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26

# MONITORING THE VOCATIONAL/TECHNICAL EDUCATION CENTERS PROJECT IN HONDURAS: RECOMMENDATIONS AND PROPOSED MONITORING PLAN

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*Prepared by*

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*For*

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# I. INTRODUCTION

This report represents the culmination of work commissioned by DevTech Systems, Inc. to enhance the monitoring component of its centerpiece project in Honduras. Dr. Donaldo Hart undertook the assignment from March 20 through March 31, 2000, spending a total of nine working days in Tegucigalpa. Ms. Isabel Dillener of DevTech's Washington office gave the initial orientation; Mr. Ronald Saunders, Chief of Party, provided in-country technical guidance.

The objective of the consultancy was to develop a framework for monitoring programmatic progress under the contract. The framework includes, in a subordinate but important way, tracking of data from the operations of the Vocational Training Centers (VTCs).

At the time of this consultancy, the project team was working towards completion of its first deliverable, a life-of-project work plan. The material in the present report will contribute to that plan.

The material presented, however, is not limited to planning: it offers practical systems and procedures that are ready, or nearly ready, to implement. The systems, procedures, and vocabulary used will be familiar to anyone who has worked in the USAID environment since agency reengineering began full-force in the mid-1990s. They draw from PPC/CDIE documents, from ADS 253, and from other familiar sources.

While these materials provide a framework and systems that can be used immediately, they do not provide a full data management system. Such a system requires considerations of software and qualifications of personnel in partner institutions. The final chapter of the report offers recommendations for further action in this area.

# II. MONITORING AND EVALUATION IN THE VOTECH PROJECT

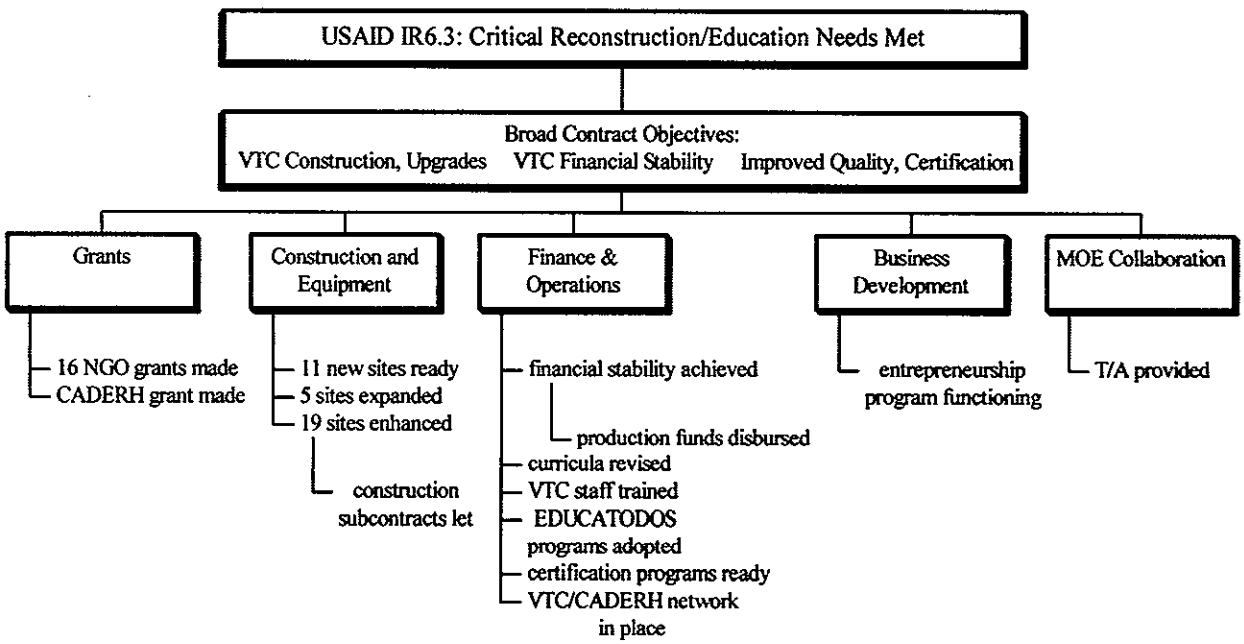
When USAID redefined monitoring and evaluation in its reengineering guidelines, it sought to improve the quality of programs and the accuracy of reports, and it intended to diminish the work involved in extensive mid-project evaluations. The difference between *monitoring* and *evaluation* is expressed in this way: monitoring tells *if* and *what*, evaluation *how* and *why*. Evaluative action is required when the information from monitoring reveals an aberration from the expected. Aberrations can be failure to achieve milestones or they can be unanticipated success. The systems and procedures presented in this report are concerned most directly with monitoring. They offer means to document progress towards and achievement of specific objectives. They also offer a means to gather data useful to USAID/Honduras in the operating unit's broader tracking of vocational education programs.

## III. PROJECT OBJECTIVES

The Request for Proposals (RFP), Section C, stipulates three "broad objectives" for the VTC activity: (i) rapid expansion of the number of VTCs and upgrades of existing centers; (ii) enhancing the financial viability of the centers; and (iii) improving the quality of programs. The RFP then proceeds to enumerate contractual obligations under four overlapping, but separately presented categories. These categories include tasks, results, specific objectives, and deliverables. The monitoring framework presented in the next section of this report includes all obligations expressed under these four categories.

In order easily to visualize the objectives structure of the activity, we have designed a results framework that shows, at the third level, the five task areas from the RFP. The fourth level groups project outputs under each task level.

### THE VOTECH PROJECT RESULTS FRAMEWORK




The outputs at the lowest level constitute the core of the monitoring system: they are the essential elements for realization of the three broad objectives of USAID for the activity.

## IV. THE MONITORING PROGRAM

Before entering into detail regarding the program, we should be clear that the framework, systems, and procedures included in this report focus on programmatic events. While it will be possible to link financial monitoring to the programmatic monitoring, these procedures do not include any aspect of fiscal oversight. They give the means to collect systematic data regarding the achievement of outputs and deliverables, as well as data on VTC operations. We discuss below the three principal instruments for monitoring progress and tracking data: the Performance Monitoring Table, the Quarterly Deliveries Progress Report, and the VTC Standard Data Form.

### A. The Performance Monitoring Table

At the heart of the monitoring system is a table well consecrated within the USAID monitoring and evaluation context. The table headers are thus:

| OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|
| | | | | |

*Outputs* are the project's, or contractor's final products. Each output is a necessary contribution to the realization of the activity's objectives. They are expressed in the past participle format (training *developed,* report *submitted*) to demonstrate completion.

*Indicators* have lamentably been enshrouded with mystery. They are in fact no more than the specifications that allow one to recognize that an output, or objective, is complete. They are not steps along the way, benchmarks, or milestones.

*Means of verification* are the tangible evidence of achievement of results. They may be reports, lists, designs, or physical structures.

*Critical assumptions* refer to those conditions that must occur in order to accomplish a task or achieve a result. They refer to variables that lie outside the reasonable control of the responsible agent, in our case the contractor. We do not include here acts of God or misfortunes of nature, since they are self-evident.

*Manageable interest* is an agency way of saying legitimately contractible. When all the means for completing a stipulated output can be reasonably assumed to lie within the power of the contractor, that output is said to be within the contractor's manageable interest. Manageable interest constitutes an item that might not be included in this table. In the context of the present activity, however, some objectives depend so heavily upon external inputs that we feel it important, from a contract standpoint, to indicate that the manageable interest for them lies beyond DevTech Systems, Inc.

The following page presents the Performance Monitoring Table with only outputs included. It is one of the principal instruments for tracking programmatic progress over the life of project. The outputs represent end-of-project achievements. They represent most, but not all, of the contract obligations. The complete table is found in Annex 1.

| | OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|---|
| **I.** | **GRANTS** | | | | |
| 1.1 | 10 NGO grants agreements signed | | | | |
| 1.2 | CADERH grant signed (and disbursed?) | | | | |
| **II.** | **VTC CONSTRUCTION** | | | | |
| 2.1 | 11 new VTC physical plants completed | | | | |
| 2.2 | 5 existing VTCs expanded | | | | |
| 2.3 | 19 existing VTCs newly equipped | | | | |
| **III.** | **VTC FINANCE & OPERATIONS** | | | | |
| 3.1 | VTC financial stability enhanced | | | | |
| 3.2 | All VTC curricula newly designed or revised | | | | |
| 3.3 | VTC staff training through CADERH designed and conducted | | | | |
| 3.4 | EDUCATODOS programs incorporated in all VTCs | | | | |
| 3.5 | Monitoring and management information systems implemented | | | | |
| 3.6 | Certification programs established or improved | | | | |
| 3.7 | Network among VTCs and CADERH established | | | | |
| **IV.** | **NEW BUSINESS STRATEGY** | | | | |
| 4.1 | Entrepreneurship training program designed | | | | |
| 4.2 | School-based enterprise models proposed | | | | |
| **V.** | **MINISTRY OF EDUCATION** | | | | |
| 5.1 | Technical assistance provided for strategies to improve secondary programs | | | | |

Monitoring the performance outputs is the sole responsibility of the contractor. Because the indicators are set at the highest level, i.e., at the level of judging completion of outputs, the monitoring process is straightforward. Using hard copies of the complete table as checklists, project personnel, or hired consultants, can document achievement of any output by verifying conformity to its indicators. The indicators should be, in each instance, sufficient to describe a completed output. (At the writing of this report, we cannot consider that the table is in its final form; it remains subject to review and modification.) At the same time, office staff should file the means of verification. Where such means cannot by physically filed, such as evidence of a standing construction, they should be documented to file.

In many instances, the indicators themselves require considerable documentary support. One example among many is the indicator for construction output 2.1, which specifies that all equipment be installed according to predetermined specifications. Means of verification will include a copy of the predetermined specifications and a signed checklist that all are met. DevTech will want to outsource to its partners, subcontractors, and consultants as much of this groundwork as possible.

In order to facilitate regular updating of information on outputs, we have devised the form below:

| | OUTPUTS | STATUS | ISSUES |
|---|---|---|---|
| 1.1 | 10 NGO grants agreements signed | In progress | |
| 1.2 | CADERH grant signed (and disbursed?) | No action | |
| 2.1 | 11 new VTC physical plants completed | In progress | |
| 2.2 | 5 existing VTCs expanded | | |
| 2.3 | 19 existing VTCs newly equipped | | |
| 3.1 | VTC financial stability enhanced | | |
| 3.2 | All VTC curricula newly designed or revised | | |
| 3.3 | VTC staff training through CADERH designed and conducted | | |
| 3.4 | EDUCATODOS programs incorporated in all VTCs | | |
| 3.5 | Monitoring and management information systems implemented | | |
| 3.6 | Certification programs established or improved | | |
| 3.7 | Network among VTCs and CADERH established | | |
| 4.1 | Entrepreneurship training program designed | | |
| 4.2 | School-based enterprise models proposed | | |
| 5.1 | Technical assistance provided for strategies to improve secondary programs | | |

### B. The Quarterly Deliveries Progress Report

Although the Performance Outputs comprise most of the items designated as deliverables, they do not comprise all of them, and they leave some in the position of indicators. Furthermore, the contract deliverables are contained in a separate section of the RFP—hence the contract—and are therefore to be treated as a distinct category, whatever the overlap may be with tasks, specific objectives, and results mentioned in Section C. We have for these reasons devised a separate format for tracking progress towards and achievement of deliverables.

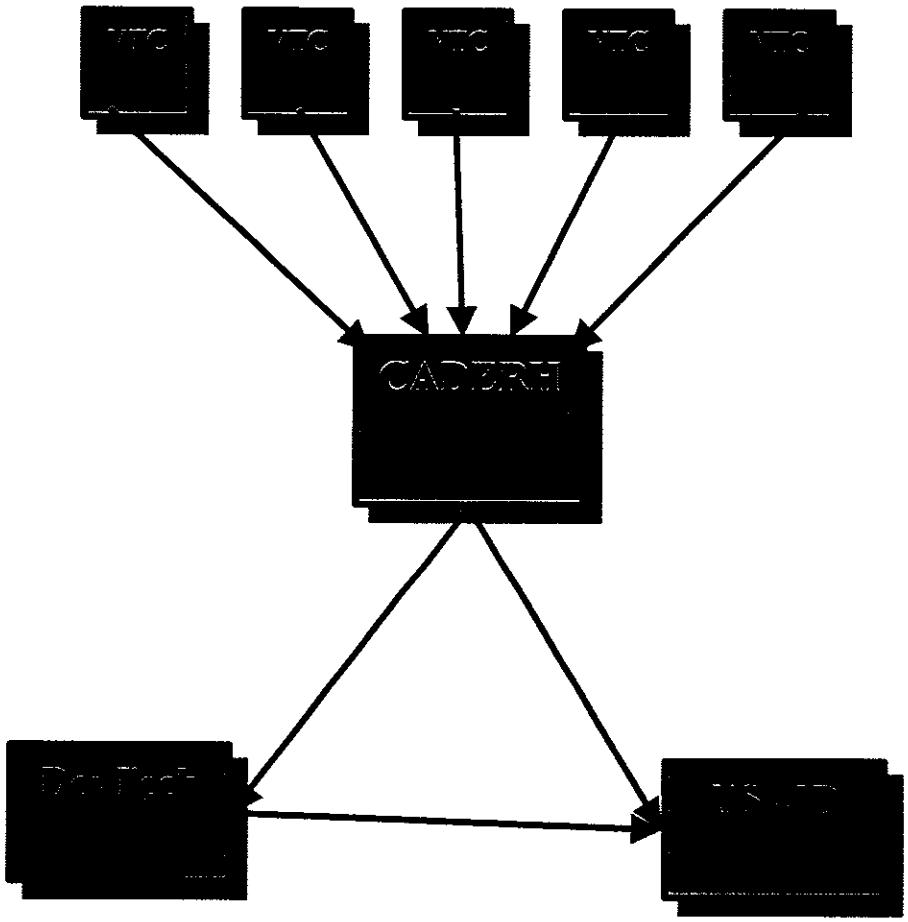
| | DELIVERABLE | QUARTER TARGETS | ACTIVITIES | STATUS |
|---|---|---|---|---|
| 1. | LOP Work Plan provided | | | |
| 2. | Annual work plans provided | | | |
| 3. | Ten grant agreements negotiated | | | |
| 4. | Construction subcontracts let | | | |
| 5. | Eleven new centers in operation | | | |
| 6. | Five expansion programs complete | | | |
| 7. | Equipment purchased and installed for 19 centers | | | |
| 8. | Production funds disbursed | | | |
| 9. | Monitoring plan for production funds implemented | | | |
| 10. | Vocational program explained and promoted | | | |
| 11. | Training materials revised with CADERH | | | |
| 12. | In-Service training upgraded and implemented | | | |
| 13. | Certification program implemented | | | |
| 14. | T/A provided to CADERH | | | |
| 15. | Entrepreneurship program implemented | | | |
| 16. | EDUCATODOS programs incorporated | | | |

We propose that this table be included in all quarterly reports to USAID and to DevTech headquarters. Using the table requires little more than designation of an individual responsible for ensuring its contemporaneity and accuracy and for entering the information into the information management program. No later than the first week of each quarter, project staff under the leadership of the COP, and in coordination with partners as appropriate, should establish the targets for that quarter. *DevTech Systems is not contractually responsible for meeting targets*. Targets are systematic benchmarks against which to measure progress towards completion of objectives; they are not contractually mandated. Nonetheless, in an activity as complex and urgent as the VOTECH Project, targets serve an extremely important function of

measuring the distance remaining to a goal. We recommend that they be used regularly and seriously. For them to work effectively, targets should not be altered in mid-course; they should only be revised at the beginning of the following quarter.

### C. The Standard Data Form

The information gathered in this third principal instrument is of a different quality from that in the preceding two forms. The earlier forms track programmatic progress of the VOTECH Project; this last form tracks data related to VTC operations. The data are relevant to the activity, but they are also external to it. The means of gathering the data are also different. For these data, the VTCs will have responsibility for primary data provision; CADERH will be responsible for timely collection of the complete forms, data entry into a special software program, and transmission of the data to the Project and to USAID. This information will be gathered with a traditional survey instrument, designed as a simple questionnaire for completion by the VTCs. The flow of information will look like this:



At least initially, the VTCs will be trained to provide accurate information in hard copy on the final questionnaire forms. There will be less data error if they are completed in hard copy than if they are completed on computer and sent in, even if this option is viable. (One of the reasons for less error through hard copy is that there is only one point of data-entry onto computer.)

CADERH will enter the data, analyze it, and provide the information to both the VOTECH Project and to USAID. In this way CADERH will become accustomed to feeding analyzed data to USAID and will be likely to continue to do so after the end of the project.

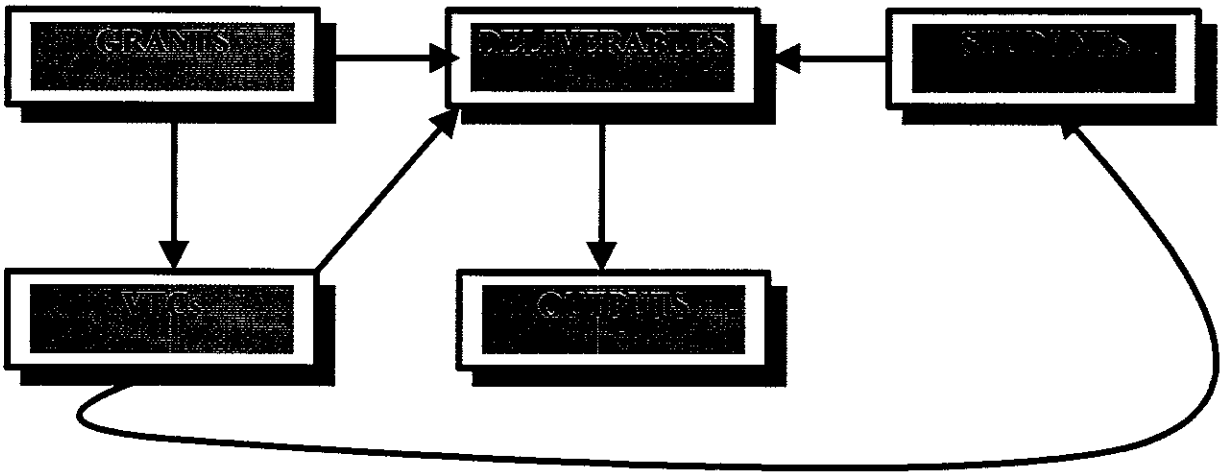
Entered into appropriate software, the data will be responsive to quick, easy analysis that can answer a wide variety of questions. One will be able to query, for example, the number of females in select regions who attended tailoring courses and who were not certified upon graduation. One can compare the rates of certification among programs or schools, or between programs in one school. One will be able to track employment success among programs, among schools, and between genders. One will be able to check enrollment rates according to schools and programs. If there is data over time, one can query linear or historical progress. Such progress would provide an important means to documenting the overall success of the program. Historical progress can be ascertained for existing schools if baseline data is collected during the first year of the project.

## V. INFORMATION MANAGEMENT SYSTEM

Except for the data on VTC programs and students as collected in the Standard Data Forms, all the essential programmatic data for this activity could be managed in paper files. But DevTech Systems would lose opportunities for efficiency and—more significantly—for storing considerable amounts of useful information did it not resort to a database application for managing project information.

The following design is both extremely basic and merely a suggestion for structure. In an application such as ACCESS, each of the categories will constitute a table, and the tables will be related through key variables. In the present instance, we propose the categories of VTCs, Grants, Students, Deliverables, and Outputs. Outputs would be a final recipient of data. The *students* category could become a database of *all* students who attend one of the VTCs in the CADERH network. Each table will be self-sufficient in the sense of containing all information required by the project for an adequate understanding of the category. Overlap of variables, or fields, among tables is unimportant.

A database such as this could be designed and implemented in a short time and could pay off handsomely as the project evolved. It would be easily transferable to CADERH at any given moment or at the end of the activity.




## VI. ACTION SEQUENCE AND RECOMMENDATIONS

1. Review all monitoring tables, make revisions, and implement.

• ***Recommendation:*** *Senior project staff and DevTech headquarters review; submit only Deliverables Progress Report and Performance Monitoring Table for USAID's review.*

2. Incorporate M&E report, as appropriate, into work plan.

3. Review and complete Standard Data Form for trial.

• ***Recommendation:*** *Senior project staff should give careful consideration to the data requirements before submitting the instrument to USAID for review. After USAID's review, the sheet should be put into questionnaire format appropriate for surveying, first-party response, and for ease of data-entry. A qualified expert should conduct this task. Translation will be the next step.*

4. Design physical filing system for monitoring forms and verification evidence.

• ***Recommendation:*** *It may be advisable to have the project staff that will be responsible for doing the filing to design, or help design, the system.*

5. Field-test the Standard Data Form.

• ***Recommendation:*** *As this is a survey questionnaire, it should be trialed and put into final form by a competent expert in the administration of field surveys. Of course it will require translation prior to field-testing. It will also be necessary to select the software which will be used for data entry and analysis. The present author strongly recommends EPIinfo, a statistical*

*database, which is exceptionally easy to learn and to manipulate. The software program should be set up before field testing and, preferably, before putting the instrument into final format.*

6. Create a database for monitoring information.

- ***Recommendation: a qualified database programmer must conduct this task.*** *The person will work more quickly and create a more useable system if he or she has experience with USAID-funded projects. The system should be installed and operational no later than the end of the second quarter in order to capture essential data without excessive lag. A system based on the ACCESS platform will perform perfectly well and will be easier to program, use, and modify than most other platforms would allow.*

7. Train all project staff in systems.

- ***Recommendation:*** *Project staff should be trained relatively early in the second quarter. This training, or parts of it, should include relevant personnel from the VTCs and from CADERH.*

8. Conduct baseline survey of VTCs with CADERH personnel.

- ***Recommendation:*** *As with each step of preparing for implementing a sustaining system for data-gathering from the VTCs, this step must be led by a person fully qualified in conducting field surveys in the social science sectors. Once the survey instrument is in final form, the actual survey can be conducted, data entered and analyzed in two weeks or less. We heartily recommend gathering this data, since it will provide a baseline, and we equally recommend collecting the data the first time through a field survey. The methodology will allow for training of project staff, at least one person from CADERH, and familiarization of the data requirements by VTC staff and instructors.*

9. Train VTC staff in project monitoring procedures and requirements.

- ***Recommendation:*** *This training can take place after the baseline effort is complete, including data analysis. The training should include the basics of monitoring, a simple methodology for monitoring training results, and project requirements and expectations. The training could easily be conducted in one day and could be given to several groups in different areas of the country.*

10. Implement system fully.

## ANNEX: TABLES, FORMS, AND REPORTS

This section includes five important forms; it is important to note that at the time of this report, they all require review and in some cases definite revision:

1. The Performance Monitoring Table
2. The Output Status Report
3. The Quarterly Targets and Progress Report
4. The Deliverables Status Report
5. The Standard Data Form

1. The Performance Monitoring Table forms the core of the VOTECH Project monitoring system. Its outputs have been discussed above; they represent most, but not all, of the real value-added contractual objectives of the activity. This table is largely for important internal tracking and evaluation. It may not be used in this precise format for reporting purposes.

2. The Output Status Report supports the previous table. In a simplified format, it shows when an output has been completed. It may be incorporated into reports to the client or to partners.

3. The Quarterly Targets and Progress Report demonstrates movement towards the deliverables, which are a partially repetitive but contractually separate series of obligations. This report is largely for internal use.

4. The Deliverables Status Report shows which deliverables have been reached. It is supported by the previous form. This report will be sent to USAID on a quarterly basis.

5. The Standard Data Form is actually a survey questionnaire that will be filled out on paper copy by each VTC and delivered to CADERH for data entry.

When the VOTECH information management system is installed, these forms will feed into one another. In the meantime, they are easily used manually, and manual completion should leave no room for significant error.

# The Votech Project Performance Monitoring Table

## GRANTS

| | OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|---|
| I. | | GRANTS | | | |
| 1.1 | 10 NGO grants agreements signed | • *Signed by officer of NGO and by COP for DevTech*<br>• *Agreements reviewed by USAID*<br>• *Agreements comprise all required terms and conditions stipulated by DevTech in standard grants agreement template* | • The agreement in hard copy<br>• Standard template | Sufficient numbers of NGOs have demonstrated interest and capacity | |
| 1.2 | CADERH grant signed (and disbursed?) | • *Signed by officer of CADERH and by COP for DevTech*<br>• *Agreement reviewed by USAID* | Agreement in files | None | DevTech |

## VTC CONSTRUCTION

| | OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|---|
| 2.1 | 11 new VTC physical plants completed | • *Each site is ready for occupancy and operations*<br>• *Each site inspected and approved by a qualified expert authorized by USAID and DevTech*<br>• *All equipment installed according to predetermined specifications*<br>• *All construction, wiring, and plumbing executed according to standards acceptable to USAID and the GOH.* | • Signed inspection certificates<br>• The physical plants | 1) Climatic conditions do not impede timely construction<br>2) Equipment arrives and is cleared through customs<br>3) Grantees have completed their required pre-construction tasks<br>4) Agreement is reached with USAID on construction standards | 1) None<br>2) USAID<br>3) NGOs<br>4) USAID |
| 2.2 | 5 existing VTCs expanded | • *Expanded areas ready for occupancy and operations*<br>• *Each expanded site inspected and approved by a qualified expert authorized by USAID and DevTech*<br>• *All equipment installed according to predetermined specifications*<br>• *All construction, wiring, and plumbing executed according to standards acceptable to USAID and the GOH.* | • Signed inspection certificates<br>• The actual expanded areas | 1) Climatic conditions do not impede timely construction<br>2) Equipment arrives and is cleared through customs | 1) None<br>2) USAID |
| 2.3 | 19 existing VTCs newly equipped | • *Equipment ready for use*<br>• *Equipment installed meets items and specifications contracted for*<br>• *Equipment and installation site inspected and approved by a qualified expert authorized by USAID and DevTech* | • Signed inspection certificates<br>• The physical equipment | Equipment arrives and is cleared through customs | USAID |

# VTC FINANCE & OPERATIONS

| | OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|---|
| 3.1 | VTC financial stability enhanced | • *Title to fund and projects transferred to recipient organizations*<br>• *Total of $300,000 effectively disbursed*<br>• *11 new centers received $15,000 or equivalent in local currency*<br>• *5 expanded centers received $5,000 or equivalent in local currency*<br>• *Remaining balance disbursed to CADERH*<br>• *Training and T/A provided to all centers on financial controls and guidelines*<br>• *Guidelines and control system reviewed and approved by USAID* | • Signed titles of transfer<br>• Bank statements<br>• Disbursement agreements<br>• Letters of receipt<br>• Training program attendance lists<br>• Training modules<br>• Guidelines and systems<br>• USAID signatures | Recipient organizations qualify for funds | NGOs |
| 3.2 | All VTC curricula newly designed or revised | • *All curricula meet CBI standards*<br>• *All curricula appropriate to center needs*<br>• *New curricula designed*<br>• *Existing curricula reviewed and revised* | • The curricula and modules from each center<br>• CBI standard | None | DevTech |
| 3.3 | VTC staff training through CADERH designed and conducted | • *Trainee acquisition of essential KSA evaluated*<br>• *Training program trainers evaluated by trainees*<br>• *Training targets identified KSA needs*<br>• *Training delivered to administrative staff of each VTC center*<br>• *Training delivered to instructors of each center* | • Trainee attendance sheets<br>• Trainee evaluation forms<br>• Trainer evaluation forms<br>• Training modules | NGOs send participants | NGOs |
| 3.4 | EDUCATODOS programs incorporated in all VTCs | *?* | | | |
| 3.5 | Monitoring and management information systems implemented | • *Data available on:*<br>*# students enrolled*<br>*# and % graduated*<br>*# and % certified*<br>• *Data disaggregated by center, gender, program, year, region*<br>• *Systems meet project reporting requirements*<br>• *Center staff trained in systems* | • Data reports<br>• System manual<br>• Training reports | None | DevTech |
| 3.6 | Certification programs improved or established | *?* | | | |
| 3.7 | Network among VTCs and CADERH established | • *VTCs formally registered with CADERH*<br>• *CADERH communicates regularly with VTCs* | • Hard-copy registration documents<br>• Copies of communication | 1) VTC communications<br>2) CADERH data work | NGOs<br>CADERH |

## NEW BUSINESS STRATEGY

| | OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|---|
| 4.1 | Entrepreneurship training program designed | • *All modules complete*<br>• *Training program appropriate for local context*<br>• *Program adapted from known successful source* | • Printed modules<br>• Source reference | None | DevTech |
| 4.2 | School-based enterprise models proposed | • *Models disseminated to centers and CADERH*<br>• *Models represent local needs*<br>• *Based on U.S. models* | • Records of dissemination<br>• Printed models<br>• U.S. examples | None | DevTech |

## MINISTRY OF EDUCATION

| | OUTPUTS | INDICATORS | MEANS OF VERIFICATION | CRITICAL ASSUMPTIONS | MAN. INTEREST |
|---|---|---|---|---|---|
| 5.1 | Technical vocational assistance provided for strategies to improve secondary programs | ? | | | |

## OUTPUT STATUS REPORT: Year I Quarter 1

| | OUTPUTS | STATUS | ISSUES |
|---|---|---|---|
| 1.1 | 10 NGO grants agreements signed | In progress | |
| 1.2 | CADERH grant signed (and disbursed?) | No action | |
| 2.1 | 11 new VTC physical plants completed | In progress | |
| 2.2 | 5 existing VTCs expanded | | |
| 2.3 | 19 existing VTCs newly equipped | | |
| 3.1 | VTC financial stability enhanced | | |
| 3.2 | All VTC curricula newly designed or revised | | |
| 3.3 | VTC staff training through CADERH designed and conducted | | |
| 3.4 | EDUCATODOS programs incorporated in all VTCs | | |
| 3.5 | Monitoring and management information systems implemented | | |
| 3.6 | Certification programs established or improved | | |
| 3.7 | Network among VTCs and CADERH established | | |
| 4.1 | Entrepreneurship training program designed | | |
| 4.2 | School-based enterprise models proposed | | |
| 5.1 | Technical assistance provided for strategies to improve secondary programs | | |

## QUARTERLY TARGET AND PROGRESS REPORT

**Reporting period: Year I Qtr 1 (January 1 – March 31, 2000)**

| | DELIVERABLE | QUARTER TARGETS | ACTIVITIES | STATUS Of TARGET |
|---|---|---|---|---|
| 1. | LOP Work Plan provided | | | |
| 2. | Annual work plans provided | | | |
| 3. | Ten grant agreements negotiated | | | |
| 4. | Construction subcontracts let | | | |
| 5. | Eleven new centers in operation | | | |
| 6. | Five expansion programs complete | | | |
| 7. | Equipment purchased and installed for 19 centers | | | |
| 8. | Production funds disbursed | | | |
| 9. | Monitoring plan for production funds implemented | | | |
| 10. | Vocational program explained and promoted | | | |
| 11. | Training materials revised with CADERH | | | |
| 12. | In-Service training upgraded and implemented | | | |
| 13. | Certification program implemented | | | |
| 14. | T/A provided to CADERH | | | |
| 15. | Entrepreneurship program implemented | | | |
| 16. | EDUCATODOS programs incorporated | | | |

## DELIVERABLES STATUS REPORT

**Date:**

| | DELIVERABLE | STATUS |
|---|---|---|
| 1. | LOP Work Plan provided | |
| 2. | Annual work plans provided | |
| 3. | Ten grant agreements negotiated | |
| 4. | Construction subcontracts let | |
| 5. | Eleven new centers in operation | |
| 6. | Five expansion programs complete | |
| 7. | Equipment purchased and installed for 19 centers | |
| 8. | Production funds disbursed | |
| 9. | Monitoring plan for production funds implemented | |
| 10. | Vocational program given public promotion | |
| 11. | Training materials revised with CADERH | |
| 12. | In-Service training upgraded and implemented | |
| 13. | Certification program implemented | |
| 14. | T/A provided to CADERH | |
| 15. | Entrepreneurship program implemented | |
| 16. | EDUCATODOS programs incorporated | |

**STANDARD DATA FORM**

**VOCATIONAL TRAINING CENTERS**

**THE CENTER**

1. NAME OF CENTER
2. LOCATION
3. FIRST ESTABLISHED

**STUDENTS**

1. TOTAL ENROLLMENT (number) M_____ F_____

2. TOTAL ENROLLMENT LAST YEAR M_____ F_____

3. ENROLLMENT BY PROGRAM:

| | | |
|---|---|---|
| cabinet making | M_____ | F_____ |
| welding | M_____ | F_____ |
| sewing | M_____ | F_____ |
| etc. | | |

4. TOTAL GRADUATES LAST YEAR M_____ F_____

5. GRADUATES BY PROGRAM

| | | |
|---|---|---|
| cabinet making | M_____ | F_____ |
| welding | M_____ | F_____ |
| sewing | M_____ | F_____ |
| etc. | | |

6. OF TOTAL GRADUATES, HOW MANY WERE CERTIFIED BY CADERH

   M_____ F_____

7. HOW MANY ENTERED *RELEVANT* JOBS UPON GRADUATION

   M_____ F_____

8. THOSE WHO ENTERED RELEVANT JOBS GRADUATED FROM WHICH PROGRAMS

| | | |
|---|---|---|
| cabinet making | M_____ | F_____ |
| welding | M_____ | F_____ |
| sewing | M_____ | F_____ |
| etc. | | |

9. HOW MANY STUDENTS LEFT THE CENTER BEFORE GRADUATING

M_____ F_____

10. WHICH PROGRAMS WERE THEY IN WHEN THEY LEFT

| | | |
|---|---|---|
| cabinet making | M_____ | F_____ |
| welding | M_____ | F_____ |
| sewing | M_____ | F_____ |
| etc. | | |

11. OF THOSE WHO LEFT, HOW MANY LEFT FOR A *RELEVANT* JOB:

M_____ F_____

**INSTRUCTORS AND ADMINISTRATION**

12. HOW MANY FULL-TIME TEACHERS WORK IN THE SCHOOL

M_____ F_____

13. HOW MANY FULL-TIMJE PROFESSIONAL STAFF INCLUDING THE DIRECTOR

M_____ F_____

14. HOW MANY TEACHERS RECEIVED IN-SERVICE TRAINING (IST) THIS YEAR

M_____ F_____

15. HOW MANY OF THE DIRECTORS AND STAFF RECEIVED IST

M_____ F_____