STRC BIRD Evaluation Report

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Praxis - Institute for Participatory Practices

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List of Abbreviations

AIDS	Acquired Immuno Deficiency Syndrome
ART	Antiretroviral Therapy
BIRDS	Belgaum Integrated Rural Development Society
CA	Chartered Accountant
CBO	Community Based Organisation
CMIS	Computerised Management Information systems
ED / EO	Executive Director / Executive Officer
FSW	Female Sex Workers
HIV	Human Immuno-deficiency Virus
HRG	High Risk Group
IDUs	Injecting Drug Users
IGP	Income Generating Programme
KHPT	Karnataka Health Promotion Trust
KSAPS	Karnataka State Aids Protection Society
MoU	Memorandum of Understanding
MSM	Men having Sex with Men
NACO	National AIDS Control Organisation
NACP III	National AIDS Control Programme, Phase III
NGO	Non Government Organisation
ORW	Out Reach Worker
PE	Peer Educator
PM	Project Manager
RP	Resource Person
SHG	Self Help Group
SOE	Statement of Expenditure
STRC	State Training resource Centre
TA	Travel Allowance
TI	Targeted Intervention
TNA	Training Needs Assessment
TO	Training Officer
ToR	Terms of Reference
ToT	Training of Trainers
TSU	Technical Support Unit

Executive Summary

Belgaum Integrated Rural Development Society (BIRDS) was started in Naganur village of Gokak taluk, Belgaum district in 1980. BIRDS works for overall development of target community and build a human resource pool for addressing the developmental needs and goals of India. BIRDS is registered under Societies Registration Act of 1960, income tax exemption act, foreign contribution regulation act and others. It is one of the first NGOs' in Karnataka to initiate HIV related intervention in Karnataka (refer annexure 1 for details). BIRD has signed memorandum of understanding (MoU) with National Aids Control Organisation (NACO) and Karnataka State Aids Prevention Society (KSAPS) on November 2008 to establish a state training resource centre Karnataka. The contact was signed on 15 November, 2008 in the context of "Setting up State Training and Research Centre (STRC)" to strengthen Targeted Intervention (TI) projects under National AIDS Control Programme (NACP) -III to prevent the spread of HIV among vulnerable population". STRC Karnataka has completed one year since its inception.

The STRC has been working in coordination with NACO, KSAPS and the Technical Support unit (TSU). It caters to the training needs of 34 TIs across 14 districts of Karnataka. The report discusses the evaluation process followed and reviews in detail the activities of the STRC from its inception. Three major components are looked into namely, Programme Delivery, Organizational Capacity and Finance.

Programme delivery

In December 2009, STRC Karnataka has drafted the work plan and finalized it in consultation with KSAPS and NACO in January 2009. Since then, STRC has conducted thirteen onsite and eighteen offsite trainings on various themes covering 14 districts across the state till date since its inception. Total 7 topics were identified for TIs training. The trainings were planned in eleven batches keeping in mind the number of participants. The core topics covered under onsite trainings were CMIS and quality assurance, exposure visit to FSW CBOs, financial management, needs assessment, two on vision building and strategic management (one each for MSM and FSW), condom programming, harm reduction and programme management. The total number of participants who have attended the trainings was 528. Out of which, 345 participants attended onsite training and 183 offsite training. All these trainings were conducted in BIRDS campus.

STRC has been able to build up a resource pool of 11 experts to undertake trainings in various core topics. The community representatives cum resource persons' have received NACO training. Other resource persons, whose CVs were evaluated, were having the experience of more than fifteen years. The STRC coordinator felt that experienced resource person did not need further training. Initial proposal did not have the provision for imparting the training to the resource persons. Many of the faculty members are eligible and experienced to deliver the responsibility of a facilitator. Most of the facilitators were well versed in Kannada except one. BIRDS has been handling the entire training load.

STRC has taken individual efforts to identify the need of the NGO partners. STRC asked the participants about their learning needs in self-appraisal form and also during supportive supervision.

The trainings are documented in a format provided by NACO. The major limitation of this format is that, it does not provide enough room to capture the process. It speaks in numbers, but does not able to capture the qualitative data. STRC is providing all information on training as is required in the format given by NACO.

Pre and post test is being done for all the trainings. STRC has an additional monitoring tool, which is the session evaluation and in-depth interviews. The trainings are documented in a quantified manner, which provides a clear idea on the themes, participants, resource persons, districts covered and output of evaluation.

The academic committee was formed and first meeting was held on 26th June 2009. STRC received intimation to form executive committee from NACO only in May, 2009. The amount required to hold academic committee meeting is between Rs. 30,000 – 35,000/-. The STRC budget does not have any provision nor KSAPS/NACO is providing the funding for the academic committee.

The logistic arrangement i.e. transportation of NGOs staff as well as resource material is problematic due to remoteness of the training venue. There was mismatch between the time fixed for various sessions in the training schedule and followed during the training. The translation of material in Kannada language was also a challenge.

In brief STRC Karnataka has a great potential to move ahead. The STRC faced constraints such as non-release of installment on time, delay in receiving the communication from NACO, lack of flexibility to integrate the findings of the need assessment into the training schedule and divergent instructions from NACO regarding formats. Inspite of the constraints, STRC has made efforts to improve the project by utilizing funds from BIRDS other ongoing projects and resources, their past experience on HIV/AIDS and by adding a few sessions as per training need assessment (TNA) in the training programmes.

STRC has scored highest in few indicators i.e. identification of faculty members, capacity of faculty members in terms of being conversant with the TI objectives and on the roles of the TI staff, translation of training material, constitution of academic committee, identification of learning site, evaluation of training and timely submission of reports whereas they scored lowest in others such as providing training of faculty members, identification of agencies/individuals to train peer educators, constitution of academic committee member within 75 days of signing the contract, documentation centre, website and quarterly news letter. The STRC scoring highest and lowest needs to be contexualised (see section 3.2.3 part 1 and 3.2.4 part 2).

Organisational Capacity

A Review of the Programme indicates that the STRC has successfully delivered trainings to the TI partners in Karnataka. While the STRC has been functioning well on completion of planned trainings it has fallen behind with respect to operational research, development of resource centre and website. These would be areas that require focused attention in the upcoming period. The organisation also needs to strengthen its team and reporting mechanism within the system.

Financial Management

The financial system is solely dependent on the accountant who is project based and requires more effort than presently applied. The finances are largely maintained as per the norms but there are areas, which require further strengthening. Such as the small but critical slippages like lack of salary register, meeting minutes register, payment of consultants fees without their signature or without deducting TDS and numerous cuttings of voucher numbers can be specifically avoided.

The project is affected by the problems emanating from laxity on part of NACO, KSAPS or Technical Support Unit (TSU). Some of these prominent problems as shared by the STRC members are: - late disbursal of funds, delayed or non delivery of training manuals, confusion regarding multiple reporting formats coming from different bodies to be used at STRC and TI level; and late or oral communications. The organisation has shown its willingness, commitment and sensitivity towards marginalized populations and has hired FSW, MSM and transgender as community consultants.

Scoring Sheet Details

Format	Maximum Marks	Marks Obtained	% Obtained
Program Delivery			
(24 Scoring Indicators)	**72**	**43**	**60%**
Organisational Capacity			
(8 Scoring Indicators)	**24**	**20**	**83%**
Finance			
(9 Scoring Indicators)	**27**	**18**	**67%**
Grand Total	**123**	**77**	**66%**

1 Background:

1.1 State Training and Research Centre Evaluation

National AIDS Control Programme Phase III (NACP III) is focused on saturating the coverage of core and bridge population through targeted intervention (TI) programme. To standardize systems and procedures, operational guidelines have been developed on all categories of Targeted Intervention proposals namely, Men having Sex with Men (MSM), Female Sex Workers (FSW), Injecting Drug Users (IDU), Migrants and Truckers.

In order to ensure standardized and quality trainings to different categories of staff working with NGOs/CBOs on TI's with a mandate to develop a sustainable and institutionalized centre for the capacity building of partner organizations for TI's, gather learning through additional research and develop pedagogy of learning for TI scale up, National AIDS Control Organization (NACO) has decided to institutionalize the training and capacity building process by setting up the State Training and Resource Centers (henceforth STRC).

In order to evaluate the performance and quality of STRC, NACO has involved Praxis to conduct an annual review and evaluation for BIRD STRC. This report documents the performance assessment of BIRD STRC located at Gokak.

1.1.1 Purpose

The main purpose of conducting the evaluation is to explore in detail about the process, timeline and quality maintained as well as the constraints both organizational and financial faced by STRC.

1.1.2 Objective:

To conduct a year-end evaluation of STRC set up for the state of Karnataka by NACO.

1.2 Evaluation Methodology

The evaluation team interacted with staff of STRC. The in-depth interviews and focus group discussions were held with staff members to explore in detail about programme delivery, organizational capacity and financial capacity. The documents were reviewed to check the identification and capacity building of faculty, training conducted by STRC, academic committee and programme planning, document reporting, process of recruitment and induction, record keeping and procedures, staff meetings, role of leadership and finance. The list of documents referred is appended in annexure 2.

The evaluation team conducted Focus Group Discussion with TIs at various levels such as project managers, peer educators and outreach workers. Due to time constraint and difficulty in calling people from far away districts, the participants from the nearby district i.e. were selected. The nearest district i.e. Koppala was also more than 200 k.m. All other districts were located more than

400 k.m. The random sampling was not possible due to constraint in inviting people from the farthest district in the time available with STRC. Therefore, the participants from the nearest district were called in order to have the discussion related to services. The list of participants in focus group discussion has been enclosed in annexure 3.

The resource persons for interview were also selected randomly. The selection process was done in the first session of the first day of evaluation. This is to ensure that adequate time should be given to STRC Karnataka to check their availability in order to conduct the semi- structured interview with the help of questionnaire. Due to non-availability of one of the resource person and far away location for other, some changes were made in the initial selection list. The list of resource person/faculty members interviewed is appended in annexure 4.

1.2.1 Evaluation Schedule

The team of two evaluators conducted the evaluation for three days. The detailed schedule followed by evaluators has been enclosed as annexure 5.
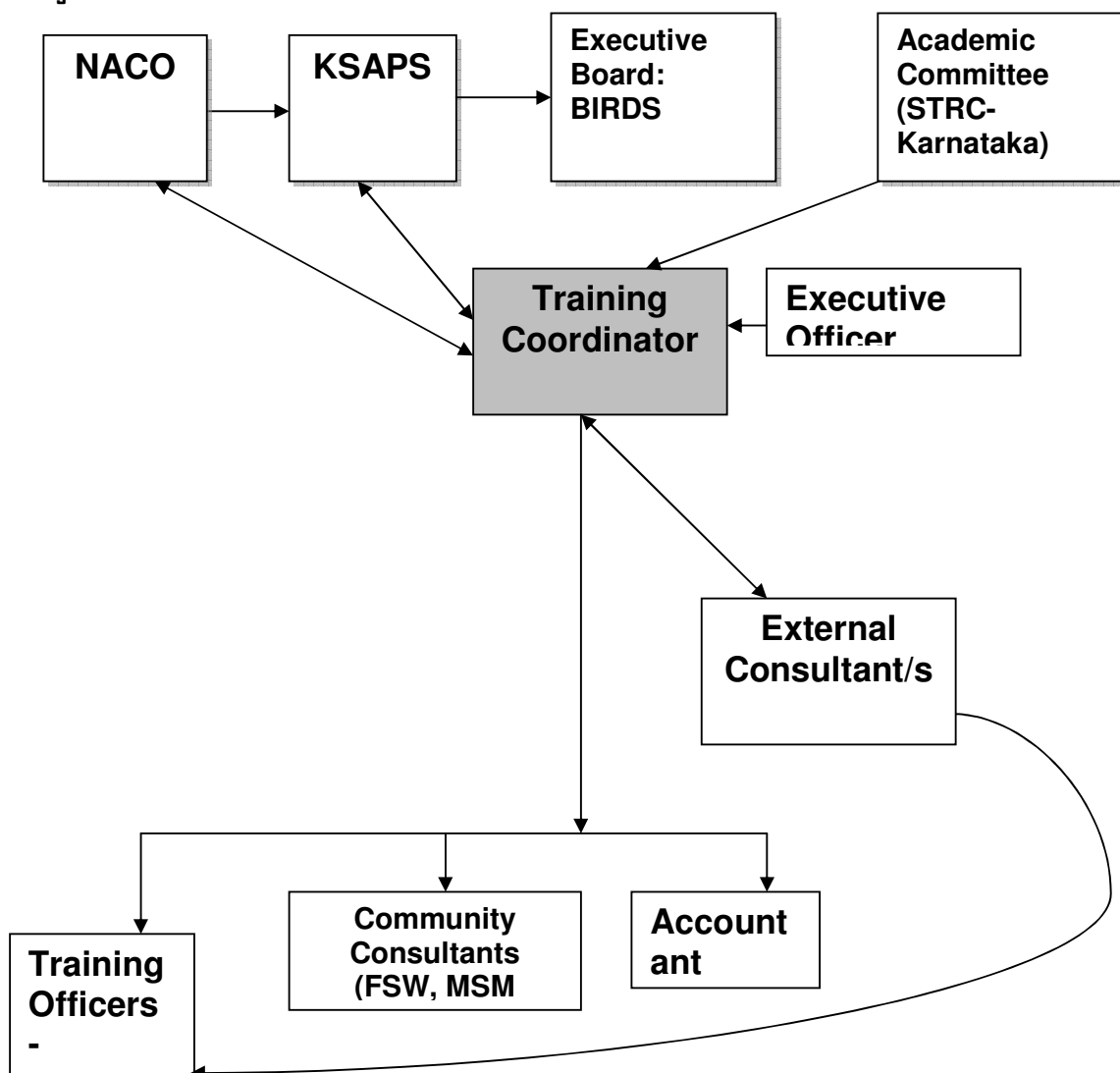
Key Findings

This chapter reports the key findings gathered by the team vis-à-vis the three areas of assessment, namely programme delivery, organizational capacity and financial management. General information on the STRC was also collected, generating the following profile.

3.1 STRC Fact Sheet

1. Basic Details

A.	Name of the STRC	State Training and Resource Centre- Karnataka (STRC K) or BIRD STRC
B.	Name of the Implementing Partner	BIRD
C.	States/ UTs Covered	Karnataka
D.	Number of Districts covered	14 districts (Bidar Koppala Bangalore Urban and rural, Mandya Tumkur, Chamarajnagar, Udupi, Dakshina Kannada (Mangalore), Hassan, Kodagu, Chikkamagalore)
E.	Date of Contract with NACO	15th November 2008
F.	Date on which started functioning	1st December 1008
G.	Number of TI partners covered	34 (FSW - 18, MSM- 8, IDU -1, Migrant – 6, Truckers -1)
H.	Location of STRC:	Gokak

2. Organization Structure

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NACO ──→ KSAPS ──→ Executive        Academic
                   Board:           Committee
                   BIRDS            (STRC-
                                    Karnataka)
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Training Coordinator ←── Executive Officer

External Consultant/s

Training Officers -   Community Consultants (FSW, MSM)   Accountant

3. STRC Team (as on 20th October 2009)

	Number
Training Coordinator	1
Training Officers	2
Accounts Officer	1
Faculty Members	11
Total	**15**

4. Details of the Academic Committees formed by STRC

SL. No	Name	Category	Organization	Place	Joining Date
1	Dr. Vijay Thakur	Trainer and NGO representative	FDF (NGO)	Navi Mumbai	8/6/2009

2	Mr. Vijay Kumar, Project Director	Trainer and NGO representative	SPAD (NGO)	Bangalore	8/6/2009
3	Mr. Bagawan Das Project Director,	Trainer and NGO representative	CARDTS (NGO)	Mangalore	8/6/2009
4	Mr. Shivakumar Project Director,	NGO representative	STPRDSS (NGO)	Bidar	8/6/2009
5	Mr. B.T. Vishwanath, Advocate	Freelance Consultant	Lawyer	Mandya	8/6/2009
6	Mr. Sripad Bhat, Research Investigator	Academician	ICMR – RMRC	Belgaum	8/6/2009
7	Mr. Md Gous Programme Coordinator	Community representative	Sweekar (CBO – MSM)	Belgaum	8/6/2009
8	Ms. Lidiya Sabstian	Freelance Consultant	-	Bangalore	8/6/2009
9	Ms. Lalita Harijan Project Liaison Officer	Community representative	Shakthi AIDS tadegattuva Sangha (CBO – FSW)	Gokak	8/6/2009
10	Mr. M. Mali President	Community representative	Spandhana (CBO – PLHIV)	Belgaum	8/6/2009
11	Mr. Bojo Jam Patie, ORW	TI representative	PSI (IDU – TI)	Bangalore	8/6/2009
12	Mr. S.M. Jirlimath Training Coordinator	STRC	STRC (K) BIRDS	Gokak	8/6/2009
13	Ms. M. Chandrakantha Joint Director Targeted Intervention	KSAPS	KSAPS - JD TI	Bangalore	8/6/2009

3.2 PROGRAMME DELIVERY

3.2.1 Identification and Capacity Building of Faculty

1) Identification of faculty members

STRC has a resource pool of 11 persons from different levels such as Chartered Accountant (CA), BIRDS representatives, community representative; representatives of KSAPS and independent consultant (refer annexure 6).

BIRDS has been working for more than fifteen years in the field of HIV/AIDS. They were having the knowhow of the resource persons working in the field of HIV/AIDS. The tentative list of resource persons were prepared and discussed with KSAPS and also with the staff working in Karnataka Health Promotion Trust (KHPT).

2) Training of faculty members

Resource persons (RPs) had not been given any formal training by STRC. According to the training coordinator, most of the selected resource persons were having the experience of more than fifteen years. The training coordinator felt that on one hand, the need was not felt to train the already experienced resource persons and on the other, initial proposal did not have the budgetary provision for imparting the training to the resource persons. Further, according to him, it is not mandatory in the guideline for the trainers to go through training within a fixed time frame. There was no ToT organized for resource persons/ faculty members by NACO. A few of the resource persons i.e. Dr. Praveen and Mr. Nijagunamurthy were trained by KSAPS/NACO before joining the STRCs. The evaluation team did go through the CVs of RPs and agree with the views of STRC. However, NACO evaluation format does not have space for such exceptions.

STRC handed over the timetable, session details and content of training one week in advance. STRC supported and oriented the trainers by giving them reading materials on each thematic area as per their requirement. This is to give them the ample time for preparation. The training would have helped them to know about the NACP III guidelines, STRC and its functions.

The need was felt to train the community consultants (Ms. Laxmi, Ms. Chandni and Ms. Lalita) so as to enable them to work as resource persons. They had received two trainings. One of the training was on team building in which meaning of STRC, STRC's roles and responsibilities; capacity building model and also mock sessions were covered. The training was held in Bangalore from 5th to 11th December 2008. The second training was on manual development which covered vision building, how to develop manual, development of handouts, worksheets, condom programming in Navi Mumbai from 14th to 22nd February 2009.

The project staffs (training officers) attended two ToTs one on Induction held in January, 2009 and other on programme management in May, 2009. NACO organized induction training for STRC project staff from 5th – 9th January 2009 in Kolkata. The

topics such as roles and responsibility of state staff, how to identify, mobilise and develop the outreach strategies to work with IDUs; mobilization, providing the STI services, develop the outreach strategies and advocacy activities for FSW; types of MSM, Outreach strategies, provision of STI services and advocacy activities for MSM. It also organised two exposure visits for model IDU project and FSW project (Sonagachi). The training coordinator had attended training on reporting format conducted by NACO in Bangalore in the month of August 2009.

On the last day, team held discussion about developing the monthly activity and training plan with KSAPS team which includes Ms. Chandra Kanta (Joint Director of TIs) and Mr. Shashi Dharan (Team Leader, Capacity Building KSAPS) and Vijay Thakur, external consultant and Jasinta Pinto, STRC staff for the period between 1st December to 31st March 2009.

3)   Capacity of faculty members

The evaluation team was impressed with the capacity and quality of resource persons in general. Many of them of which the evaluation team examined the CVs, are eligible and experienced to deliver the responsibility of a facilitator (refer annexure 7 for the reviewed list of CVs). But it has to be mentioned that STRC team could not provide the CVs of other resource persons. On the contrary, they were having the CVs of academic committee members.

The evaluation team recommends that STRC should keep the credentials of the resource persons in database. It is important to keep the profiles of all the faculty members in the database. The efforts in the direction of increasing the pool of resource person would be an asset for the STRC.

The evaluator conducted interviews with four of the faculty members (refer annexure 4 for the list of resource persons interviewed and annexure 8 for interview schedule). The respondents are chosen randomly, but keeping in mind certain practical factors such as geographical proximity and availability. Surprisingly, three of the resource persons were from the community i.e. FSW, MSM and PLHIV/AIDS. The team felt that they were well aware of the issues of the community. The resource person's were having the capacity to link issues in diverse contexts.

3.2.2 Trainings conducted by STRC

STRC had conducted total 13 classroom trainings and 18 offsite training. The trainings were conducted on CMIS, financial management, vision building, need assessment, condom programming, harm reduction and programme management (refer table 1). All the offsite trainings were held in between the month of August to October, 2009. The main purpose of holding the offsite training was to meet the staff, verifications of activities done on the basis of Checklists provided in Program Managers training and observing training session conducted by Program Manager (refer table 2).

Table 1: Training Topics and Type of Participants

Training Topics	Participants	No. Batches
Computerized Management and Information System & Quality Assurance	Program Managers	
	Counselors	2
Financial Management	Accountants	1
Assertiveness, Personal Growth and Leadership	Shadow Leaders	1
Vision Building and Strategic Management - MSM	Out Reach Workers	
	Peer Educators	2
Needs Assessment	Program Managers	
	Out Reach Workers	
	Counselors	1
Guidelines for Exposure Visit	Shadow Leaders	1
Condom Programming	Out Reach Workers	
	Peer Educators	2
Harm Reduction	Out Reach Workers	
	Peer Educators	1
Programme Management	Program Managers	2
Supportive supervision	Project Directors	
	Program Managers	
	Counselors	
	Accountants	18
	Shadow Leaders	
	Out Reach Workers	
	Peer Educators	

Table 2: Details of Offsite Trainings Conducted (Training on Supportive Supervision)

Sl No.	Name of the TI visited	Date of visit	Name of the STRC Supervisors visited	Activities Done
1	FSW TI, Jyothi Mahila Sangha (Zone 7), Bangalore	27.8.2009	Dr. Sadashiv Kambale and Mr. Ramesh Gongadi, Training Officers	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training
2	Truckers Project, Karnataka Goods Transport Association (KGTA), Bangalore	*28.8.2009*	Dr. Sadashiv Kambale and Mr. Ramesh Gongadi, Training Officers	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training
3	IDU Project, Population Services International (PSI), Bangalore	29.8.2009	Mr. Ramesh Gongadi, Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training
4	FSW TI, Society for Peoples Action Development (SPAD), Bangalore	31.8.2009	Dr. Sadashiv Kambale Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training
5	FSW TI, Vijaya Mahila Sangha	01.09.2009	Mr. Ramesh Gongadi, Training	Meeting with staff and verifications of activities done on the

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			Officer	basis of Checklists provided in Program Managers training
6	FSW TI, Vijaya Mahila Sangha (Zone VII), Bangalore	1.9.2009	Dr. Sadashiv Kambale Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training
7	FSW TI, HKNS Mangalore	22.09.2009	Dr. Vijay Thakur – External Consultant	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
8	MSM TI, HKNS Mangalore	23.09.2009	Dr. Vijay Thakur – External Consultant and Mr. Ramesh Gongadi – Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
9	Migrant TI, HKNS Mangalore	24.09.2009	Dr. Vijay Thakur – External Consultant and Dr. Sadashiv – Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
10	BCT Migrant TI, Yeshwanthapur, Bangalore	24.09.2009	Mr. Ramesh Gongadi, Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
11	FSW TI, GUARD, Udupi	25.09.2009	Dr. Vijay Thakur – External Consultant	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
12	FSW TI, Sahabhagini, Chikkamagalore	25.9.2009	Dr. Sadashiv Kambale Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training
13	BCT Migrant TI, Yelahanka, Bangalore	25.09.2009	Mr. Ramesh Gongadi, Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
14	MSM TI, GUARD, Udupi	26.09.2009	Dr. Vijay Thakur – External Consultant	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
15	FSW TI, Swasthi Mahila Sangha, Bangalore	26.09.2009	Mr. Ramesh Gongadi, Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
16	FSW TI, Prawarda, Bidar	30.9.2009	Dr. Sadashiv Kambale Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager
17	MSM TI, Prawarda, Bidar	01.10.2009	Dr. Sadashiv Kambale Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager

18	FSW TI, STPRDSS, Bidar	02.10.2009	Dr. Sadashiv Kambale Training Officer	Meeting with staff and verifications of activities done on the basis of Checklists provided in Program Managers training Observing training session conducted by Program Manager

1) Identification of agencies/individuals to train peer educators

BIRDS had involved no external agency for imparting the training. BIRDS has been handling the entire training load on their own. The trainings were conducted by the identified resource persons. The training coordinator was of the view that after March, 2009, no training was conducted for peer educators. This is because DG, NACO has asked STRC verbally to concentrate on providing the training to only the programme managers and outreach workers. KSAPS had asked STRC to organize training on harm reduction for peer educators but it has been cancelled at the last moment without providing a reason to STRC. Due to these reasons, STRC was not able to conduct the peer educators' training in decentralized manner after March.

2) Number of trainings conducted

During a pre-planning workshop held in January, 2009, STRC deliberated upon the topics for trainings. The representatives of KSAPS (Karnataka Joint Director for Targeted Interventions (JDTI)), STRC and NACO attended the meeting. STRC finalized the annual plan for the financial year 2008-09 including topics in consultation with KSAPS. JDTI has asked to conduct the trainings from December to March so as to utilize the budget. Total 7 topics were identified for TIs training. The trainings were planned in eleven batches keeping in mind the number of participants. All the eleven trainings were held as per plan. The core topics covered under onsite trainings were CMIS and quality assurance, exposure visit to FSW CBOs, financial management, needs assessment, two on vision building and strategic management (one each for MSM and FSW), condom programming, harm reduction and programme management. The total number of participants, who have attended the trainings, was 528. Out of which, 345 participants attended onsite training and 183 offsite training. All these trainings were conducted in BIRDS campus.

Mr. Vijay Thakur, Team Leader felt the requirement for conducting training for STRC staff on Team building in November 2008. He conducted the training from 5th-11th December 2008. He talked about roles and responsibilities of staff, took a session on capacity building, how to develop vision and mission statement for NGO, personality development and discussed on STRC proposal. Training was attended by training coordinator, two training officers and three community consultants.

The team was involved in NACO evaluation of KSAPS in April, 2009. They had also not received any guideline from KSAPS and NACO for conducting the training in the month of April, 2009. Therefore, no training was conducted. In the month of May and June, 2009 due to absence of manual from NACO, no training was conducted.

The current work plan is from June 09 to November 2009. The training coordinator was of the view that STRC is totally dependent upon NACO, from June onwards, for the type of training to be conducted and on KSAPS for the number and type of participants. The role of STRC is limited in the schedule fixation. Earlier, the topics identification, duration of training and type of participants were decided by STRC and discussed with KSAPS for its finalisation. NACO only approved Training of Trainers (ToT) for programme managers. STRC conducted training in two batches on the topic 'Programme Management' which was attended by Programme managers.

The STRC team stated that logistic arrangements i.e. transportation of NGOs staff as well as resource material is problematic due to remoteness of the training venue. There was mismatch between the time fixed for various sessions in the training schedule and followed during the training. The translation of material in Kannada language was also a challenge for STRC team. Most of the facilitators were well versed in Kannada except one. The translator has been arranged for the person. The opinion of a resource person was that vision building should be at organizational level and at the level of staff i.e. peer educators (PE) and outreach workers (ORW). This is because PE and ORW were selected only for the project and has shorter commitment with the organisation. The financial planning training should be at the beginning of the project. According to one of the training officer, one of the resource person has used lecture method during financial management instead of using participatory method.

During the discussion with STRC staff, following observations emerged. NACO has changed the format after the ToT. This has led to the multiplicity in usage of formats at the community level. The formats should be finalized for at least a year. Though NACO has reduced the number of formats from 31 to 17 but it has not reduced the workload at the community level. Non-clarity and different directions received from varied authorities in the form of demanding data in different formats had further enhanced the confusion for the PEs and ORWs. The duplication of role was also observed between Technical Support Unit (TSU) and STRC as both has been asked to support the Targeted Interventions (TIs).

3) Training needs assessments (TNA) /capacity assessment of NGO partners

The topics/ themes were decided by KSAPS. The training coordinator said that STRC has taken individual efforts to identify the need of the NGO partners. STRC asked the participants about their learning needs in self-appraisal form and also during supportive supervision. STRC has analysed the data with the help of excel software. They incorporated the need in varied trainings by adding a session or two. STRC had also shared the outcome with KSAPS. However, KSAPS asked them to focus on building the capacity of only programme manager. STRC conducted only ToT as advised by NACO and also prepared manual for programme manager. The training coordinator has also added that NACO and KSAPS had not given the independence to STRC for fixation of training to be provided to partners. Thus, need assessment has been of limited usage. It was not budgeted as well.

4) Field visits for the training participants

Field visit in the form of exposure was conducted after the five-day classroom training on leadership and personal growth. The team was divided into two groups. One group went to Gokak Shakti Mala Sangha (FSW CBO) and second to chetanya mahila sangh' muthol in Bagalkot district. The selection of CBOs was done as per their strength of handling projects, its coverage area and years of experience. The participants were appraised about how to start CBO, how is it functioning, ways to register CBOs, activities carried out by CBOs and also how to run projects as well as running Income Generating Programme (IGP) schemes through Self-Help Groups (SHGs). The training coordinator and training officers stated that field visits were not included in the other training programmes. This is because it was not planned and also not budgeted in the proposal. STRC has also not received any direction from NACO/KSAPS in this regard.

5) Pre and post training evaluations

According to the reports available, pre and post-test has been done in all the areas in which it is supposed to be done. Besides, pre and post evaluation, STRC has an additional monitoring tool, which is the session evaluation and in-depth interviews. Pre and post evaluation was carried out for all the trainings. The STRC team has analysed the data and it was part of the reports submitted to NACO.

6) Documentation of trainings including best practices

The trainings are documented in a quantified manner, which provides a clear idea on the themes, participants, resource persons, districts covered and output of evaluation. The STRC staff pointed out that the format for preparing the training/workshop reports is suggested by NACO. The training report gives information on the title of the workshop, date of workshop, objectives of workshop, topic covered in the workshop, process day wise, list of resource persons involved in the training, analysis of pre and post training, list of participants and community consultants engaged in training, workshop timetable, conclusion and annexure comprising worksheets and handouts given in training.

The training coordinator and officers were not clear about the concept of best practices. Their answer in this regard for not satisfactory. The evaluator observed that best practices were not part of the training reports.

In the beginning STRC used to follow a narrative pattern, which gives information in terms of the process followed, for quarterly report. Later on STRC has changed the reporting pattern according to the format provided by NACO. The major limitation of this format is that it contains only quantitative data, but does not capture the qualitative picture as well as the process followed. There

is no practice of audio visual documentation apart from the photographs used to be taken in trainings. It has to be mentioned that STRC team is very systematic in documenting the workshops output.

7) Translation of training modules

The training modules were prepared for trainers in English. However, the handouts and worksheets have been translated in Kannada language as per the need of the participants. The translation has been done for ORWs, PEs, shadow leader, exposure visit and a few sessions of programme managers.

8) Post training field visits by the STRC

Post training field visits were not carried out immediately after training. This is because most of the trainings were held back to back in the month of February and March, 2009. The team was involved in the evaluation work of KSAPS in April and May, 2009. Therefore, the post training field visits were held from August to October 2009.

3.2.3 The academic committee and programme planning

1. Constitution of the academic committee

The academic committee has been formed on 8th June 2009. STRC suggested a few names of academic committee members to KSAPS. KSAPS has made certain changes stating that NGO representative had not been selected by STRC and added their names. The committee is composed of thirteen members from various sectors and the composition meets the requirement sited in the contract. All the TI components have been captured in the academic committee. Committee is composed of representatives from established NGOs (5), TIs FSW, truckers and migrants (2), members from CBO (3), Government of India (1), freelancers having expertise in advocate and programme management in HIV/AIDS (2), one from KSAPS and one from STRC.

The STRC was conveyed the information about need for formation of academic committee only in May 09. They had constituted the academic committee within a month. The committee has met only once i.e. on 26th June 2009.

2. Development of the wok plan and monitoring indicators

As explained above, annual work plan was formed during the induction training held at Kolkata in consultation with JD TIs, KSAPS, STRC and NACO representative. Work plan till March 2009 was finalized after discussion with KSACS and NACO. The next work plan was presented in the academic committee meeting held in the month of June, 2009.

Pre workshop assessments, in-depth exit interviews, session evaluations and at the end of workshop, post workshop evaluation are the monitoring tools. It is found that in all the trainings STRC has used these tools and the findings are well documented in the report. STRC has modified their earlier monitoring tools keeping in mind the requirement of trainees such as for PEs pictorial presentation was made.

3. Identifying the categories to be trained

The categories, for trainings held between December to March, 2009, were decided in the meeting held at Kolkata and later on in consultation with NACO. KSAPS decides about the number of participants as well as the category and TIs decide about whom to send or not. STRC was not having any extra role in identifying the categories. In the beginning of the contract, the priority was for imparting trainings to program managers, outreach workers, peer educators, shadow leaders and counselors. Later, trainings were conducted only for programme managers. The training officer stated that many of the outreach workers had complained during the post training field visit that their TIs did not send them for any training. A few others have attended more than 3-4 trainings by STRC. It was also felt by evaluator that selected counselors should have received more training.

4. Identifying best practices for field visits

The process of identifying the best practice sites was recently started by KSAPS. This has been decided keeping in mind the experience of CBOs, year of formation and it's functioning. No Minimum Standards has been decided for qualifying as learning site.

Total three learning sites had been identified. The sites are Population Service International (PSI) (IDUs) in Bangalore, Shakti Sangha at Gokak (FSW) and Sweekar (MSM) in Belgaum. Two batches of personal growth and leadership training have visited the FSW and IDU site. Participants enquired from IDU CBOs about the needle exchange programme, which container to use, post exposure proflexis and legal issues related to use of drugs.

STRC hold discussions with community members from with learning site people – how to interact with visitors, your expectations reg. visitors and how to deal with personal questions.

The training coordinator said that STRC is also enquiring from TIs about their expectation related to the requirement of learning site. They will compare the existing learning sites with the expected learning sites and see what improvement it needs. The discussion with KSAPS will be held with respect to budget required.

5. Quarterly meeting of the academic committee

The academic committee was formed on 8th June 2009. The first meeting was held on 26th June 2009. Till date, only one meeting had happened.

STRC coordinator said that STRC received intimation to form executive committee from NACO only in May, 2009. It was decided that the committee would meet quarterly. Thirty to thirty five thousand rupees were spent for arranging the travel, local travel, accommodation and stationary for the meeting held on 26th June 2009. This is the minimum amount required to hold the academic committee meeting. The STRC budget does not have any such provision nor KSAPS/NACO is providing additional funding for the academic committee meeting.

3.2.4 Documentation and reporting

1. Documentation centre

BIRD Mumbai has set up the centre where HIV/AIDS material is available and also college library has a section on the subjects related to STRC. STRC keep on adding the books related to their work in library. STRC provides the information to TIs especially to FSW/MSM/Truckers, as per their requirement. STRC kept the documents and brochure at their Gokak office. The materials have also been taken at the training venue during trainings. The training coordinator stated that STRC has not received any guidelines from NACO related to setting up of documentation centre.

2.   Website

The quotation has been invited for website in the first week of June, 2009. In academic committee meeting held on 26th June 2009, the content of website has been discussed and finalized. One of the firms has been finalized. However, due to shortage of funds, STRC could not place the order. The website person needs advance which STRC could not afford to provide in the absence of funds. The decision related to launch of website on 15th August was taken. However, it kept on postponing due to non-receipt of funds from NACO. STRC could not have a website of its own due to non-receipt of funds from NACO. STRC has received only one installment from NACO till now. The language and access to systems were other constraints. ORW doesn't have access to computer system. They are also not proficient in English language. Therefore, the content on website is required in Kannada. Only programme manager and M&E staff has access to the website and not others.

3.   Quarterly Newsletter

In the interaction with STRC staff, it was noticed that they were unaware of the requirement to start a newsletter. The training coordinator said that STRC team has not been informed of any such requirements. There is no line item in the budget related to this.

4. Timely report submission

As per revised contract, STRC is supposed to send the monthly report on the 3rd of every month. For first quarter, STRC had submitted a detailed report but they were asked to send report in a brief format.

It has been observed that the submission of reports was not carried out within the time frame. For instance the monthly reports have to be sent by 2nd or 3rd. It does not happen often. The six monthly report for the month of November 2008 to May 2009 was submitted in NACO format on 4th June. The delay in submission of the report was mainly due to non-receipt of information about the requirement of submission of reports. Subsequent, monthly reports were sent every month. The report for the month of June, July, August, September were submitted on 7th July, 5th August, 9th September, 16th October respectively. This reflects that there was slight delay in sending the reports.

The first quarter report was submitted on 27th May. It has been observed that only the first quarter report was delayed due to back-to-back training schedules and evaluation work. The second and third quarter reports were sent to NACO on 4th June and 8th September respectively.

The workshop reports for the month of February was sent on 6th and 7th May and the report for the trainings held on 8th-9th March was sent on 8th May (refer table 3). The report for the training on programme management held from 7th to 12th and 13th to 18th July 2009 was only sent on 1st September. It is obvious that delay in sending reports, is quite regular in STRC. But it has to be mentioned that STRC could not sent the report in time for reasons, which are not under their control. The training coordinator mentioned the following reasons:

- ❖ Due to back-to-back training schedules in February and March, team was not having time for data analysis and could not evaluate the pre and post workshop survey findings.
- ❖ STRC team was involved in conducting the evaluation for KSAPS in the month of April-May.
- ❖ STRC team received the formats from NACO only in the month of May.

Table 3: Details of Workshop Reports sent to NACO and KSAPS

Sl. No.	Name of the Training	Date of Training	Date of Workshop Reports sent to NACO and KSAPS
1	CMIS and Quality Assurance (2 Batches)	5th and 6th 9th and 10th Feb. 2009	6th May 2009
2	Personal Growth, Leadership and Assertiveness	13th to 16th Feb. 2009	6th May 2009

3	Exposure Visit to FSW CBOs	17th and 18th Feb. 2009	7th May 2009
4	Financial Management	20th and 21st Feb. 2009	6th May 2009
5	Vision Building and Strategic Management – MSM Program	23rd to 25th Feb. 2009	6th May 2009
6	Needs Assessment	27th and 28th Feb. 2009	7th May 2009
7	Condom Programming (2 Batches)	1st and 2nd 11th and 12th March 2009	7th May 2009
8	Vision Building and Strategic Management – FSW Program	4th and 5th March 2009	6th May 2009
9	Harm Reduction	8th and 9th March 2009	8th May 2009
10	Programme Management (2 Batches)	7th to 12th 13th to 18th July 2009	1st Sept. 2009

5. Capacity building of NGOs in Proposal writing

STRC had not conducted any training exclusively for proposal writing apart from a session in training on programme management. The training coordinator stated that NACO has not asked us to provide the training on proposal writing. However, STRC has provided the guidance to NGOs by adding a component of proposal writing in other training on programme management. The topics such as need assessment, information about usefulness for baseline studies, writing objectives and component of proposals were covered within programme management training. After the STRC training, NGOs have made changes in their proposal and submitted to KSAPS.

6. Operational research (OR)

No operational research has been carried out by STRC. The STRC team has received the guidelines from NACO on 24th September 2009 and other details about OR on 9th October 2009. The training coordinator stated that the details of the OR had been forwarded to an external consultant for guidance. However, it observes that operational research is practically very difficult to carry out within the project framework. The financial constraint has also been noticed.

Focus Group Discussion with the TI partners

The group was a mix of TI staff members in different levels such as peer educators, outreach workers and counselor. The group has assessed the strength and weakness of STRC programmes in general (refer annexure 9 for schedule). The common points came out in discussion are given in the table 4:

Table 4: Strength and Weakness of the Training Methodology

Strength	Weakness
▪ Good way of expression ▪ Better understanding of the planning process ▪ Good Group discussion and facilitation skills ▪ Expressed through practical experience ▪ Different ways to promote the product	▪ Language problem for those who can't read and write ▪ Ways to explain that how to provide answers to the people's expectation ▪ Lecture methods ▪ Facilitators posture of sitting only at one place and talking

The participants had attended the vision building, condom programming, CMIS, programme management training. English language is a constraint in terms of understanding among illiterate and uneducated. Lack of fieldwork is another concern of NGOs staff. The practical session was conducted for condom distribution. They have also become aware about goals and visions and how to make community aware about it. The adoption of various games also helped in understanding the subject. Each training was having 35-40 participants and 5-8 resource persons. The participants' expectations were asked with the help of a questionnaire. Though need was identified during field investigation but trainings were not conducted according to their need. The training venue was good in terms of environment, climate, training halls and food.

The NGOs staff suggested that trainings content should take care of the diversity existing among different districts. The training should complete on time as earlier the trainings were even continued till 8 p.m. The participants do not have the capacity to grasp for such long hours. They appreciated the appreciation given in the form of tokens for increased participation to participants. There should be mode of entertainment in the evening at training venue. The field exposure should be integral part of the trainings. The training venue has problem related to power, water and distant location. The steps to rectify the problems should be taken. The training should be such that presentations should be more pictorial, usage of less lecture method, more activity, exposure visit, friendly for illiterate people, role play model should be used to make the participants understand. The participants' reaction regarding facilitators is given in table 5.

Table 5: NGOs response regarding Facilitators

Was the trainer well prepared?	Yes
Were the objectives of the training sessions clear?	Yes
Was the trainer's presentation well organized?	Yes, but on first day different participants were arriving at different schedules. Those who arrived early, waited for other participants.

Did the trainer use clear language?	Yes, at times with the help of translation
Was the trainer audible (i.e. speak loud enough)?	Yes
Did the trainer use appropriate body language (i.e. facial and body expressions including good eye contact)?	No, one of the trainer provided demo of condom by showing it an obscene way
Were participants given a space to interact during the training sessions	Yes, training sessions were participatory
Did the trainer express appreciation for participant input?	Claps, tokens way of expression
Did the trainer treat participants with respect?	Yes
Did trainer respond to group signals (i.e. discern the mood of the group, by noticing and responding appropriately when participants appeared to be upset, tired, or confused)?	Yes, at times. More games should be there
Did the trainer use a variety of training methods effectively?	Most of the time it was lectures, a few times BCC, games
Did the trainer use group work or case studies?	Yes.
Did the trainer effectively facilitated people's participation?	Yes, asked for everyone's participation
Did the trainer ask and use feedback from the participants?	Yes and also explained their queries
Did the trainers probe for questions and concerns?	Yes, asking the question is both sided
Did the trainer use creative visual aids?	Yes, a fashion show of condom usage
Did the trainer position the visual aids suitably (i.e. so everyone could see and use them)?	Yes
Did the trainer effectively link the visual aids to relevant information?	Explained with reasons, U shaped sitting arrangement

Conclusion

The most significant advantage STRC Karnataka possesses is the parentage of BIRDS itself. BIRDS being a well-grown organization in Karnataka and with a work experience of more than ten years, STRC has received the benefit of strong knowledge base. Even though the project is run by a well-established organization like BIRDS, the constraining factors that STRC faces are many. The delay in transferring money happens to be a major constraint for the project. The staff members are being paid from other projects run by BIRDS. The requirement of training materials in local language is another major constraint. The ambiguities that exist regarding many of the components in the programme delivery are another limitation that gets in the way of carrying out the project. For example, the STRC team members stated that there is no budget provision for certain components such as need assessment, post training field visits, operational research, DA and TA to academic committee members etc. Non-payment of TA and DA to STRC staff by NACO/KSAPS for conducting evaluation and off site training is also a cause of worry for STRC.

STRC has identified only 11 resource persons. More number of resource persons would have been an asset for the STRC. The multiple role assigned to a single person is also a limitation. For example, Mr. Vijay Thakur worked as Team Leader first, then external consultant and also the academic committee member. Similar is the case of Vijay Kumar, he is also both academic committee member and resource person. STRC has also not taken extra efforts so as to organize more number of trainings between April and November.

3.2   Organizational Capacity

BIRDS is almost 3 decades old organisation which has vast experience in the field of education, volunteerism and health especially HIV/AIDS. Started in 1980 it has undertaken several programmes from dairy, to running schools from preprimary to post graduate, micro credit to literacy programme. It is credited to be the first organisation in 1993 for starting project on HIV programme in Karnataka. It believes on community empowerment which was reflected the way they nurtured and made Shakti Sangha an independent entity as on today. The organisation has earlier worked on TI with truckers, MSM, FSW etc previously with support from HIVOS and KHPT. They have good experience of working with PLHIVs and on creating awareness among general public.

Apart from the above they also run schools and krishi vigyan Kendra at their campus. They have good work on herbal plants and have a museum of the same. The total staff strength of the organisation today stands between 600-700.

The organisational capacity to take up such a project is there. The organisation has the requisite skills, past experience and infrastructural facility to undertake the project.

3.3.1   Recruitment and induction

Office Setup

The main office of BIRDS is situated at Bird Campus, at village Tukkanatti that is 25 kms from Gokak city. There two project offices in Gokak, one stations KHPT and other stations NFHUA, Japan project. The STRC project runs from the Japan project office. The office in which STRC is stationed is a huge setup, however the organisation does not take any rent for the same and so for the purposes of the said project there is no lease agreement. All the trainings are held at the BIRDS campus as stated in the contract agreement.

Recruitment of Staff

There is a BIRDS Selection Committee for recruiting people. The selection committee has the Executive Director and Executive Officer (Mr. BK Barlaya) and external consultant (Mr. Vijay Thakur) as its members. The general process of selection is advertisements, followed by short-listing of CVs, interview and selection.

The organisation has shifted few experienced staffs from other projects to STRC project. Further they included   Dr. Vijay Thakur, an old time consultant with BIRDS and well known for his skills. Few staffs recruited are internal shifts / arrangements. Consultants are also internal arrangements, which includes people from other projects, the organisational chartered accountant etc. The accountant is an overall incharge of the organization and a link between the CA and the organization.

Dr. Vijay Thakur was first shown as the Team leader but was later asked to be removed from the team, on oral instructions from KSAPS, as the team can have full time staffs only. He has been consulting with BIRDS for many years and remains to be a key

person for the STRC project. He is one of the external consultants and has been instrumental in the appointment of the first Project Coordinator.

Mr. SM Jiralimath was earlier an external consultant. After the earlier coordinator was asked to leave due to her non-performance, he took charge as the project coordinator. He was working as lecturer in the BSW college of BIRDS. The two Training Officers (Mr. Ramesh Kogodi and Mr. Sadashiv Kamde) have been with the project since the beginning, December 2008. They both have prior experience of working with TI stakeholders. The three community consultants, Ms. Lalitha (FSW), Ms. Laxhmi (HIV+) and Ms. Chandini (MSM) are from the community itself and were linked to the already running KHPT project of BIRDS.

Ms. Jacintha Pinto and Mr. Raju were initially recruited as Project Coordinator and clerical staff respectively. Ms. Pinto was later asked to leave due to non-performance issues and Mr. Raju was changed with Ms. Savitri with inclusion of provision for a accountant in the revised budget / contract.

Every member was provided with an appointment letter and there is a system of self-appraisal.

Though the staffs are working from December 2008 but the appointment letters for all staff has been provided later in date: Ramesh Gongadi (9th February 2009), Ms. Jacintha Pinto (9th February 2009) and Sadashiv Kambale (9th February 2009). The appointment letters state the contract period starting from December 2009.

There was no salary register maintained between the period December 2008 till march 2009.

Induction of project staff

There have been two induction programmes in name of team building done for the team members. The first round of induction happened at Banglore between 5-11 December 2008. The orientation was attended by all the team members including three community consultants and was facilitated by the Team Leader, Dr. Vijay Thakur. When the new Project Coordinator joined in May, 2009, a one day orientation was conducted on 25th June 2009 during the Academic committee meeting. Team building meetings were held at Navi Mumbai (Manual Development and Team Building) and Banglore (Team Building).

Staff Turnover / Attrition

There have been changes within the team. Initially a position of Team Leader without salary component was built in to accommodate Dr. Vijay Thakur. However, he was later asked (Orally by KSAPS) to be removed, as project staff has to be full time. Among the project staff there was two more changes, one was that of Project coordinator and other of the clerical staff.

The reasons for attritions have been different for all the three. There were some problems regarding the earlier project coordinator having reported certain allegations on the team leader (who surprisingly was also the person who referred her to the organization). It resulted in her leaving the organization.

Praxis – Institute for Participatory Practices

Mr. Raju, who was there as a clerical staff was replaced by accountant after the revised budget provided for the salary. There is a feeling within the staffs that at BIRDS the recruitment of staffs should be better managed. The experience of recruitment of Ms. Jacintha Pinto (Project Coordinator) who was later asked to leave and presently Ms. Savitri as accountant but not performing as expected are examples how wrong selection can hamper team performance.

Staff's understanding of Job

The understanding of staff and their contribution to the project varies. The team members overall are composed and confident in their work and understanding.

- Dr. Vijay Thakur was earlier Team Leader now an external consultant). He was not available for the meeting with evaluation team.

- Ms. Savitri Malji (accounts and administrative officer) is the finance cum administrative officer for the project. She is an authorized auditor and tax consultant cum accountant, a certification which one gets from Income Tax / Sales tax commissioner, after working with a Chartered Account. She has worked with the CA (who has been the auditor for BIRDS since inception) for 9 years. Since 2002 she has been consultant to BIRDS and helps them in streamlining the finances and also plays the crucial link between the organization and the CA. She is presently on the payroll of the STRC project. The team members do not rate high of her. They feel she should be more proactive in taking responsibilities. She should involve herself in making budgets.

- Mr. Ramesh Dundappa Gongadi (Training officer) seems to be a competent person with previous experience on HIV/AIDS. He has joined the project as the Training Officer since December 2008. He has been instrumental in the training Programmes and have been strong support to the team in reporting. He feels he has to now concentrate on training delivery and sharpen his skills on the content. He has conducted support supervision for eight TLs.

- Mr. SM Jiralimath (Project Coordinator) joined as the project coordinator shifting from his lecturer job. The team members feel he is more involved in training and taking sessions. Whereas he should also get involved in making support supervisions and support the team in report writing. He has undertaken two support supervision visits since he has joined in July 2009.

- Dr. Sadashiv S Kambale (Training Officer) has five years of experience on HIV/AIDS before he joined BIRDS. He is more focused on data entry and analysis.

3.3.2   Record keeping and Procedures

Maintenance of Staff operational Records

There is a provision for movement register which has details of movements outside the city with purpose.

The organisation keeps detailed documents and registers under the following heads;

- Separate file in name of each staff and consultant – Dr. Vijay Thakur / Mr. SM Jirlimath / Dr. Sadashiv kambale / Mr. Ramesh Gongadi / Ms. Jacintha Pinto / Ms. Lalitha Harijan / Ms. Lakshmi Marijikke / Ms. Chandini

- Workshop reports

- Letter inwards
- Letter outwards
- Academic committee
- Training load and annual plan
- TI letters
- Programme Management workshop – session plans
- Training manuals
- Handouts and worksheets
- IEC Materials
- Quotations
- Supervision reports
- Peer Training sites
- Learning needs
- Resource Persons
- Team building workshops
- Operational research
- Self appraisals and staff CVs
- Monthly and quarterly reports
- Out reach workers manual (NACO)

Regarding leave applications there is no system of written communications. The requests are made orally to the Executive Officer and based on need he approves.

3.3.3. Staff Meetings

There is no system of monthly meetings. They regularly have team meetings before every training programme. The team has frequent informal meetings, the records of which are not kept.

- There is no register / records for the informal meetings held within the team
- They keep records for the large meetings held / attended like in Kolkata or Banglore etc
- There has been no meetings with KSAPS, and it is also not required within the strategy plan. Meeting with K-SAPS is held during the Academic Committee meetings.

3.3.4 Governance and Leadership

The organization structure within BIRDS is programme wise; and each project coordinator is overall in-charge of the project. The role of Executive Director and Executive Officer is limited to larger decisions of the organizations and staffing and budget related decisions of specific Programmes.

The programme related decisions are taken by the team lead by the project coordinator. Specific to STRC – Dr. Vijay Thakur now as an external consultant, is the key member of the project and he takes strategic decisions, where as decisions as to day-to-day functioning is taken by the project coordinator. For technical inputs for STRC project Dr. Thakur is the person and the role of ED / EO is limited to institutional and administrative support.

The decision making has been bit decentralized vis-à-vis day-to-day functioning for smooth running of the project. For any major decisions regarding the staff or financial aspects, the Executive Director takes the decision.

3.3.5   Conclusions

The organisation needs to strengthen its team and reporting mechanism within the system. While the STRC has been functioning well on completion of planned trainings it has fallen behind with respect to research, development of resource centre and website. These would be areas that require focused attention in the upcoming period.

The project is also hampered by problems emanating from laxity on part of NACO, KSAPS or TSU, which is beyond their control. Be it, late disbursal of funds, delayed or non-delivery of training manuals, confusion regarding multiple reporting formats coming from different bodies to be used at STRC and TI level or late or oral communications. The other areas of importance are;

- There is confusion within the STRC and TIs regarding the reporting format, leading to overload on work. NACO provided a set of format which was later replaced by another set in June 2009. TSU parallel provides its own format to TIs, where STRC has little say. All this is leading to duplication of work and chaos.

- Oral requests and permission from KSAPS (even from NACO at times) is the norm; and written communication is avoided from the state body. But due to systemic pressure the STRC has to adhere to the wishes.

- Concentrated more on trainings and could not create the resource centre. Website development could not happen.

- Change in venue for trainings to different locations would help TIs from all over state to be comfortable.

- There should be provision for coordination meeting which should include KSAPS, BIRDS, TSU and NACO.

- The present trainings are focusing more on managerial issues whereas ORW demand trainings on basics of HIV / STI / Condom promotion etc.

- Due to various reasons including late disbursals there is attrition at TI level and these require fresh orientation trainings, which is not provided within the budget.

- The Executive Director who is also in the advisory board on KSAPS had some novel ideas as to conduction of training and methodology and advocated for technology based video conferencing trainings from each districts. This would reduce the cost and travel time. This is experimented by the agriculture department and is quite successful.

3.4   Financial Management

Background

Within BIRDS the finances are kept on project basis. At present there are 9 project accountants who work in coordination with the respective project coordinator, EO and ED. The auditor SG Suresh & Co. (CA) has been BIRDS auditor since inception of the organisation. Ms. Savitri who used to work with the Auditor has been the organisational consultant since 2002. She is now also the project accountant of STRC project since May 2009.

3.5   Budget Utilization
3.5.1   Financial Process

Budget Utilization

Date of Contract was 15th November 2008 and project started on 1st December 2008. BIRDS received an amount of Rs. 7,50,838/- from NACO on 12th January 2009 and an amount of Rs. 10,10,350/- from KSAPS on 31st December 2008

From the NACO budget, BIRDS has spent an amount of Rs. 8,60,800/- with an additional advance of Rs.1,10,000/- from BIRDS as advance/loan as per the UC dated 6th June 2009.

From the KSAPS budget, BIRDS has spent Rs. 8,15,521/- and is left with Rs.1,94,829/- as unspent balance as per the Audit report dated 18th August 2009.

The demand letter for next installment has been sent on 3rd June 2009 to NACO for Rs. 429049 but have not received the amount.

The SOE was sent as per the contract requirements; monthly statements and quarterly statements and also a six monthly statement was sent for the period December to May 2009 as demanded by NACO.

The computer amount has still not been utilized – as they say they have sufficient setups for the work. The team members feel that they would have benefited if the amount was used to buy laptops from the same amount which they could have carried to the field.

Though it is good for the purposes of system but even when the funds were not received from NACO and the organisation was running the show on the loans from its other accounts, it also debits the account for the head of managerial cost (voucher no.18 dated 31st December 2008)

Bank Account

At BIRDS all books were readily available and maintained well. BIRDS receive two grants from NACO and KSAPS separately.

The NACO grant is kept in the local fund (BIRDS General account) Saving Bank Account No. 10818205803, State Bank of India, ADB, Gokak, Belgaum, Karnataka.

The KSAPS funds are kept in the local Saving Bank Account No. 10818205789, State Bank of India, ADB, Gokak, Belgaum, Karnataka.

The bank pass book is updated on monthly basis.

Systems of Payment-Verification of Bills and Vouchers

The quality of vouchers is ordinary and there is scope for improvement. Many vouchers have corrected numbers / overwriting. Vouchers of external consultants have their signature missing. Voucher no. 48 is missing from the file. Vouchers no. 49 to 77 were all punched on 30th March 2009, a day before the year end. The last voucher no. 47 was punched on 28th February 2009. For the whole month there was no entry. The vouchers do not carry much detail. As per accountant the payments are generally made through cheques. One voucher (No.39 – overwritten) where an amount of 20000/- was paid to Dr. Vijay Thakur does not show TDS calculations.

In respect of voucher no. 2 submitted by Sadashiv Kamble – there is a cash bill from St. Mary's Tour & Travels with bill no.458 dated 8th December 2008 in original and also in photocopy attached to the voucher. Whereas the original shows the total amount calculated after adding of service charge. The Photostat is blank as to the total amount. This clearly shows that the half written bills were photocopied and later on the bill was finalized.

The vouchers are verified by the project coordinator and accountant and finally the amount gets sanctioned by the Executive Director.

All the vouchers are personally seen and approved by the Executive Director himself.

Systems of Payment-Mode of payments

Regarding Loans, there is no provision for individual loans in the organisation. In case of delays in programme fund the organisation provides loan to specific projects from its revolving / donation funds.

Travel advance is provided where the expenses are high otherwise for small amounts the staffs generally get reimbursement of their expenses. For advances, an advance indent is given to the project coordinator who then forwards with explanation to the accountant and ED and then it gets sanctioned.

If the amount is small, then staff members spend on their own and gets it reimbursed after going through the above approval procedure.

For all approvals within project the approval is first given by the project coordinator and accountant and finally the amount gets sanctioned by the Executive Director.

At the Organisational level the sanctioning and approval of Executive Director is done by Executive Officer and vice versa. All the vouchers are personally seen and approved by the Executive Director himself.

Systems of Payment-Record keeping

The accounts are kept in Tally 9 version. There are separate cash book, ledger and salary register for each project.

Apart from the above the organisation also keeps the following books – Minutes register, attendance register, vouchers, and passbooks, for the project.

The following books are kept at the organisational level – Stock register, stationery register, Inwards-Outwards (correspondence) register, Receipt books (carbon), donation register and assets register.

The organisation does not keep a bank book. There is no system of reconciliation statement for local account.

The cash tallying is done on monthly basis. The accountant does not seem to keep cash box and when asked for what is the amount as on today she said nil. When asked how are the expenditures made, she said on credit.

Timely financial reporting

The financial reports have been submitted as per the contract need. SOE were sent with monthly, quarterly and six monthly breakups. UC was sent as per the norm.

SOE was sent on 2nd May 2009 for the period December 2008 to March 2009 with monthly breakups and details and also a consolidated sheet.

Another SOE was sent on 5th May 2009 along with UC for the period of December 2008 to May 2009

An audit report for the period April 2008 to March 2009 was sent on 18th August 2009 for the support received from KSAPS.

3.5.2   Conclusions

The financial system within BIRDS is about satisfactory but requires strengthening. The Accounts / Admin officer should have played more than the role she is presently playing. There should be a system of monthly meeting, which she also should attend. The financial system is solely dependent on the accountants who is project based and require more effort than presently applied.

The finances are largely maintained as per the norms but there are areas which require further strengthening. Such as the small but critical slippages like lack of salary register, meeting minutes register, payment of consultants fees without their signature or without deducting TDS and numerous cuttings of voucher numbers can be specifically avoided. These are critical mistakes which should otherwise not happen with fulltime accountant being present.

Few issues related to budget which emerged during the visit were;

- Academic committee meetings are planned but there is no provision in the budget
- TI evaluation is made mandatory from KSAPS but there is no provision for TA etc in the budget
- On the un-utilization of budget for computer, the team members feel that it can be used for buying laptop instead to have better mobility and can be used during field visits

Details of HIV/AIDS Programme at BIRDS

BIRDS is mainly working in the field of education, Agriculture, Ethno- Medical Research and Trainings Community organization Disaster Management Self Help Groups and HIV/AIDS prevention. It is one of the first NGOs' in Karnataka to initiate HIV related intervention in Karnataka. It has been responsible for diverse interventions in prevention and counselling, both at district and Karnataka State level. BIRDS initiated HIV related targeted interventions in 1993 and STIs' counselling at district hospitals in 1994. Since 1996 it is the Nodal agency for interventions in 21 districts with an outreach to over 7500 women involved in sex work. It developed the outreach with women in sex work in Nanded district which was closed when local NGOs' took over the intervention.

A model project was developed in 1 district with Indo Canadian collaboration and presently a comprehensive intervention for all subpopulations in Belgaum District is developed with assistance from the Bill and Melinda Gets Foundation. This program involves in-house trainings to staff and partner NGOs and community groups every 8 weeks. BIRDS in collaboration with South India Action Programme and Netherlands Gestalt Institute developed and delivered 18 months training for HIV counsellors. 40 counsellors successfully completed the course and have been certified by the Netherlands Gestalt Institute. This is a unique and probably the only comprehensive certification of HIV counsellors in India. BIRDS provides infrastructure, managerial assistance and is responsible for human resource development for Sahabhagini- a federation of 16 district level Sanghas of women in sex work. BIRDS HIV Training and Network Centre successfully and effectively conducted a 11 month course in" Training of Trainers for Peer Education" for HIV Related Interventions, for 29 NGO partners of Avert Society in 7 districts of Maharashtra. 93 NGO staff and more than 400 peers have been trained and supervised in this program. By the end of January 2007, BIRDS is assigned to training 56 staff from 14 NGOs.

List of Documents to be reviewed for:

A. Assessment of Programme Delivery

- List of faculty members for each of the topics and date of enrolment (Do we have a list of topics specified?)
- Training reports of faculty members on trainings received by them.
- CVs of faculty members
- Directory/List of agency for peer educator trainings (identified and engaged)
- List of trainings conducted and their reports
- Needs assessments reports
- Pre and Post evaluation reports
- Translated training material
- Academic Committee member list
- Work plan
- Reports on process of identification of best practice sites.
- Reports of academic committee based on performance in accordance to the work plan.
- Quarterly newsletters
- Proposals or reports of operational researches.

B. Organizational capacity

- Rent agreement and monthly financial reports
- Personnel files – Appointment letters, leave and attendance records
- Induction report by staff
- Job Descriptions
- Attendance register
- HR policy
- Movement register
- Leave records and applications
- Staff meeting minutes

C. Finance

- Approved Budget for the current year

- Monthly Financial reports
- Bank Statements/ Accounts/ Passbook
- All Bills and Vouchers
- SOEs submitted to SACS
- Reconciliation statement

List of Short-listed TIs staff members for Focus Group Discussion (held on 21st October 2009)

Sr. No.	Name of Person	Sex	Designation	Name of Organization	District
1	Khaja Bi	Female	Peer Educator	SAMRAKSHA	Koppala
2	Durga Ma	Female	Counselor	SAMRAKSHA	Koppala
3	Sanjeev	Male	Outreach Worker	SAMRAKSHA	Koppala
4	Sunil	Male	Counselor	SAMRAKSHA	Koppala
5	Chandru	Female	Counselor	SAMRAKSHA	Koppala

List of Shortlisted Resource Persons Interviewed during evaluation (held on 20th- 21st October 2009)

Sl. No.	Name of the Resource Person	Sex	Designation	Organization	Place
1.	Mr. Suresh Sholapurimath	M	Chartered Accountant	Independent	Gokak
2.	Mr. Suresh Rane	M	Taluka Coordinator	BIRDS-Sweekar MSM CBO, Belgaum	Belgaum
3.	Lalita	F	Community Consultant	BIRDS	Gokak
4.	Laxmi Merrjeke	F	Community Consultant	BIRDS	Gokak

Evaluation Schedule

<u>**Evaluator 1**</u>

Day 1		
Time	**Activity**	**Members**
9.30 a.m. to 11:00 a.m.	Introduction of the team and sharing of evaluation schedule and agenda (Discuss information on the fact sheet)	Evaluation team and STRC team
11:00 a.m. to 1:00 p.m.	Discussions and Documentation Review on Programme Delivery (identification and capacity building of faculty, Trainings by STRC)	Training Coordinator, 1(at least) Training Officer and Evaluator 1
1:00 p.m. to 2:00 p.m.	Lunch	
2:00 p.m. to 5:00 p.m	Interview with one of the resource person	Evaluator 1 and resource person
5:00 p.m. to 7:30 p.m.	Discussions and Documentation Review on Programme Delivery	Training Coordinator, Training Officers and Evaluator 1

Day 2		
Time	**Activity**	**Members**
10 a.m to 12.30 a.m.	Discussions with NGO staff trained by the STRC	NGO Staff, STRC team and Evaluation team
12.30 to 1.00 and 2.00 to 2.30 p.m.	Interview with Faculty member	Faculty members and Evaluator
1:00 p.m. to 2:00 p.m.	Lunch	
2.30 p.m. to 6:00 p.m.	Discussions and Documentation Review on Programme Delivery Continued (Academic Committee and Programme Planning)	Training Coordinator, 1(at least) Training Officer and Evaluator 1
6:00 to 7:00 p.m.	Interview with Faculty member	Faculty members and Evaluator

Day 3		
Time	**Activity**	**Members**
9:30 a.m. to 11:00 a.m.	Discussions and Documentation Review on Programme Delivery Continued (Wrapping up)	Training Coordinator, 1(at least) Training Officer and Evaluator 1

11:00 to 12:00	De Briefing and sharing of the evaluation experience	Evaluation team and STRC team

- The Training Coordinator will be required with both evaluators in various interactions. The evaluators will coordinate regarding the overlaps.

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Evaluator 2

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Day 1

- Introductory meeting with STRC Team at Belgaum Integrated Rural Development Society (BIRDS) briefing on the objective and method of evaluation

- Requests made for making them available for 3 days and assurances taken

- Plans shared for the day 1 and day 2

- First phase of documents reviewed at BIRDS

- Meeting held with Accounts / Admin officer at BIRDS

- Meeting held with Shakthi Sangha Team and its Peer Project Coordinator, Smt Gangawwa Teli

Day 2

- Meeting held with the Executive Director, BIRDS

- Meeting held with Accounts / Admin officer at BIRDS

- Individual interview with Project Coordinator

- Individual interview with Training Officers

- Second phase of documents reviewed at BIRDS

Day 3

- Individual interview held with Shri R M Patil, Executive Director, BIRDS

- Individual interview with team members and their feedback

List of Resource Persons

Sl. No.	Name of the Resource Person	Sex	Designation	Organization	Place of Staying
1	Dr. Vijay Thakur	M	Programme Coordinator	FrereDeseFre	Navi Mumbai
2	Mr. Vijay Kumar	M	Director	SPAD-Bangalore	Bangalore
3	Mr. Suresh Sholapurimath	M	Chartered Accountant	Independent	Gokak
4	Mr. Suresh Garagatti	M	Monitoring and Evaluation Officer	BIRDS-Samastha Project	Gokak
5	Mr. Suresh Rane	M	Taluka Coordinator	BIRDS-Sweekar MSM CBO, Belgaum	Belgaum
6	Dr. Praveen	M	Program Officer - TSU	KSAPS, Bangalore	Bangalore
7	Mr. Dinesh Patil	M	Taluka Coordinator	BIRDS-Sweekar MSM CBO, Belgaum	Belgaum
8	Mr. Bhagawan Das	M	Director	CARDTS-Tumkur	Bangalore
9	Mr. Umesh Patil	M	Computer Engineer	BIRDS- Krishi Vigyan Kendra	Gokak
10	Ms. Lalita Harijan	F	Liaison Officer	BIRDS Payana Project – Shakthi Mahila Sangha	Gokak
11	Ms. Lakshmi Marijikke	F	Member	Spandana Network for PLHIVs	Belgaum

List of Resource Persons' CV reviewed during evaluation

Sl. No.	Name of the Resource Person	Place of Staying
1	Dr. Vijay Thakur	Navi Mumbai
2	Mr. Vijay Kumar	Bangalore
3	Mr. Bhagawan Das	Bangalore

Questionnaire for the STRC Resource Persons

Objectives

- To understand their training skills and overall training knowledge

- How is their understanding of NACP III and TI (Targeted intervention)

- What is their earlier experience with TI and capacity building

Set of broad questions:

- What are your earlier experiences of training for targeted intervention?

- According to you what are few musts for a good training?

- How do you plan for any training (Need identification, planning, execution)?

- How many training you have received after joining STRC?

- How your training needs were identified?

- What is the most important skill set for being a good trainer?

- What are major thrust areas in NACP III?

- How do you think you can play a major role in the entire Programme?

- For Programme management point of view how important is capacity building?

- How do you see your capacity enhancement after you joined STRC?

Leading questions for FGD with trainees (NGOs)

- How many STRC training programmes have you attended in the last year? Which ones?

- How long for? Residential or non-residential?

- Was the fieldwork or any other kind of practical session included?

- How many other participants were there and how many resource persons?

- Were you asked to fill any needs assessment form before attending the training?

- Were you asked for your expectations before the training took place? If yes, how?

- Were your expectations met? If not, why?

- Could you mention the major strengths and weaknesses that you have generally felt about the training methodology (facilitation style, training tools, etc)

STRENGHTS	WEAKNESSES

- Was the training sessions well organised and planned?

- Was the training venue comfortable and suitable to training activities?

- Was the workshop schedule too rigorous, not rigorous or just right?

Rating Options: 0 = No/none of the time, 1 = Somewhat/some of the time

2 = Mostly/most of the time, 3 = Very much/all the time, n/a = Not applicable

13. Facilitation/Trainer

Was the trainer well prepared?	
Were the objectives of the training sessions clear?	
Was the trainer's presentation well organized?	
Did the trainer use clear language?	
Was the trainer audible (i.e. speak loud enough)?	
Did the trainer use appropriate body language (i.e. facial and body expressions including good eye contact)?	
Were participants given a space to interact during the training sessions	
Did the trainer express appreciation for participant input?	
Did the trainer treat participants with respect?	
Did trainer respond to group signals (i.e. discern the mood of the group, by noticing and responding appropriately when participants appeared to be upset, tired, or confused)?	
Did the trainer use a variety of training methods effectively?	
Did the trainer use group work or case studies?	
Did the trainer effectively facilitated people's participation?	
Did the trainer ask and use feedback from the participants?	
Did the trainers probe for questions and concerns?	
Did the trainer use creative visual aids?	
Did the trainer position the visual aids suitably (i.e. so everyone could see and use them)?	
Did the trainer effectively link the visual aids to relevant information?	

14. Were you able to apply the training learning to your work? If not, why?

15. During the training, was there space for you to provide an ongoing feedback on each session?

16. At the end, was the training evaluated through a form or else?

17. What are your suggestions for improvement?