

Report of evaluation of STRC Delhi

Submitted to: PHFI & NACO

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Conducted by PRAXIS, New Delhi

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List of Abbreviations

Acctt.	Accountant
ANM	Auxiliary in Nursing Medicine
CAPACS	Chennai AIDS Prevention & Control Society
CBO	Community Based Organization
Cou	Counsellor
CV	Curriculum Vitae
Dept.	Department
DSW	Department of Social Work
DSSW	Delhi School of Social Work
DSSWS	Delhi School of Social Work Society (independent NGO)
Dist	District
E-Newsletter	Electronic Newsletter
FSW	Female Sex Worker
HRG	High Risk Group
HOD	Head of Department
IDU	Intravenous Drug User
ILO	International Labour Organization
IPP-VIII	India Population Project – Phase 8
MEO	Management Education Officer
MIS	Management Information System
MBBS	Basic Medical Degree in India
MSM	Men having sex with Men
M/W	Men / Women
NACP III	National AIDS Control Programme Phase III
NACO	National AIDS Control Organization
NGO	Non-Governmental Organization
NIIT	National Institute of Information Technology
ORW	Outreach Worker
PE	Peer Educator
PD	Project Director

PCO	Project Coordinator
Prog.	Programme
R&D	Research and Development
RTI	Reproductive Tract Infection
SCM	Syndromic Case Management
Sr. Tech. Off.	Senior Technical Officer
STI	Sexually Transmitted Infections
STRC	State Training and Resource Centre
DSACS	Delhi AIDS Control Society
TI	Targeted Intervention
TOT	Training of Trainers
TSU	Technical Support Unit (of NACO)
Trg.	Training
UT	Union Territory

Executive Summary

Under the National AIDS Control Programme Phase III (NACP III) which runs from 2007-2012 there is, among others, a Targeted Intervention (TI) programme with high risk groups aimed at risk reduction (in addition to awareness and prevention). National AIDS Control Organization has decided to institutionalize the training and capacity building process with one State Training and Resource Centres (STRC) in each of 14 states in order to ensure standardised and quality trainings to different categories of staff working with NGOs/CBOs on Targeted Interventions (TI's). In Delhi, this is anchored in the Department of Social Work, University of Delhi and covers 9 districts.

The 83-year old Delhi University's Department of Social Work is only the second institute of its kind in the country, has linkages to some 140 institutions in the country, and currently has 14 projects supported by ILO, NIIT, Mission Convergence, NACO and the like. The STRC programme is well managed and has linkages to 60 NGO TIs. The faculty for the STRC training are drawn from a broad spectrum of doctors, freelance consultants, academicians, NGO TIs and CBO networks, including the Social Work Department's own internal faculty. Faculty have considerable experience and expertise in different areas related to the STRC programme.

The Academic Committee, constituted in April 2009 has a good representation from various stakeholders, namely academicians, CBOs working with FSWs, MSMs, doctors in community health, an IDU trainer, social work and community development experts, as also the STRC team. The staff team of STRC are capable, trained and with experience in the field of HIV & AIDS and community organization and development in general. They are clear about their job roles and responsibilities. The leadership is an enabling one and staff morale is good. A positive person is one among the staff team.

Over the period Oct. 2008 – July 2009, the Delhi STRC has trained a total of 1,719 personnel from TIs – from Program and Finance Managers to MIS officers, Counsellors, Outreach Workers and Peer Educators. Overall, the opinion of the trainees' is that the training sessions were well organized and planned, the venue and arrangements comfortable and suitable, and the training schedule just right. They credit their current work effectiveness to the effectiveness of the resource persons who used different tools and techniques to deliver the training. Areas for strengthening in the training are time management, reducing duration of training and having more resource persons from grassroots background where needed for the training.

In general, documentation is good and training modules have been translated into Hindi for better reaching participants. The STRC has a website which is updated regularly. Their E-Newsletter is increasingly becoming popular with the TIs and community networks. The areas identified by STRC for operational research are relevant to their work. However the OR has yet to be started.

Organisational Set up

The Delhi STRC functions from the owned premises of the Delhi University. The office was set up in August 2008 itself soon after the agreement was signed. Staffs were recruited soon after the office was set up: 1 Training Officer and 2 Office Assistants in August 2008, while the Team Leader and 2 more Training Officers were appointed in mid-September 2008

Staff turnover/attrition is nil as of now. Staff morale is high. One of the staff members is also a positive person. Staffs are clear about their job roles and responsibilities as laid down in the agreement signed with NACO.

Registers such as attendance register, movement register, and leave records are maintained, and are part of the discipline of the University, just as the case with all academic work and projects. Staff meetings are held monthly or oftener if the training schedule calls for it. The purpose of the meetings is to plan or organize training programmes.

Financial Management

The total budget agreed between NACO and STRC Department of Social Work was Rs. 24,91,750/-. The funds from NACO are received in the miscellaneous account of Delhi University. The first installment (Rs. 8,72,112/-) has been received on 11th October 2008. The total amount spent till 31st January was approximately one percent more than the amount received from NACO. The second installment has been received only in the month of July 2009 from NACO.

The STRC does not have any separate bank account. All the project related funds gets deposited in the Delhi University miscellaneous bank account. The University releases the salary of the staff directly. The payment for office establishments has been paid through cash on receipt of the bills.

1. Background

National AIDS Control Programme Phase III (NACP III) which runs from 2007-2012 is focused on saturating the coverage of core and bridge population affected and infected by HIV & AIDS, namely Men having Sex with Men (MSM), Female Sex Workers (FSW), Injecting Drug Users (IDU), Migrants and Truckers. This it seeks to achieve through a targeted intervention (TI) programme aimed at risk reduction (in addition to awareness and prevention). As part of the overall strategy to achieve this goal, NACO, through its various State AIDS Control Societies, have identified one State Training and Resource Centre (STRC) in each of 14 states. In Delhi, the STRC is anchored in the Department of Social Work, University of Delhi and covers 9 districts.

National AIDS Control Organization has decided to institutionalize the training and capacity building process with the State Training and Resource Centres (STRC) in order to ensure standardised and quality trainings to different categories of staff working with NGOs/CBOs on Targeted Interventions (TI's).

1.1 State Training and Resource Centre Evaluation

The STRCs are mandated to build capacities of different categories of staff working with NGOs/CBOs on TI's. They are also mandated to gather learning through additional research and develop pedagogy of learning for TI scale up. The objective of the current exercise is to conduct a year-end evaluation in order to review the performance and quality of 9 STRCs at the end of 1 year of operation.

State Training and Resource Centre, Delhi

Delhi University is a venerable 83-year old institution with roots in British India. It has one of the most spacious university campuses in the country, some of the finest academic & research minds, rigour of academic pursuit and brilliant teaching. One of its prestigious departments is the Department of Social Work (DSW). It is the second institute of social work education established in India (after the Tata Institute of Social Sciences, Mumbai). It was earlier an independent voluntary organization: the Delhi School of Social Work Society (DSSWS) established in 1946. Its assets were taken over by the Delhi University in 1979. However the society continues to be in existence independent of the university and undertakes various action research and development projects, including TIs on HIV & AIDS.

The Department of Social Work has linkages to some 140 institutions and organizations in academic, government, corporate and charitable sectors. It is headed by Dr. Sanjai Bhatt, a scholar of national repute who is on policy bodies at both state and national levels relating to social work education and community development. The DSW currently has 14 research projects with financial support from ILO, NIIT, Delhi Government, Ministry of Social Justice & Empowerment, Mission Convergence, NACO, R&D Division of University of Delhi and others. It was also involved in flood relief and rehab work in Bihar in 2008. STRC is one among the projects of the DSSW. It is a logical continuation of the awareness and prevention work that the DSSWS has been doing in the Azadpur and Sanjay Gandhi Transport Nagar inner city settlements since the past 10 years. STRC has a good team ably

managed by an ex-NACO management person who brings his expertise and knowledge of working with both state and NGO sectors to the work.

1.1.1 Purpose

To evaluate the performance and quality of State Training and Resource Centre, Delhi

1.1.2 Objectives

- To conduct a year-end evaluation of STRC, Delhi
- To submit a report on key findings to NACO
- To make recommendations for strengthening the work of STRC, Delhi over the remainder of the program period till 2012

1.2 Evaluation Methodology

Development of Indicators based on NACO guidelines for the evaluation, development of guide list of questions for feedback from STRC trainees and faculty, desk study of documents produced by STRC, initial and final review meetings with STRC team.

2. Two-day Evaluation Schedule

Table 1: Evaluation Schedule

Dates	Activities	Evaluators
27 th July 2009	Review of Accounts of STRC project Initial Meeting with Project Director & STRC Team	Ranjit (Praxis) Lakshmi, Srijan (do)
28 th July 2009	Review of Accounts of STRC project at University Centralized Accounts Dept. Meeting with past trainees from TIs, meeting with Faculty, Desk study of documents, Concluding discussion with Project Director and STRC team	-do-

3. Key findings Score

Table 2: Scoring regarding Key findings of the Evaluation

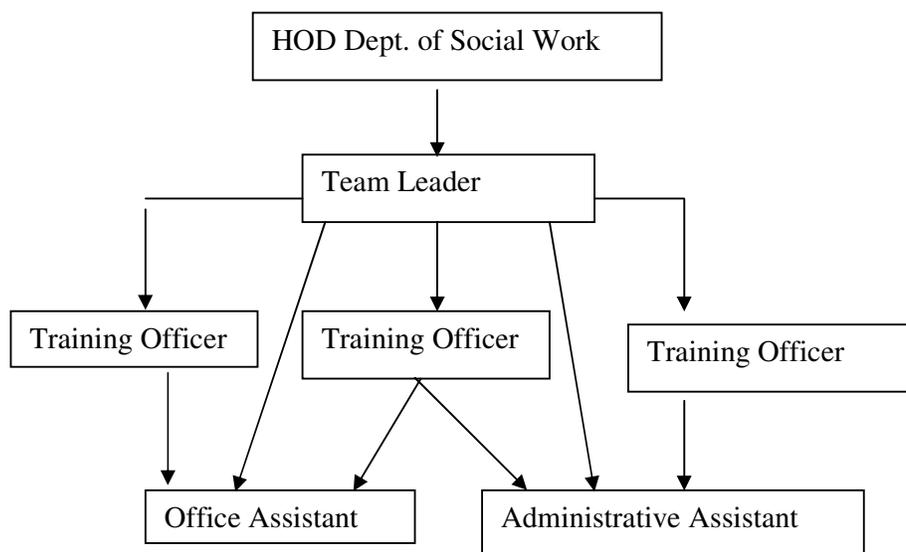
Format	Maximum marks	Marks obtained	'0' on no. of indicators	% Obtained
Programme Delivery	72			
Organizational capacity	24			
Finance	27			
Total	123			

3.1 STRC Fact Sheet

1. Basic Details

A.	Name of the STRC	Dept. of Social Work, University of Delhi
B.	Name of the Implementing Partner	Delhi University
C.	States/ UTs Covered	Delhi National Capital Territory
D.	Number of Districts covered	Nine
E.	Date of Contract with NACO	August 2008
F.	Date on which started functioning	September 2008
G.	Number of TI partners covered	60
H.	Location of STRC:	Dept. of Social Work University of Delhi, Delhi 10 007

2. Organization Structure



3. STRC Team

Designation	Number
Team Leader	1 M
Training Officers	2M 1W

Admin Asst. & Office Asst.	2M
Faculty Members	14M 6W
Total	19M 7W = 26

4. Details of the Academic Committee formed by STRC

	Name of the committee members	Representation	When joined
1.	Dr. B.S. Bannerjee, PD, DSACS	Government	When Committee was formed in April 2009
2.	Prof. Sanjai Bhat, HOD, Dept. of Social Work, Delhi University	Academician	
3.	Ms. Rukhsana, Samaj Vikas Sanghatan	Community Rep.	
4.	Mr. J.K. Mishra, Jt. Director (TI) DSACS	Government	
5.	Dr. Akash Gulalia, BPS Women's University, Sonapat	External Expert	
6.	Dr. Ashok Kumar, IPP-VIII, Municipal Corporation of Delhi	Government	
7.	Ms. Meera Mishra, Futures Group	External Expert	
8.	Mr. Rupesh Kumar, Mitra Trust	Community Rep.	
9.	Ms. Monica Mendiratta, Drishtikon	TI partner	
10.	Mr. Francis Joseph, IDU Trainer	Trainer	
11.	Dr. Amod Kumar, HOD, Community Health, St. Stephen's Hospital	Public Health Official	
12.	Mr. Aslam Naved ¹	Team Leader, STRC	
13.	Mr. Narendra Sindhia	Training Officer STRC	
14.	Ms. Tripti Oberai	-do-	
15.	Mr. Abhishek Dixit	-do-	

¹ All the highlighted names are the STRC paid employees

3.2 Programme Delivery

3.2.1 Identification and Capacity Building of Faculty

1) **Identification of Faculty:** Faculties have been drawn from among experts the Department is in touch with. This includes doctors, freelance consultants, academicians, NGO TIs and CBO networks. Though DSSW itself has a good faculty base, University rules prohibit tenured staff from being deputed for more than 40 days outside the institution. So, the STRC utilizes the services of the internal faculty of the Social Work Department on occasional basis.

2) **Training of Faculty members:** Faculty members have not undergone any special induction or training program from the STRC. STRC say that the faculties are experts in the field of HIV & AIDS, and 3 of them are considered NACO Master Trainers. The STRC team have themselves also undergone an induction programme in 2008.

3) Capacity of Faculty members

The 4 faculty CV's examined and the 4 faculty interviewed (not the same) have shown that they are generally conversant with the program. The faculties have considerable experience and expertise in different areas related to the programme such as STI, Outreach Planning & Monitoring, Program Management, and TI.

Table 3: Faculty available for various topics of Training

	Name of Topic	M	W	Total M+W
1.	Basics of HIV	7	3	10
2.	Sex & Sexuality	2	-	2
3.	IDU, Harm Reduction	3	-	3
4.	Accounts Training	-	-	-
5.	Outreach Planning	5	-	5
6.	Community mobilization	1	1	2
7.	Targeted Interventions	3	1	4
8.	Training Methodologies	1	-	1
9.	Management, leadership	1	-	1
10.	Research and Documentation	-	2	2
11.	MSM issues	4	-	4
	TOTAL	27	7	34*

* Actual no. of trainers is 20, but some trainers are experts in more than 1 topic

There are only 4 women faculty available to do training in topics relating to HIV and TIs; and none in the area of sex and sexuality, STI management, IDU, Accounts, Outreach, Training and Management – all also critical areas in the program. This becomes more relevant as 33 (55%) of STRC’s 60 partner TIs work with FSWs.

CV of Faculty members reviewed

Sl. No.	Name	Age (Years)	Qualification	Experience	Expertise
1	Charan Shing	30	Not mentioned	<ul style="list-style-type: none"> • 2 years experience • Presently working as part time consultant with PDI • Conducted various training on the HIVAIDS related issues 	<ul style="list-style-type: none"> • Need and concerns of the MSM and TG Population • Communication and learning material development • Monitoring and evaluation • HIV and AIDS • Life skills and MSM and TG population
2	Rajiv Shaw	49	Not mentioned	<ul style="list-style-type: none"> • Regional Manager- North India, SHARAN • Conducted various trainings in the last two years 	<ul style="list-style-type: none"> • Training of trainers • Management of oral Substitution interventions • Identifying and setting up effective outreach • Mapping techniques
3	Rupesh Chettri	31	<ul style="list-style-type: none"> • B. A. in English • A year diploma in basics in computer from SG computers 	<ul style="list-style-type: none"> • Presently running TI on MSM and Trans Gender • Works as freelance consultant 	<ul style="list-style-type: none"> • HIV/AIDS • MSM • Gender • Sex and Sexuality
4	Fransis Joseph	37		<ul style="list-style-type: none"> • Seven years of working with PLHIV, IDU and Transgender • Works as a consultant manager at Sahara Centre for residential Care • Good training 	<ul style="list-style-type: none"> • IDU harm reduction • TG/MSM Programmes • Programme Management • Strengthening and TI programming

				experience <ul style="list-style-type: none"> • Conducted various trainings and sessions on HIV /AIDS related issues 	
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In the review of the CVs, it was found that it is a mix of experienced people as well as young experts with not much of training experience in terms of number of years. In all the CVs it was found that all of them have relevant experience. All of them have attended as well as conducted various trainings and sessions on the relevant issues. Some of them are already working in the organisations with HIV/AIDS as core issues. One of the faculties is running a TI also. As far as their training experience it looks quite good. The information about their education and professional qualification is concerned it is not there in the present format of the CVs only one of the CV has the mention about the education qualifications.

3.2.2 Trainings conducted by the STRC

4) Identification of individuals to train Peer Educators: Peer educators are trained in the programme by either NGO TIs or other peers working with High Risk Groups (HRGs). STRC has 16 individuals (many of them Project Managers of CBOs or NGO TIs) who undertake peer education training. The STRC team themselves have considerable experience working with communities and HRGs in their earlier jobs.

5)

Number of trainings conducted by STRC, Delhi

Topics, No. & profile of Participants of STRC Training Oct.2008-July 2009

No.	Topic	No. day	No. Batch	Acctt	PD	PM	MEO /MIS Offr.	Co u/A NM	ORW	PE	Total trainees	Total man days
1.	CBO Transitioning	2	1	-	-	35	-	-	-	-	35	70
2.	Outreach Planning & Monitoring	17	28	-	-	127	-	-	276*	662	1065	18,105
3.	Harm Reduc. for IDU intervention	4	4	-	-	-	-	-	27	72	99	396
4.	Finance Management of TI	2	1	29	-	29	-	-	-	-	58	116
5.	Orientation training	3	3	-	61	29	-	-	-	-	90	270
6.	Induction training	5	2	5	-	8	-	3	61	1	78	390
7.	Service Dely. System in TIs	7	3	-	-	64	-	-	54	-	118	826
8.	Program Management	5	1	-	-	28	-	-	-	-	28	140
9.	STI/PPP	2	2	-	-	60	28	60	-	-	148	296
		47	45	34	61	380	28	63	418	735	1719	20,609

**13 of the 276 ORWs also being groomed as ORW Mentors for facilitative role in the field*

6) Training needs assessment/capacity assessment of NGO partners: This exercise has been done by the STRC in consultation with the NGO TIs and with DSACS.

7) Field visits for the training participants: A few exposure visits have been organized for trainees of the STRC programmes.

8) Pre- and post-training evaluations: These are being done for the training programmes and records kept of the evaluations. A random check of the reports reveals that the knowledge level of participants has increased after the training. The group of past trainees met by evaluators was from 6 NGO TIs – 3 working with FSWs, 2 with MSMs and 1 with IDUs. There were 6 Project Managers and 7 Outreach Workers. They pointed out the following strengths and weaknesses in the STRC training:

Table 5: Strengths & Weaknesses of STRC training and suggestions for future

Groups, Type of Training attended	No. particip.	Strengths	Weak-nesses	Suggestions for improvement
Group 1 FSW: CBO transitioning, outreach planning, finance, program mgmt, mentor's training, ORW training, STI/RTI		Helped us to manage our project better now	Time management	Trg. Program monthly for all levels of staff
Group 2 FSW: Project mgmt, PME tools, TI service delivery	29+	Resource persons very efficient, trg. effective as diff. kinds of tools & techniques used	-do-	Time mgmt, convenience of participants, monthly trg, good interaction with other NGOs
Group 3 IDU: Program Mgrs	New	Resource person, group work, presentations	Timing/days so long	Time mgmt, duration of trg to be less, conveyance
Group 4 MSM: Staff trg, TI orientation, outreach planning, fin. mgmt, service delivery, community mobilization, STI mgmt, Program mgmt, line listing	Old & new TIs	Well experienced trainers from field, commitment of STRC in imparting trg, very participatory	(too) frequent training, needs some intervene before another step so that previous ones can be implemented	There shouldn't be more than 1 training in a month. Newer resource persons from grassroots background should take appropriate sessions

Group 5 MSM: Need assessment, outreach planning, finance mgmt, TI service delivery, program mgmt, STI service delivery	New TIs	Facilitation style very good, training methods and tools very innovative	In some trainings no proper time mgmt. Some-time training was very technical	Resource person should be changed accordingly
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Overall, the opinion of the trainees’ was that the training sessions were well organized and planned, the venue and arrangements comfortable and suitable, and the training schedule just right. Facilitator/trainer capacity & effectiveness were rated as good ‘mostly/most of the time’, or ‘very much/all the time. (except for 1 MSM TI which remarked that visual aids were not used). All opined that they had the space to provide ongoing feedback on each session; and to apply the training to their work. All training was reportedly evaluated through a form or group discussion

9) Documentation of trainings including best practice: Detailed training reports are written for each training programme. The reports include detailed process observations and trainee feedback which are very useful to further learning in the programme. The design of the training, the list of resource persons, list of participants/sponsoring NGOs all serve to make training reports not only a record of events, but tools to retain institutional memory, so essential in improving institutional relevance and effectiveness.

10) Translation of training modules: Various training modules have been translated into simple Hindi to better reach to field levels in the programme. English version of technical/special words or terms is also given in brackets in order to avoid ambiguity in meaning.

11) Post-training field visits by STRC: These have yet to happen.

3.2.3 Academic Committee and Programme Planning

12) Constitution of the Academic Committee: The Academic Committee has a good representation from various stakeholders, namely academicians, CBOs working with FSWs, MSMs, doctors in community health, an IDU trainer, social work and community development experts, as also the STRC team. The Academic Committee was constituted in April 2009. Based on only 1 report of the meeting held in April 2009, we are unable to comment on the involvement of community representatives.

13) Development of Work Plans, Monitoring Indicators and the Budget: This has been developed in consultation with the partner NGOs, DSACS and NACO.

14) Identify categories of personnel to be trained during the year: DSSW STRC has trained all categories of personnel in the project, except doctors. Over the past 10 months, a total of 1,719 personnel: project directors, program managers, accountants, counselors, outreach workers and peer educators have been trained by the STRC.

Table 6: Total No. of Personnel Trained by STRC Oct.2008 – July 2009

Category of staff	Nos. trained	% of total trainees
Accountant	34	2
Project Director	61	4
Project Manager	380	22
MEO/MIS Officer	28	1
Counsellor	63	4
Outreach Worker	418	24
Peer Educator	735	43
TOTAL	1719	100%

STRC prepares quarterly work plans which fall broadly within the overall annual plan submitted to NACO and DSACS.

15) Identify best practice/learning sites for field visits: STRC has not yet identified learning sites for field visits. They propose to do this in the coming year. The Proposal for it was shared with evaluation team.

16) Quarterly meeting of the Academic Committee: There has been only 1 meeting of the Academic Committee till date. The agenda for the meeting was following:

- Presentation on STRC followed by the discussion
- Work Plan for 2009-10
- Approval of the training plan for the quarter April- June Quarter (2009)
- Development of learning sites
- Other Suggestions

3.2.4 Documentation and Reporting

17) Documentation Centre: A documentation centre has been created from an unused room adjoining the auditorium in the first floor of the DSSW. The assistance of a freelance librarian was enlisted. The centre is cheery and welcoming. Access to it is independent of the main entrance, thus enabling access to community as well as scholars and interested persons. The centre has been started just this month.

18) Website: STRC has a website www.strcdelhi.org which is regularly uploaded with reports and information relating to the program.

19) Quarterly Newsletter: An E-Newsletter named 'Lakshya' (Goal) has been started and is becoming popular with the partner NGO TIs and community networks. It is well got up and makes for interesting reading. A little more careful planning of inputs and space will make it a more effective communication and information tool. Of special interest to partners is that job vacancies in the sector can be posted on the website.

20) Timely Report submission: Reports are sent in time to DSACS/NACO. Action plan for the year 2009-10 are pending submission as the STRC would like to be sure their contract is being renewed before doing a full plan.

21) Capacity Building of NGOs in proposal writing: Not undertaken till date.

22) Operational Research conducted by STRC: STRC has undertaken 1 study: Profile of Peer Educators Working with TIs in Delhi. STRC has also identified 3 other areas for field research:

- a) Difficulties of Peer Educators in using tools
- b) Managerial capabilities of Outreach Workers in the light
- c) The challenges of multi-tasking in role of Program Managers and Counsellors
- d) Value conflict among families of MSMs

3.2.5 Conclusions

STRC has drawn its faculty from a resource pool of doctors, freelance consultants, academicians, NGO TIs and CBO networks who have either good academic or practical experience or both in the field of HIV & AIDS. Faculties are available to do training in the various topics. The shortage of women faculty in topics like HIV, TIs, STI management, IDU, Accounts, Outreach, Training and Management needs to be remedied, particularly as 33 of the 60 TI partners work with FSWs. In all a total no. of 45 training programs have been conducted for 1,719 staff at all levels in the TI organizations.

A random check of pre-post training evaluation reports reveals that the knowledge base of participants has widened considerably after the STRC training. Training modules have been translated into Hindi. Overall trainee feedback is that having experienced trainers who used different techniques and tools to deliver training has helped them to manage their projects better now. A weak area in training is time management.

The detailed training reports maintained by STRC are an aid to retain institutional memory, so essential in improving institutional relevance and effectiveness. Reports are sent on time to DSACS and NACO. The topics selected for Operational Research are directly related to the work of STRC and aimed at feeding into the programme. The documentation centre, a recent initiative is open to TI staff, community and public alike. The STRC website is upto date and the E-Newsletter *Lakshya (Goal)* is becoming popular with NGO TIs and community networks alike.

The Academic Committee has a good representation of various stakeholders, in particular community representatives. The programme appears to be well managed.

3.3 Organizational Capacity

3.3.1 Recruitment and induction

- 1) **Office Setup:** The Delhi STRC functions from the owned premises of the Delhi University. The office was set up in August 2008 itself soon after the agreement was signed.
- 2) **Recruitment of Staff:** Staffs were recruited soon after the office was set up: 1 Training Officer and 2 Office Assistants in August 2008, while the Team Leader and 2 more Training Officers were appointed in mid-September 2008. Staffs were recruited on the basis of inquiries made in the DSW and the University and with NGOs working on HIV & AIDS.
- 3) **Induction of Project Staff:** Project Staff received induction training from NACO/ DSACS in ????. Two staff (M) are in the Master Trainers list with NACO.
- 4) **Staff turnover/attrition:** This is nil as of now. Staff morale is high. One of the staff members is also a positive person.
- 5) **Staff's understanding of job:** Staff are clear about their job roles and responsibilities as laid down in the agreement signed with NACO.

3.3.2 Record Keeping and Procedures

- 6) **Maintenance of Staff operational records:** Registers such as attendance register, movement register, leave records are maintained, and are part of the discipline of the University, just as the case with all academic work and projects. Registers are verified now and again by the HOD, DSW.

3.3.3 Staff Meetings

- 7) **Staff Meetings:** These are held monthly or oftener if the training schedule calls for it. The purpose of the meetings is to plan or organize training programmes. The HOD at times sits in on these meetings which are otherwise conducted by the Team Leader of STRC.

3.3.4 Governance and Leadership

- 8) **Governance and Leadership:** The team feels free to discuss problems with the Team Leader or the HOD, who is also the Project Director. The leadership is supportive and enabling which boosts staff morale. While key decisions are taken by the HOD and the Team Leader, the staff team has considerable freedom in implementation of the training programmes.

3.3.5 Conclusions

Project staffs were appointed soon after signing the agreement with NACO. Staff attrition is nil and it is to the credit of the management that a positive person is among the staff

team. Staffs are clear about their roles and responsibilities. Regular staff meetings are held to plan or review training programmes. The leadership provided by the HOD and the Team Leader are enabling, leaving the staff team considerable freedom in implementation of the programme. The organizational capacity of the Delhi STRC is more than adequate.

3.4 Financial Management

3.4.1 Budget Utilization

The funds from NACO are received in the miscellaneous account of Delhi University. The STRC prepares a budget of amount to be utilized. It's approved by the Head of the Department of Social Work and sent to finance department of Delhi University. It takes almost 10 days to get clearance and release of the payment from University. The cheque has been issued in the name of HoD School of Social Work.

The total budget agreed between NACO and STRC Department of Social Work was Rs. 24,91,750/-. The first installment (Rs. 8,72,112/-) has been electronic transferred in Delhi University Miscellaneous account on 11th October 2008. The amount was for establishment of STRC and honorarium/ salary part of the staff recruited for the STRC project. However, the total amount spent was 8,74,682, which means that approximately one percent amount has been spent more than received from NACO. This is mainly because the statement reflects of a period of six month whereas amount received from NACO was only 35%.

The second installment has been received in the month of July 2009 from NACO, as informed by the STRC. The budget utilization report is yet to be prepared for the second installment.

3.4.2 Financial Process

Bank Account

The STRC, which is run by Department of Social Work, doesn't have any separate bank account. All the project related funds gets deposited in the Delhi University miscellaneous bank account. The University releases the salary of the staff directly. However, for other project related expenses, budget has been prepared by the department. After getting approved by the Head of Department, it goes to the Tenth section of university Finance Department. The finance section verifies the budget and sends it to Finance Department of University. After which, it goes to cheque section. The cheque section issues the cheque in the name of Head of the Department.

Systems of Payment

Bills and Vouchers:

The usage of vouchers is part of University system. However, the evaluator could not see the documents due to confidential clause. The Tenth section of university Finance Department wanted a special letter from University finance officer so as to allow the evaluator to see the vouchers.

The evaluator has seen the documents such as training budget forecast which provides details of expenditure on food, traveling, stationary, resource person fees and other

expenses/ contingencies. This forecast along with a covering letter has been sent to D.U. finance department for releasing the amount. The bill form for advance providing the details such as name of department, advance required, account name, budget head, purpose for which budget is required has been submitted to the finance department of Delhi University. After the particular programme, STRC submit the statement of expenditure to the D.U Finance Department for the said amount. The STRC deposits the remaining balance, in case if expenditure is less than the advance issues, to the finance department.

Mode of Payment: The salaries have been credited directly to the bank account of respective staff members in State Bank. The payment for office establishments has been paid through cash on receipt of the bills. The computer and LCD have been purchased and records have been maintained in the stock register of assets of the STRC. Due to unavailability of the documents, evaluator is not been able to check whether the budget for this head has been approved by NACO or not and also under which particular head of the STRC the amount has been booked. The payments have been made by cheque.

Record Keeping: The Tenth section of university Finance Department maintains a register in which amount received, date of receipt and date of payment has been mentioned.

Financial Reporting

Timeliness: The STRC started functioning on 1st August 2008. However, SACS has received the first payment only on 11/10/2008. The bill for releasing the second installment has been raised on 16th March 2009 along with the utilization certificate and SoE from August 2008 to January 2009. The reminder has been spent on 30th June 2006. The payment has been received in the month of July. The STRC could not submit the rest of the SoEs due to the non-receipt of the payment from NACO.

This SoE has provided the details about the amount spent from the first installment received from NACO on 11th October 2008. It reflects that approximately one percent amount has been spent more than what is received from NACO. This is because the amount released was only 35% whereas statement of expenses was submitted after 6 months.

After submitting the bill on 16th March 2009, follow up was done in the month of June by a letter. NACO has sanctioned the 20% of total amount in the month of July to STRC. The delay in receiving the installment has led to the non-submission of SoE as well as raising the other payment bills by STRC.

3.4.3 Conclusions

The total budget agreed between NACO and STRC Department of Social Work was Rs. 24,91,750/-. The funds from NACO are received in the miscellaneous account of Delhi University. The first installment (Rs. 8,72,112/-) has been received on 11th October 2008. The total amount spent till 31st January was approximately one percent more than the amount received from NACO. The second installment has been received only in the month of July 2009 from NACO.

The STRC does not have any separate bank account. All the project related funds gets deposited in the Delhi University miscellaneous bank account. The University releases the salary of the staff directly. The payment for office establishments has been paid through cash on receipt of the bills. The computer and LCD have been purchased and records have been maintained in the stock register of assets of the STRC. However, for other project related expenses, the department prepared the budget and got it released by the Finance department.

The usage of vouchers is part of University system. The evaluator has seen the documents such as training budget forecast, bill form for advance which has been submitted to the finance department of Delhi University for getting the funds released. The finance X division of University maintains a register in which amount received, date of receipt and date of payment has been mentioned.

There is a gap of 2 and half month between starting of the STRC and release of the first installment by NACO. The gap between raising the invoice for second installment and release of the payment is approx. 4 months. The delay in receiving the installment has led to the non-submission of SoE as well as raising the other payment bills by STRC. Only one SoE has been submitted to NACO on 16th March 2009.