

## **MENTORING AND PERFORMANCE AUDITING**

### ▪ **Mentoring :**

Mentoring is a strengthening mechanism by the third party at the institutional level. Mentors provide the institutions with clear guidance on reforms, implementations plans, and remedial actions to improve performance of the institutions. Mentors will be assigned to all project institutions to provide continuous guidance for Project implementation 2 to 3 times in a year based on institutional requirements. The Mentors will also act as the Performance Auditors at different Institutions (other than the Mentoring Institutions) and assess the progress made by individual Institutions in project implementation. The results of the performance audits will be disclosed at the NPIU website ([www.npiu.nic.in](http://www.npiu.nic.in)).

### **Appointment of Mentors :**

Mentors are Senior Academicians as suggested by State Project Facilitation Units (SPFUs) for State Institutions and approved by the National Project Implementation Unit (NPIU). For Centrally Funded Institutions (CFIs), the mentors are appointed by the NPIU.

The expenditure on mentoring will be borne by the mentored institution.

### **Role and Responsibilities :**

Mentors will provide guidance and assistance to Institutions to implement all aspects of the Institutional Development Proposal (IDP) in the right spirit and to achieve the desired outputs and outcome targets. They facilitate optimal utilization of equipment, assist institutions in becoming Centres of Excellence, carrying out the institutional reforms and key activities, create awareness and ownership of the project among all stake holders, promote equal attention to implementation of all aspects of the project, liaise closely with SPFUs and NPIU, identify delays and shortfalls and suggest remedial actions, take up the role of direct or indirect implementers and decision makers.

Mentors are required to be conversant with project details and concepts as given in Project Implementation Plan (PIP), IDP of assigned project institution along with the associated action plans, developed initially and as modified during the project life.

### **Schedule of Mentoring :**

Mentoring should desirably be done four times a year at equal intervals. Mentoring Report will be prepared by each Mentor soon after completion of Mentoring within 10 days of completion of each visit and made available to Head of the Institution, Chairman of Board of Governor (BoG) and the Head of the SPFU (for State Institutions) and NPIU (for Centrally Funded Institutions). SPFU will send the Mentors Report to NPIU in electronic format.

▪ **Performance and Data Auditing :**

Academic Audits will be conducted to ascertain the validity and reliability of information provided and to also assess institutions' performance in institutional project implementation.

The Performance Audit is to basically assess the current situation of essential activities that ought to be undertaken under the Project. Subsequent audits that would be conducted would focus on evaluation of the extent and quality of achievement in select areas, and improvements made keeping in view the recommendations made by performance auditors .

**Appointment of Performance and Data Auditors :**

The appointed mentors will serve as Performance Auditors of institutions other than those mentored by them. The Performance Auditors will be assisted by skilled professionals for conducting the Data Audits. The Data Auditors will be appointed by the SPFUs for their institutions and the NPIU for CFIs.

The expenditure on Performance and Data Auditing will be borne by SPFUs for State Project Institutions and by the NPIU for Centrally Funded Institutions.

**Role and Responsibilities :**

The Performance Auditors are expected to give their detailed and holistic evaluation (in the format designed by the NPIU) and frank and constructive suggestions / comments that would be of (a) help to the institutions to identify areas for improvement in project implementation (b) help to mentors in identifying areas needing priority mentoring attention, and (c) help to SPFUs and NPIU in facilitating removal of bottlenecks / hurdles causing under-achievement in one or more of the essential activities.

The individual Institutional Performance Audit reports will be summated at the State level and National level to show status of project implementation at the respective level. The SPFUs / NPIU will furnish a copy of report to mentors.

The Data Auditors are expected to assess the veracity of data and information provided by the institutions in the web-based Project Management Information System, and reported during bi-annual Joint Review Missions. Achievements reported by institutions will be calibrated against the findings of the Data Auditors.

**Schedule of Auditing :**

Performance and Data Audits will be carried out annually to assess progress made by all project institutions to achieve set goals as per their plans given in IDPs like implementation of agreed reforms, accuracy, and validity of data, progress in faculty development, utilization of resources and achievement of targets set by the Institution to achieve academic excellence.

The Performance Audits will be conducted over two working days for each institution:

- a. Day – 1 may preferably be devoted to collection of responses, conduct of Focused Group Discussions (FGDs) with students, faculty and staff– each lasting for about 90 minutes and some visits to institutional facilities, if possible.
- b. Day – 2 may be devoted to visits, discussion with the Principal / Director (a) along with deans and TEQIP coordinator and (b) any other person as deemed fit, and writing of the Audit Report.