review, and (ii) In-depth Interviews (IDIs) with key stakeholders, as explained in the next section.

Desk Review

Desk review of the existing documentation were done during the study. The list includes

1. Accreditation Criteria for Government and Private Industrial Training Institutes Seeking NCVT Affiliation published by QCI
2. List of new 'Industrial Training Institutes' & addition of trades/units in existing institutes during 2012-16
3. Guidelines for starting of the new 'Industrial Training Institutes' & addition of trades/units in existing institutes.
4. National Assessment and Accreditation Council (NAAC)'s Eligibility Criteria for Assessment and Accreditation (A&A)
5. All India Council for Technical Education Approval Process Handbook (2017 – 2018)
6. NBA's Manual of Accreditation (General)
7. Central Board of Secondary Education Affiliation Bye Laws (2012)
8. DGET's Proposed ITIs Affiliation Norms (2017)
9. India Skills Report (2016) by Wheel Box and People Strong
10. Memorandum of Agreement among President of India and Quality Council of India
11. News Articles and Research Articles published in National and International Journals

In-Depth Interviews with Key Stakeholders

In-depth Interviews and semi-structured discussions were conducted with the key stakeholders at the national level. They are

1. Shri Asheesh Sharma, Joint Secretary, MSDE

2. Shri Deepankar Mallick, DDG, MSDE
3. Shri Raj Kumar Pathak, Director (Training),MSDE
4. Smt Punita Bhatia, Deputy Director (training), MSDE
5. Cdr. Jagmohan Bhogal, NABET, QCI
6. Dr. Indrajit Bhattacharya, Director, NABET, QCI
7. Shri M. M. Gera, Assessor, QCI
8. Shri R. K. Chugh, Former Deputy Director General (Training), DGET
9. Dr. Hari Prakash, Director QCI
10. Mr. Yogesh Srivastava, Deputy Director, QCI
11. Dr. Aradhna Chopra, Joint Director, QCI
12. Mr. Jagminder Kataria, Deputy Director
13. Dr. Tushar Nath, Former Director, AICTE
14. Prof. (Dr.) G.S. Batra, Expert, AICTE and NBA Evaluation
15. Prof. (Dr.) Rakesh Gupta, Expert, UGC and NAAC
16. Dr. Sandhir Sharma, Dean, Chitkara University
17. Shri A.S. Mathur, Expert Affiliation and Accreditation

A series of one to one meeting were conducted with the Ministry and QCI officials to have a better understanding of the process of affiliation of the ITIs. The meeting also clarified the role played by the QCI. Meetings with the QCI officials were also conducted to understand the process of affiliation of the ITIs.

Study Team

The study team was led by Dr. Pawan K. Taneja, Sr. Faculty (Operations and Policy Research Analyst), IIPA and Dr. Roma Mitra, Associate Professor (Statistics and Decision Sciences). The project team was assisted by two Research Assistants Mr. Anuj Kumar Gorla and Mr. Pulkit Kumar Chauhan. The study team also drew upon experiences and the expertise of other experts working with Indian Institute of Public Administration (IIPA), University Grants Commission (UGC), All Indian Council of Technical Education (AICTE), National Assessment and

Accreditation Council (NAAC), Association of Indian Universities (AIU), IMT-Ghaziabad, FORE School of Management, Delhi University, and Punjab Technical University etc.

Conclusion

This chapter provides a detailed overview of the research process and methods. It describes the methodology adopted for the study. The secondary literature that were reviewed during the study have been listed. The details of the experts have also been mentioned in the chapter.

Chapter 3 Findings and Discussions

To achieve the objectives, during the study, several rounds of in-depth discussions with different stakeholders including accreditation and affiliation experts were conducted. A critical analysis of the existing affiliation process were completed. A critical study and the analyses of the affiliation process of AICTE, CBSE and accreditation process of NBA and NAAC were also done to identify the best practices to benchmark the existing process.

The findings of above processes are presented in this chapter in the form of the strength and the challenges in the existing system. The observations from the study have also been mentioned in the section.

Strengths of Existing System of Approval of ITIs

Digitalized Process

Prior to 2012, a great amount of documentations were required to file the application for affiliation of ITIs as the complete process was manual. This made the application process needlessly lengthy, cumbersome and complicated, which led to dissent among the applicants. However, after 2012, the affiliation process was changed. The application submission process to awarding of the approval was completely digitized by QCI. In this system, the application form along with required documents and requisite fees are to be uploaded on the web portal developed by QCI. The applicants fill the online form, scan the required documents and upload all data on the portal. Digitization of application process has made application for the new ITIs simple, paper and error free process and speedy. It also avoid the risk of losing important papers in the process.

Reduced Turnaround Time

Due to the digitalization of the application process, the turnaround time to process the file has also been reduced significantly. As it was shared during the in-depth discussions with various stakeholders that in the manual system, processing of an application took 6 to 7 months. The total

turnaround time has been reduced to 45 days. The applications process with timelines is being shown in the Figure 4.

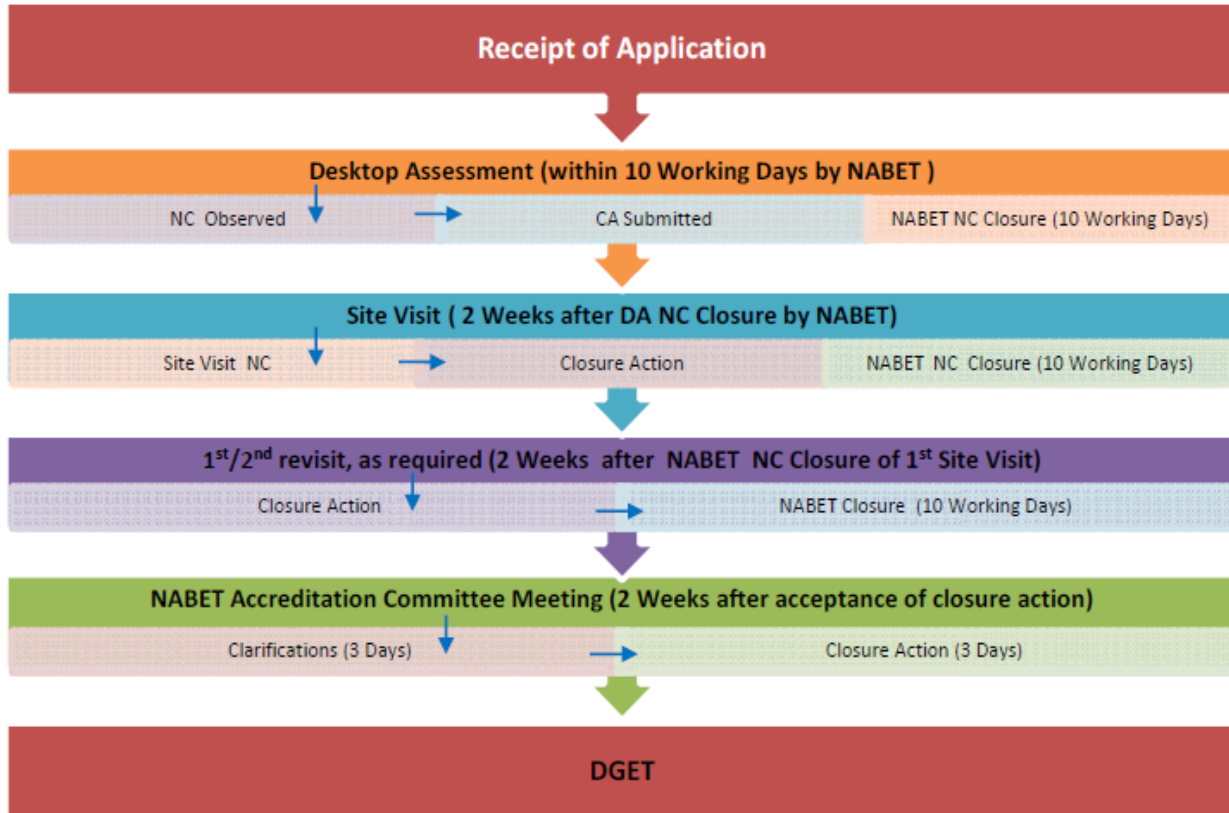


Figure 4: The Application Approval Process of the ITIs

Source: DGET-19/16/2012-CD Appendix II

Transparency in the Process

With digitalization of the application approval process is being exhibited in Figure 4. The flow chart shows that the accountability and transparency in the system have improved significantly. The applicant can track his/her application at each and every stage online. In case any discrepancies, the applicants were intimated about the limitations in the documentation online and were requested to upload the correct documents. The tentative time and the day for the visits were also informed to the applicants through the portal that enhanced the transparency in the system by holding people responsible for their duties and role.

The Accreditation Criteria Handbook

The DGET had issued several directives, guidelines and orders in forms of circulars related to affiliation process over past many years. In year 2012, for the first time, QCI compiled all available circulars and notices of the ministry issued over a period of time in the context of the affiliation process in the form a handbook. Compiling all of these documents made the affiliation process simple, easier and user friendly in form of one time reference document. However, the QCI did not get this handbook vetted by the NCVT/DGET to ensure completeness and validity of document.

Pool of Empaneled Certified Assessors

In the initial phase QCI faced huge issue related to shortage of assessors for the purpose of assessment/inspection of ITIs. To overcome the limitation, QCI trained Professional Quality Assessors for this purpose with varied backgrounds. Later, with the intervention of the DGET, the minimum qualification criteria for an assessor is decided as at least five year work experience with engineering qualification and minimum 10 years work experience with Diploma. The assessor was considered for the position of an empanelled certified assessor after two days of induction training and two satisfactory assessments. This exercise has resulted into generation of a pool of assessors who are empanelled as a certified assessor with the QCI, are directly involved with the affiliation process. These certified assessors are domain experts who visit the ITIs to verify the physical infrastructure along with the trade related documents.

The details of the empanelled assessors are being furnished below, as shared by the QCI.

Total No. of Assessors as on date (Till August 2017): **312**

Table 1 a) Assessor details based on degree

Sr. No.	Degree (B.E/ M.Tech/ PhD)	Diploma
1	274	38

Table 1b) Total Years of Work Experience

Sr. No	Experience Range (Years)	Count
1	5-10	143
2	11-15	51
3	16-20	26
4	21-25	21
5	Above 25	71

Table 1 c) No. of Years working with QCI

Sr. No	Working With QCI (Years)	Count
1	<1	0
2	1-2	79
3	>3	233

Table 1 d) Number of Assessment Conducted by Assessors

Sr. No	No. of assessors	No. of assessments carried out
1	92	1-15
2	52	16-30
3	61	31-45
4	54	46-60
5	53	Above 60

Challenges in the Existing Approval Process

Faulty Usage of Concepts

Technical terms like approval, affiliation, accreditation and ranking have used vaguely in existing system of affiliation process by QCI. However, principally all these terms differ from each other. Before a new institute starts the operation, it seeks **approval** to start its operations from the approving authority. This authority grants the approval to conduct business for period of 1 to 2 years subject to the annual renewal. In this case, the DGET can be an approving authority. After getting the approval, **Affiliation** is sought from a body which conducts examination and grants certificate/degree for successful completion of the programme. This body is also responsible for curriculum design, up-gradation, quality of teaching and skill development. In this case NCVT is an affiliation body. In the same way, **Accreditation** is granted to an institute which shows its credibility in terms of quality of services offered and achieve a set of standards beyond satisfactory level. An independent authority, different from the approving and affiliating body is responsible for granting the accreditation. This is granted after successful continuation of the operations for some years. Therefore, an institute can only apply for the accreditation only after completing few years on existence not just before existence in the present case. It was observed that, QCI being a third party was involved with the approval process, although it was named as an accreditation process. Lastly, **Ranking** of institutes is conducted by a separate independent agency such

National Institute of Ranking Framework (NIRF), Ministry of Human Resource Development does ranking of universities, engineering colleges, management institutes, law colleges etc. The purpose of ranking is to inform prospective students and other stakeholders about the position of an institute in comparison with others on certain parameters like faculty, research, placements etc.

Lack of Coordination with the State Government

Vocational Training is concurrent subject in the Indian Federalism. Central Government is entrusted with the responsibility of framing overall policies, norms & standards and examination for vocational training, while day-to-day administration of Industrial Training Institutes rests with the State Governments/ Union Territories Administrations. The role of the State Governments (State Council/Directorate of Tech. & Vocational Education and Skill Development) was found to be overlooked/ignored in the process of inspection by QCI. The state council/Directorate officials did not participated actively in the process of affiliation. During physical verification, very few state officials visited the site of ITI seeking affiliation with QCI assessor, but most of the times, it was only QCI assessor visited the site and completed the requirements. As a result, the state officials did not consider the regular monitoring as their responsibility.

Lack of Coordination with NCVT for the Accreditation Criteria Handbook

QCI compiled various circulars and orders issued by DGET related to approval process in the form of an “Accreditation Criteria Handbook”. The compilation of all of these documents made the affiliation process simpler, easier and user friendly in form of one time reference document, but, the QCI did not get this handbook vetted by the NCVT/DGET to ensure the completeness and validity of the document. This led to several confusions.

Single Assessor for Assessment

According to MOA’s “Section B: Role of Second Party” clause (f) (See Annexure 1), “assessment team will consists of at least two Assessors selected on the basis of their qualification and relevant experience in the related sector of the trade”. However, instead of introducing further rigorous process to bring high standards of quality of inspection, QCI got this clause was modified that only one assessor is required to carry out the ITI inspection irrespective of the type of trade applied for,

in case the number of applied units were less than twelve. This modification in clause has created doubts not only on the quality of assessment but also on the authenticity of assessment process.

Role of QCI as a Quality Assurance Body

It has been observed that QCI merely followed the rules mentioned in the MoA and was reactive when faced with the problems in the process. QCI is in the domain of accreditation and has attained credibility in the society by maintaining a high standards in the process of quality. Considering its domain specific expertise, it could have been in the steering position and guiding the Ministry by giving its expert comments and suggestions to improve the process. There could have been proposals/suggestions to make the process robust, rather than simply following the rules and norms mentioned in the agreement. A more proactive and a responsible role could have been essayed by QCI to achieve the national aspiration of attaining high quality skilled manpower.

Quality of Inspection by QCI Assessor

Relevant qualification and experience of the assessors are the prerequisites for good quality of inspection. Quality of the inspections also depends upon time spend by the assessor(s) and work load. The Quality of the assessors went for the inspection of ITIs remained a major concern throughout the process. As per MoA, QCI was expected to select and empaneled “well qualified and trained assessors”. Initially it was observed by DGET that assessor who do not have any engineering background, were sent for assessment of trades like electrician, fitter and turner etc. After interventions by the DGET, minimum qualification and experience were fixed for this purpose. However, the nature and kind of work experience required for assessment of new ITI seems to be inappropriate. Presently, QCI sends only one assessor, who may not be able to validate all the technical steps that are required for the affiliation and secondly, the opinion of a person could have been biased in this regard. This has given an encouragement to ‘tick box compliance culture’ among the assessors than focusing on real quality of assessment. Further, it was informed to the study team that sometimes, the assessors are threatened by ITI owners.

Unrealistic Design of MOA: No Motivation for Surveillance of ITIs

In “Section B: Role of Second Party” of MOA (See Annexure 1) clause (d) it is mentioned that accreditation process has three stages:

- a) Desk Review
- b) Physical Verification
- c) Annual Surveillance after affiliation with NCVT.

Inclusion of all three functions together in scope of work without any appropriate outcome would lead to failure of system. In other words, after clearing first two stages, an ITI applicant has a motivation to get an approval to start its operation. However, the final stage i.e. Surveillance depends upon the submission of fees to QCI. Hence, monitoring of the ITI’s actual functioning never took place due to lack of motivation of the ITIs.

Registration Fees are being Charged by QCI

For the purpose of processing the application to open ITIs or adding new trades in existing system, a fee is required to be paid as Application Fee, Site Assessment Fee and Surveillance fee to the QCI. It is important to note that QCI is an independent body, performing task of assessment of ITIs on behalf of DGET/NCVT. Collection of fees by QCI gives an impression that QCI is the affiliation granting institute. Further, the QCI and assessor would always have a self-interest to increase the number of visits, which will increase business for them. Therefore, they should not have been given the authority to charge the fee. Instead, the ministry should have charged the fees or it could have provided financial assistance to QCI to conduct the assessment.

i.	Application fee payable at the time of making online application	Rs 10,000/-
ii.	Assessment fee payable before undertaking inspection of the ITI	Rs 30,000 (upto maximum two site visits)
iii.	Annual fee (I year) payable on accreditation	Rs 20,000
iv.	Annual Surveillance fee (II, III IV year) payable every year before surveillance assessment	Rs 60,000/- @ Rs 20,000/- per year)
v.	Total (for 4 Years)	Rs 1, 20,000

Figure 5 Fee Structure of QCI Proposed at the time of MOA

Source: MOA

Further it was mentioned in MOA, that two site visits will be conducted by the Assessment team. Figure 5 describes the fee structure of QCI, as mentioned in the MOA. But later it has changed to only one visit and site visit fee was revised and increased non- proportionately, given the fact that size of assessment team visiting has also been reduced to one as highlighted in previous paragraph. The revised fee structure is given in the Table 2.

Table 2 Revised Fee Structure of QCI

Fee Structure	Upto 2 Trades or upto 12 Units	For 3 trades or upto 18 Units	For more than 3 trades or more than 18 Units
Application Fee	Rs. 10000*	Rs. 10000*	Rs. 10000*
Site Assessment Fee	Rs. 20000*	Rs. 25000*	Rs. 25000* + Rs. 2000* per additional trade and Rs. 2000* per additional Unit
Each Surveillance Fee (Two Times within Four Years)	Rs. 17500*	Rs. 20000*	Rs. 20000*
Total	Rs. 65000*/-	Rs. 75000*/-	As per above

Life Time Approval to ITIs

The institutes (which includes engineering, management or other technical institutes) approved by the AICTE have to file an annual application for approval with application fees to conduct course(s). This is to be granted after verifying information only through desk review except for the first year of establishment where it includes two physical verification visits (See Annexure 2 AICTE Approval Process). Collected application fees is utilized for conducting surprise visits to the approved institutions which are given approval on desk review to ensure quality. However, it was noticed in case of ITIs a life time approval is given to the applicants and there is no check on the quality afterwards. It develops a sense of complacency among the institute. This could be a barrier to the quality up gradation or any other future development.

Absence of Independent Accreditation Body

Present system do not have any independent accreditation body. The Ministry is responsible for the affiliation as well as accreditation (the grading system initiated by it). The general practice is to involve an independent body for the accreditation as an unbiased view can be obtained about the institute.

Ambiguous Use of Term MOA/MOU

The Memorandum of Agreement (MOA) was signed between the President of India and Quality Council of India on September 17, 2012. Use of the term ‘Memorandum of Agreement’ and ‘Memorandum of Understanding’ in the Memorandum of Agreement (MOA) signed between the President of India and Quality Council of India is ambiguous. The heading of the document states that it is a Memorandum of Understanding (MoU), however the cover page states that it is Memorandum of Agreement. Imprecise use of these term can create an ambiguity for both the parties.

Conclusion

This chapter presents a critical analyses of the existing system of accreditation of QCI. The strengths and weaknesses have been identified. The MOA has been reviewed critically and ambiguities have been highlighted in the chapter.

Chapter 4 Recommendations & Way Forward

On the basis of detailed analyses of the in-depth discussions with various stakeholders and the comparative study with other system of approval, affiliation, accreditation bodies for technical and non-technical educational bodies, following course of actions are suggested to exploit the strengths. The suggestions have been drawn from the outcome of the study to address the challenges of the existing system of affiliation and to improve the quality education and skill development.

Annual Monitoring for Existing ITIs

AICTE has a web portal in which every approved institutes have to fill details for every existing approved course (trade, in case of ITIs) along with annual renewal application fees of Rs. 1 lakh per trade irrespective of number of seats. The filled in details include information about legal status, promoters' details, information on infrastructure with Geo location mapping of major equipment, information on human resources (including staff and faculty) including Aadhar Number and NEFT details regarding transfer of Salary, Annual Fees collected from students, Students' Records including Admission, Attendance, pass/fail/drop, placement and Audited Financial Statements (Income Statement, Balance Sheet and Cash Flow Statement) etc. Ministry of Skill and Entrepreneurship has a portal <https://nevtmis.gov.in>, which can be used for the purpose of annual monitoring of existing ITIs. Every ITI need to be mandated_fill following details annually on this portal:

- Information about legal status,
- Promoters' details,
- Information on infrastructure with geo location mapping of major equipment,
- Annual electricity usage bills,
- Information on human resources (including staff and faculty) including Aadhar Number and NEFT details regarding transfer of salary,
- Annual fees collected from students,
- Students' records including trade wise admission, pass/fail/drop, placement, and

- Audited Financial Statements (Income Statement, Balance Sheet and Cash Flow Statement) etc.

The <https://ncvtmis.gov.in> portal has some important details already existing on it which can be updated for this purpose and should be mandatory for every existing ITIs to fill above said information. This would ensure seriousness among the institutes to maintain the quality. Further an annual registration fee should be charged from each institute at the time of uploading the above information on the portal of the Ministry. Failure to do so within stipulated deadline should lead to cancellation of approval/affiliation of institute.

Further, application fees collected on ITIs mentioned above can be utilized for surprise visits by NCVT for monitoring (surveillance) and matching the self-disclosed data on 5-10% sample institutes every year. The surprise visit should be partnered with state governments to ensure their active participation in the system.

Setting Up of a Professional Project Management Unit

A Professional Project Management Unit (PMU) need to be established in DGT. Application fees collected from the ITIs mentioned above can be utilized for funding the unit. The PMU will carry out following activities:

- Plan, Maintain and update the above mention portal as per DGT and NCVT requirements,
- Conduct desk review of the annual data fed by ITIs,
- Coordinate surprise visits by Pool of Experts and State Government officials on initially 20% of sample institutes every year. Later, these visit may be reduced to 10% ITIs, and
- Provide data on skill gaps geography wise.

Partnering with the state governments for the visits will ensure their active participation in the system.

Mandatory Disclosure

Every ITI needs to fill a mandatory self-disclosure form, similar in the line of ‘AICTE Mandatory Disclosure’ and uploaded on its website¹ every year. This information on the website can be used by the other stakeholders like students, parents etc. It should be made mandatory to maintain a

¹ Dynamic website should be made compulsory.

website for every institute, without which the approval will not be granted in case of the new ITIs and the same may be cancelled for the existing institutes..

Approval of New ITIs/Adding New Trades/Enhancing New Seats

From the comparative analysis of the approval process of the other national bodies, it was found that none of the agencies have involved any third party/external assessment agency for the assessment process. Approving and affiliating bodies like AICTE, UGC, Medical Council of India etc. have empanelled experts from the relevant streams who conduct physical verification and recommend the authority to grant or not to grant approval to the institutes. Presence of QCI as an assessment agency (termed as an accrediting agency in the process, which is not doing any accreditation work in the present context) creates confusions and does not serve the purpose of improving quality of ITIs.

Therefore, it is recommended that NCVT along with State Council of Vocational Training (SCVT) should conduct affiliation process without involving any third party, which creates misperceptions. Further, it is recommended that panel of available experts which QCI has developed over last four years can be used as experts in the assessment teams. However, the ministry can create its own pool of experts too. These pool of experts can be further enlarged by adding retired faculty from reputed Indian Institute of Technology (IIT), National Institute of Technology (NIT), Administrative Training Institute (ATI) or officers from Public Sector Enterprises (PSE) and members of industry associations etc.

Reintroducing Two-Tier System of Physical Inspection

Similar to earlier system of two sets of physical visits, AICTE also follows two set of visits before granting approval to an institutions. During the first inspection, a team of five members visit the site after receiving application and desk review. The experts are chosen from the pool by computerized process. The composition of the team is from the various areas according to the requirements, but essentially one expert is from the area of civil/construction, one from finance and legal matters, rest are from the academia for the requirements of the course. The team is also accompanied by an official from the State Council. This enables a complete coverage of the aspects that are relevant in the process. Each expert assess the technical issues in their respective areas. The second visit is done after two to three weeks, where the composition of the team is changed.

A new team comprising five members revisits the site. A photograph/video recording with the faculty is being captured and submitted to the AICTE. In case of minor changes, the institutes are being communicated and asked to implement the same. However, the institutes are being asked to reapply in the next year in case of major issues are being found.

First visit is more or less facilitating in nature to provide constructive suggestions for improvements at that faculty and staff may not be recruited. Whereas, the second visit is for the purpose of taking a decision whether to recommend for the approval before an institute can commence the courses.

After completing the process, the institutes are permitted to start the new academic session. Once the students are being enrolled, the complete details of them are uploaded on the website of the institutes.

It is recommend to follow a similar system of two tier approval process. In the first visit, a team of two experts along with an official from the SCVT may inspect the three aspects, viz. (i) physical infrastructure, (ii) financial condition, and (iii) about the trades, which includes the curriculum, the required tools and the qualification of the faculty/instructors. Whereas, in the second visit, interacting with the faculty can be also added along with the physical verification.

Increase Approval Application Fees

To ensure high quality inspection and motivation to experts, hired experts should be paid decent honorarium. To meet this expenses, application fees need to be increased and it should be collected by the Ministry rather than by a third party, to minimize any confusions. Present fee structure is very less compare to other affiliating and approving organizations in the country.

Security Deposit with NCVT for Ensuring Seriousness

Before the second visit, it is being followed by the agencies like AICTE, CBSE etc. that applicant institute to be approved/affiliated is required to open a joint fixed deposit account. In this account, a reserve amount is being kept as a security deposit with the affiliation authority. CBSE has mentioned in its bye laws (section 13: Miscellaneous) and AICTE (section 12.5: Grant of Approval) in its approval process handbook. The account is jointly operated by the management and the affiliating agency. The Affiliation agency can use the amount for providing the salary to

the employees in case of closure of the institute. However, the interest on the same may be used by the institute for its own development.

Presently, there is no such practice in place for the security deposit by the ITIs. The same may be initiated to bring accountability and reliability in the system.

Creation of an Independent Organization for Accreditation of ITIs

As mentioned in chapter 3, the accreditation nomenclature must change to approval process as the new ITIs are given an approval to start the institutes. An ITI can apply for Accreditation only after 3-4 years of its existence.

For accreditation process a separate national level body or organization should be constituted under the aegis of NCVT similar to NAAC under UGC and NBA under AICTE, would grant accreditation to ITIs. Further, the present process of grading of ITIs with 43 parameters should be part of the accreditation process. Accreditation can be given to an institute for 3 to 5 years, depending to the situation. The accreditation criterion should be revised once in every 2-3 years to bring more flexibility and adaptability to the requirements.

To incentivize the ITIs for applying for the accreditation, incentives should be given in the form of star category or financial rewards etc. Further, an accredited ITI can be exempted from depositing the annual fees for annual approval to NCVT (as recommended above in point number 1) till the period of accreditation is valid. However, the said ITI has to fulfill all the requirements of submitting annual information to NCVT and putting mandatory disclosure on its website.

Skill Gap Analysis to Avoid Locational Concentration of ITIs

As mentioned in last chapter, most of the new ITIs that were approved during 2012-2016 are concentrated in few states/districts. A detailed district-wise skill mapping and requirement analysis need to be carried out before granting the approval for the new ITIs and the trades.

Hence it is suggested that new ITIs or trades or additional seats should be opened according the factual demand and absorption capacity of a particular area. This will help to generate real time job oriented skills among the aspirants.

This exercise should also include projection for next 10 years of requirements in a particular area. Closure/Merger/Transfer of excess ITIs/trades should be done to avoid wastage of national resources and creation of disguised unemployment.

Setting up National Skill Development Helpline

To support and boost the government efforts on ‘Skill India’ and ‘Make in India’, several new ITIs and other Skill Development Centers have been established. A National Skill development helpline needs to be established to serve following purposes:

- Provide career guidance and counselling to students,
- Register and Redress the complaints of the students studying at ITIs and other skill development Centers,
- Redress Grievances of New ITI Applicants, and
- Provide guidance to budding entrepreneurs

Avoiding Errors during Formation of MoA /MoU

In future, a care should be taken to avoid erroneous/perplexing nomenclature during the process of formulation of MoA/ MoU viz. ‘accreditation’ and ‘affiliation’ have been used in an interchangeable meaning. Or, MoA and MoU have been used in the same document. In the reality, they have different meaning.

The formatting error must be avoided during the drafting process. The sections and the sub sections should be numbered in the proper manner to avoid any misinterpretations. Pages should be numbered, as the present MoA does not have any.

Conclusion

This chapter suggests a number of recommendations to make the affiliation process robust. However, a focus on the sustainability of the ITIs is also need of the hour. Few steps towards this objective have been suggested. A quality education is the foundation for any educational institute. To make it an efficient process, monitoring of the system is obligatory. The Ministry must take a pro-active step towards achieving the same.

Annexure 1 Memorandum of Agreement between President of India and Quality Council of India

Memorandum of Agreement

Among

The President of India
And
Quality Council of India

In connection with Accreditation of Government
and Private ITIs seeking NCVT Affiliation

Memorandum of Understanding

This Memorandum of Agreement is made on 17th day of September, 2012 between the President of India acting through Director General, Directorate General of Employment and Training (D.G.E.&T.), Ministry of Labour and Employment (MoLE), Govt. of India, Shram Shakti Bhawan, Rafi Marg, New Delhi (**hereinafter called "The First Party"**); and the Secretary General of Quality Council of India acting through Secretary General, Quality Council of India, 2nd Floor, Institution of Engineers Building, Bahadur Shah Zafar Marg, New Delhi (**hereinafter called " The Second Party"**).

In order to build capacities in line with national requirements and instill global quality benchmarks, it has been decided to engage QCI for inspection and accreditation of all Government and Private ITIs and affiliation of ITIs by NCVT will be based on accreditation by QCI vide office order no. DGET- 19 (22)/2012 –CD dated 6th August 2012.

And whereas both the parties have agreed to develop and operate a scheme for Accreditation of existing and prospective Government and Private Industrial Training Institutes (ITIs) seeking NCVT Affiliation.

The Parties hereof agree as follows –

Section A: Role of First Party

- a) The First Party shall inform all States/ UT Governments , DGET offices and general public about the modified NCVT affiliation that the Accreditation of Quality Council of India is the basis and pre – requisite for affiliation by NCVT with effect from 1st September 2012.
- b) The First Party shall organize NCVT approval and notification of NABET, QCI Accreditation criteria which encompasses NCVT requirements as well as quality management system requirements in line with ISO 29990.
- c) The First Party shall coordinate with State/ UT Governments for affiliation of ITIs or addition of trades or Units in existing NCVT affiliated ITIs and accreditation from QCI for NCVT affiliation.
- d) The First Party shall resolve the issues raised by State/ UT Governments if any regarding accreditation required from QCI or any additional requirement with respect to their State/ UT.
- e) The First Party will be one of the members in National Accreditation Committee (NAC) of QCI.

- f) DGET will make its own system of oversight for minimum 5% verification of recommendations on random basis made by QCI to ensure full compliance with the prescribed standards.
- g) The First Party shall engage QCI for a period of four years starting from 1st September 2012. Thereafter, their performance will be evaluated by the First Party for further continuation.
- h) Court cases arising out of this engagement will be handled in the following manner :
 - i. The cases arising out of decision of DGE&T will be handled by DGE&T.
 - ii. The cases arising out of decision of QCI will be handled by QCI
 - iii. The cases where it involves both, these will be handled by DGE&T and QCI jointly.
- i) The First Party shall enforce the decision with effect from 01st September 2012. This order supersedes all previous orders related to grant of affiliation of ITIs by NCVT. Accordingly, all the applications for affiliation of ITIs by NCVT from 01st September 2012 onwards shall be submitted to QCI.
- j) The First party shall take action as deemed appropriate, including termination of contract, after providing opportunity of hearing, if it is established that Second Party or any of its members has committed any breach of agreement or indulged in corruption or irregularity

Section B: Role of Second Party

- a) Second Party shall develop accreditation criteria which shall be used for verification of availability of infrastructure and training facilities in ITI in accordance with the standards set by NCVT.
- b) The Second Party shall grant accreditation to the institutes on the basis of fulfillment of all requirements of accreditation criteria agreed between NCVT and QCI.
- c) The Second Party shall develop a website with all the facilities and guidelines for affiliation. The institutes will be in a position to enter their data online and upload all the necessary documents. The software will be intelligent enough to guide the institutes. If the data is not correctly entered, application will not be accepted and appropriate advice will be given to the applicant. The website will also provide for feedback and suggestions and proper grievance redressal mechanism. It will also provide for a payment gateway so that on-line fee/payment of prescribed amount could be made.
- d) The Second Party accreditation process will have three stages a) desktop review, b) physical verification, and c) annual surveillance after affiliation with NCVT.
- e) The Assessors will be well qualified and trained in the assessment process as per QCI criteria.
- f) The Assessment Team shall consist of at least two Assessors, selected on the basis of their qualifications and experience in the related sectors of the trade.

- g) The Second party during the process of accreditation will advise and guide the Institute for improving the standards and for achieving ISO 29990 certification

Subsequently, the second party will also do quality rating of ITIs based on standard parameters detailed instructions on which will be issued separately.

- d) The Second Party fee structure has been approved.

i.	Application fee payable at the time of making online application	Rs 10,000/-
ii.	Assessment fee payable before undertaking inspection of the ITI	Rs 30,000 (upto maximum two site visits).
iii.	Annual fee (I year) payable on accreditation	Rs 20,000
iv.	Annual Surveillance fee (II, III IV year) payable every year before surveillance assessment	Rs 60,000/- @ Rs 20,000/- per year)
v.	Total (for 4 Years)	Rs 1, 20,000

Service tax and other government taxes as applicable will be levied.

- e) The Second Party shall conduct up to 2 visits to verify the compliance with the accreditation norms during visits. In case additional site visits may be required to verify the compliance before accreditation. Charges for the additional site visits will be levied in such cases @ Rs 15,000/- per site visit.

- f) The Second Party will accept all the payments made through account payee draft/cheque or online transfer. The Institute will not provide any hospitality including transport and accommodation to the inspecting team of experts.

- g) The Second Party will immediately constitute an enquiry into any complaint against their assessors regarding their indulgence in corruption or irregularities. The services of empanelled assessor will be terminated. During the period of enquiry the concerned assessor will not be engaged in any assessment work

Section C: Miscellaneous

- a) For effective implementation and monitoring of accreditation process as envisaged in Memorandum, Deputy Director General (Training) will be the nodal officer on behalf of The First Party and Director (NABET), Quality Council of India will be the nodal officer on behalf of the Second Party.

- b) This MOA shall become effective with effect from the date of signing of this agreement and shall remain in force till it is revoked / altered. Both the parties may mutually agree upon terms for extension or short closure. Effective date implementation is 1st September 2012.
- c) The MOA is exclusive and binding on both the parties.
- d) Through this Memorandum of Agreement all the parties affirm their commitment to carry out the activities and achieve the objectives, as mutually agreed to, in true letter and spirit.
- e) For successful implementation of the accreditation process, this Memorandum may be amended by adding, deleting, or revising the clauses during the implementation stage with consultation of both the parties.
- f) **MOA Administrators**
Save as otherwise provided in the MOA, all sections to be taken and all notices to be given or taken hereunder by Quality Council of India, to be taken or given by the Secretary General, QCI or his authorized representative and on behalf of Director General, Ministry of Labour and Employment or his authorized representative.

h) **Indemnities**

QCI agrees to indemnify MoLE for payment of all statutory dues and shall defend and hold harmless MoLE, its affiliates and its Officers, Directors, Employees and Agents from and against any and all losses, liabilities, claims, obligations, costs, expenses (including, reasonable attorney's fees), which result from or arise in connection with or are related in any way to claims by third parties/applicant Institutes for the QCI, NABET Accreditation activities for affiliation with NCVT.

QCI will solely be responsible for utilizing the services of Assessors/Experts in the respective field selected by them.

i) **Arbitration**

The MOA is based on mutual trust, understanding and confidence. Both the parties agree to carry out the assignment in good faith. Difference of opinion, if any, arising in connection with the MOA, will be settled on the basis of mutual consultation by the MOA Administrators. If they fail to do so, the matter will be referred to the Union Minister, Ministry of Labour and Employment, whose decision shall be final and binding on both the parties.

j) **Complaints/ Representations**

In case of any complaint or representation received from applicants about the "Assessment" a joint team of Director, NABET, Quality Council of India (QCI) and Deputy Director General (Training), DGET will examine such issues. They will submit the report to the Director General, DGE&T, whose decision shall be final and binding on both the parties.

Signed at New Delhi on day of 17th September, 2012

For and on behalf of

The President of India

.....

(Sharda Prasad)

Director General
DGE&T, Ministry of
Labour and Employment,
Government of India

Witnesses

1.

2.

For and behalf of

Quality Council of India

.....

(B. Venkataram)

Secretary General
Quality Council of India

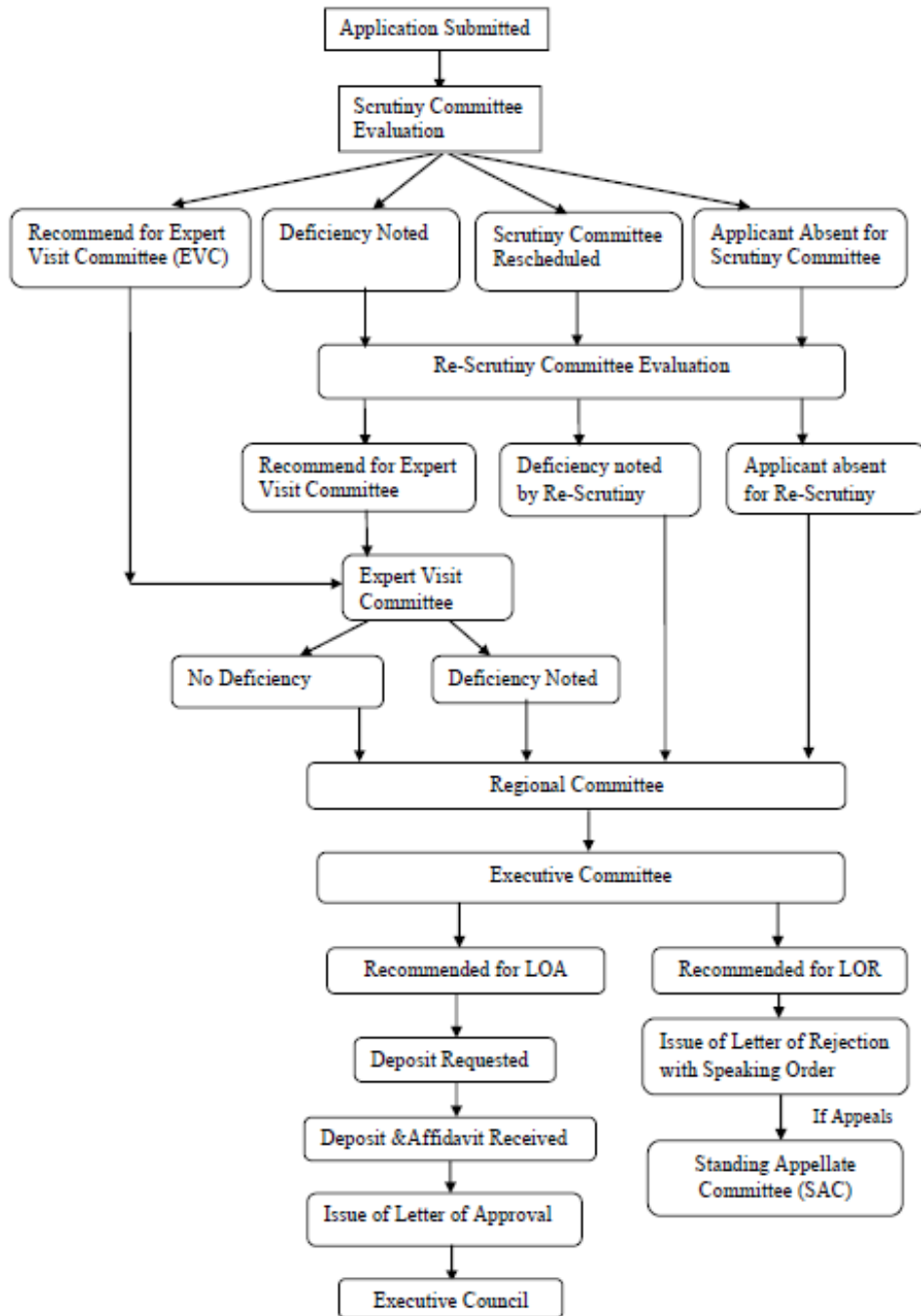
Witnesses

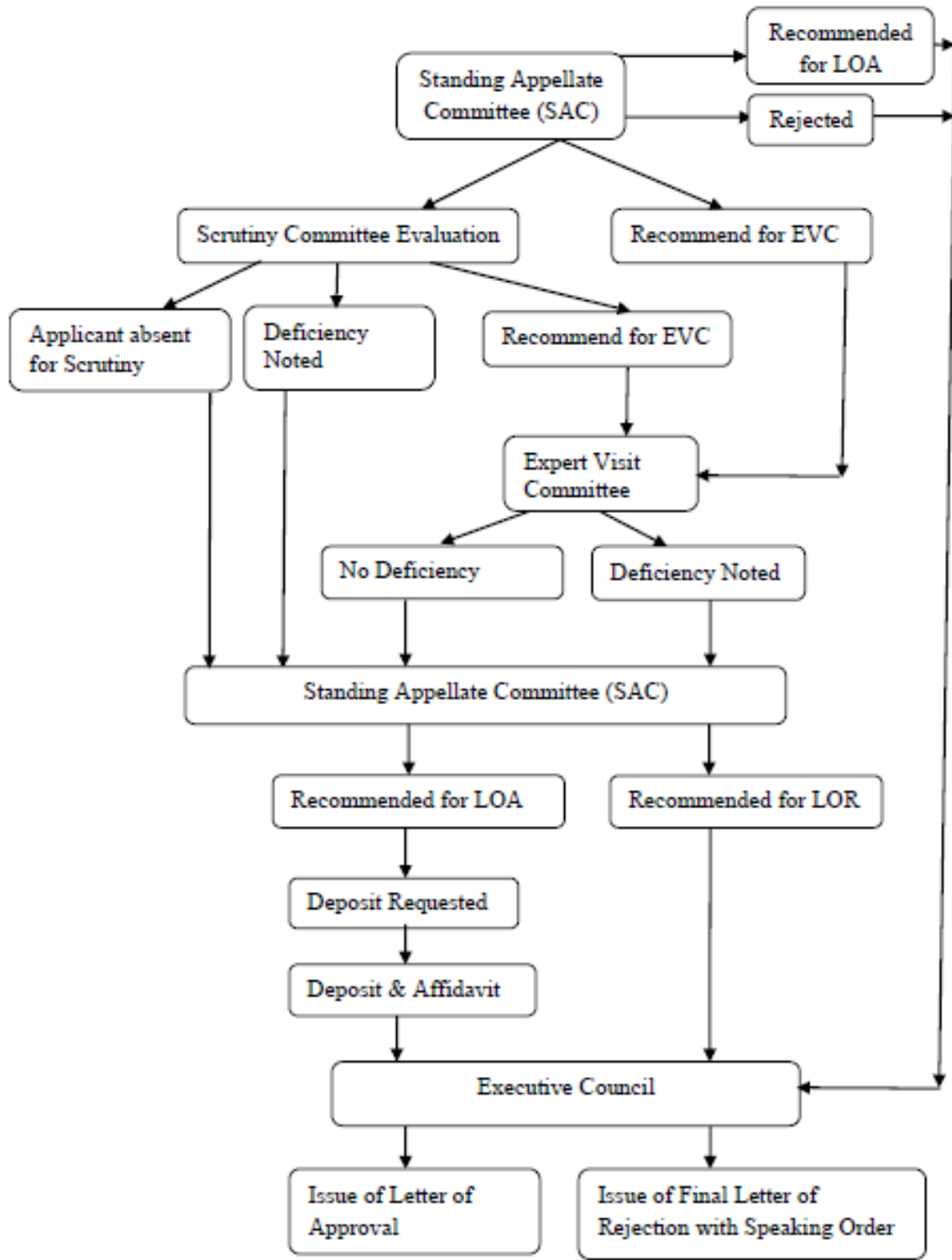
1. Vijay K. Thadani
Chairman-NABET

2. Vipin Sahni
Director - NABET

Annexure 2: Process Flow Chart for Establishment of New Technical Institutes (AICTE)

PROCESS FLOW CHART FOR ESTABLISHMENT OF NEW TECHNICAL INSTITUTIONS





The Process of AICTE

1. The applications are filled online (log in) along with a fee.
2. The window is open for a month.
3. The details on faculty advertisement, the details of the fund to be raised in another 5 years along with other details are uploaded. The newspaper clipping of the Advt. are also uploaded. The details of the building plan is also uploaded along with the other details.
4. A joint FD of duration 10 years is being made for a security. In case of closure of the institute, the salary of the employees is debited from the FD.
5. With 2 weeks, the institute receives an Email notification about the date of visit by the AICTE experts.
6. The experts are chosen by a lottery method (not manually) to make the process fair.
7. A team of four experts who are from the field of Civil Engineer, Finance/Law and two from academics are finalized for the visit. The civil engineer verifies the architectural aspects of the buildings (academic and hostel) and checks whether the building is constructed as per the norm or not. The finance person verifies the financial plan. The academician experts checks the profile of the faculty and verifies their qualifications as per the requirement of the institute course. During this stage, the institutes are required to submit the hard copy of the documents that were uploaded at the time of registration. A representative from AICTE also joins the team for the verification. Creation of the website is mandatory at this stage.
8. The hard copies are submitted to the Regional office of AICTE for the verification. A screen shot of the website is also submitted as a verifiable document.
9. The second visit is arranged within 15-20 days. A different team with four members come forth same. Photograph with the faculty (who have been recruited by now) is taken along with the video recording of the campus. In case of minor changes, the suggestions are being provided to the institute, which are to be implemented before starting of the session. However, in case of major changes, the institutes are told to submit the documents in the next calendar year.
10. A final approval letter is being issued to the institute before May, so that the academic session can start in the month of June.

11. After the final approval, a surprise visit is being done by the AICTE to revalidate the complete process. An interaction with the faculty, students and the administrative staffs is also being done during the stage.

For more details visit:

<http://www.aicte-india.org/downloads/Final%20Approval%20Process%20Handbook%202017-18.pdf>

Annexure 3 Affiliation Process of CBSE

The following process is being monitored by CBSE for granting the affiliation to the schools.

CBSE provides 3 kinds of affiliation i.e. provisional, permanent and temporary for the following reasons:

1. For approval of Middle Class Syllabus or additional subjects, if your school is already affiliated.
2. For upgrading your school to senior or senior secondary level.
3. For extension of Provisional Affiliation upto Secondary / Senior Secondary level.

However, the following documents are required at the time of affiliation.

1. Recognition letter and NOC from the State Government or the authorized body (concerned Embassy of India in case of schools located outside India.)
2. Ownership or lease of requisite land in the name of the school or Society/Trust running the school. (If the land has been taken on lease, acceptable lease period is 30 years).
3. Availability of well qualified staff as per qualifications detailed in Chapter IX of the Affiliation Bye laws. The number of PRTs, TGTs, & PGTs should be sufficient to teach respective sections.
4. Non-proprietary character of the Trust or Society running the school (to be shown by way of an affidavit).
5. Payment of salaries to staff not less than the corresponding categories of employees in the State/Central Government.

In case of Private unaided schools, the schools must be established by Societies registered under the Societies Registration Act 1860 of the Government of India or under Acts of the State Governments as educational, charitable or religious societies having non-proprietary character or by Trusts.

6. An application fee is to be submitted, however, for schools (applying late), a late fee will be applicable for them.
7. Infrastructure detail photographs
8. Fire safety certificate
9. Health & Sanitation certificate

10. Safe drinking water certificate
11. Building Safety Certificate
12. Staff EPF deduction certificate
13. Reserve funds proof (Only in case of upgradation)
14. Balance sheet/Financial status certified by CA for last 3 years
15. Salary paid through ECS/Cheque (Certificate issued by the associated bank)
16. In case of any dispute(s) regarding the withdrawal or not granting affiliation or any other matter pertaining to upgradation and or any matter arising in respect of anything pertaining to affiliation with any school and or any other person, Society, company or organization, the courts and tribunals at the Delhi shall have the exclusive jurisdiction to entertain such disputes.

For more details visit:

<http://cbse.nic.in/affili~1/aff.pdf>