

STRC CORT Evaluation Report

**Submitted to
PHFI**

**Submitted by
Praxis - Institute for Participatory Practices**

Table of Contents

List of Abbreviations

Executive summary

1. Background

1.1 State Training and Research Centre Evaluation

1.1.1 Purpose

1.1.2 Objectives

1.2 Evaluation Methodology

2. Three Day Evaluation Schedule

3. Key Findings

3.1 STRC Fact Sheet

3.2 Programme Delivery

3.2.1 Identification and Capacity Building of Faculty

3.2.2 Trainings by STRC

3.2.3 Academic Committee and Programme Planning

3.2.4 Documentation and Reporting

3.2.5 Conclusions

3.3 Organisational Capacity

3.3.1 Recruitment and induction

3.3.2 Record keeping and Procedures

3.3.3 Staff meetings

3.3.4 Governance and Leadership

3.3.5 Conclusions

3.4 Financial management

3.4.1 Budget Utilisation

3.4.2 Financial Process

3.4.3 Conclusions

5. Annexures

- Annexure 1 List of Documents to be reviewed
- Annexure 2 List of Short listed TIs staff members for Focus Group Discussion (FGD)
- Annexure 3 Registration Form of TIs for FGD
- Annexure 4 List of Resource Persons interviewed during evaluation
- Annexure 5 Copy of Advertisement (published in Newspaper and devnetjobs website)
- Annexure 6 Job Responsibilities (as given in revised ToR)
- Annexure 7 Attendance Muster Roll
- Annexure 8 Travel Form
- Annexure 9 Questionnaire for the STRC Resource Persons
- Annexure 10 Leading questions for FGD with trainees (NGOs)
- Annexure 11 Training report

List of Abbreviations

AC	Academic Committee
AIDS	Acquired Immuno Deficiency Syndrome
AMACS	Ahmedabad Municipal AIDS Control Society
ART	Antiretroviral Therapy
CBO	Community Based Organisation
CMIS	Computerised Management Information systems
CORT	Centre for Operations and Research
DDSACS	Daman and Diu State AIDS Control Society
FSW	Female Sex Worker
GSAC	Gujarat State Aids Control Society
HIV	Human Immuno-deficiency Virus
HRG	High Risk Group
ICTC	Integrated Counseling & Testing Centres
IDU	Injected Drug User
MSM	Men having Sex with Men
NACO	National AIDS Control Organisation
NACP III	National AIDS Control Programme, Phase III
NGO	Non Government Organisation
ORP	Out Reach Planning
ORW	Outreach Worker
PE	Peer Educator
PM	Project Manager
SACS	State AIDS Control Society

SHG	Self Help Group
SOE	Statement of Expenses
STI	Sexually Transmitted Infection
STRC	State Training resource Centre
TI	Targeted Intervention
TNA	Training Needs Assessment
TO	Training Officer
ToR	Terms of Reference
TSU	Technical Support Unit
ToT	Training of Trainers

Executive Summary

Centre for Operational Research and Training has signed contract with NACO, Gujarat State Aids Control Society and Ahmedabad Municipal Aids Control Society on 15th July 2008 to establish a state training resource centre. STRC Vadodara has completed one year since its inception and has conducted one hundred and thirteen trainings in various themes covering 26 districts across the state. STRC functions in association with three SACS, viz, Gujarat Aids Control Society, Ahmedabad Municipal Aids Control Society and Daman & Diu Aids Control Society. STRC has been able to build up a resource pool of 75 experts to undertake trainings in various core topics. STRC is currently providing training in Out reach planning, TI orientation, Accounting, Project management, STI management, proposal development, need assessment and so on.

The most significant advantage that STRC Vadodara possesses is the parentage of CORT itself. CORT being a well grown organization, STRC is able to overcome many of its constraints during the inception stage. The good amount of experience the CORT staff has in the area of research provides value addition to the accomplishments of STRC in general. Needless to say, there are constraining factors too that hamper the effective delivery of qualitative output as well. Even though the project is run by a well established organization like CORT, the disabling factors that STRC faces are many. The delay in the transfer of money happens to be a major constraint for the project. The staff members are being paid from other projects run by CORT. The non availability of training materials in local language is another major constraint that hampers the output of the project. It came up as a common issue through out the process of evaluation. Both resource persons and NGO representatives opined that language limitations happen to be a major problem for the participants. The ambiguities that exist regarding many of the components in the programme delivery are another obstruction 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, website, post training field visits. Besides the team says it has not been informed of the requirement of news letters. Both NACO and STRC should take initiative to address such confusions and generate debate over the disagreements that arise.

Programme delivery

STRC has accomplished one hundred and thirteen trainings till date since its inception. STRC, with the support of NACO and SACS has developed a resource pool of experts who possess good amount of experience in the area of HIV Aids as well as targeted intervention. Less than half of the resource persons have undergone training of trainers by STRC. STRC is putting deliberate efforts to decentralize the resources as much as possible. STRC is able to identify resource persons in almost all the districts covered under the project. STRC has also identified eleven agencies to provide training for peer educators as well. These eleven zonal agencies cover all the districts in the project. It has to be mentioned that monitoring and evaluation also has been carried out by STRC almost on a regular basis. Pre and post evaluation, master trainers evaluation etc are some of the tools that STRC uses in this regard. Pre and post test is being done for selective trainings such as, out reach planning, TI orientation and STI management.

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 does not lag behind in providing information according to the requirement of NACO. But being the part of a research organization, the team members are well aware of the limitations of such a reporting format.

The work plan has been provided by Gujarat STU and finalized in consultation with all SACS STRC has been involved in identifying the best practices which is an essential component of the project. 15 sites had been identified in this regard. STRC has conducted five field visits to the best practicing sites. STRC has also carried out a need assessment study in which The TI staff in different levels, of peer educators to project managers.

In brief STRC Vadodara has a great potential to move ahead. In spite of the constraints in the inception stage, the project proved the presence within a short span of time.

Organisational Capacity

The STRC CORT has been established in the premises of Centre for Operations Research and Training (CORT). The STRC doesn't have any rent agreement with CORT. It books the utility such as space, electricity, and water under the office supplies head. The office was set up immediately after receiving the contract from NACO. The training coordinator, computer programmer and secretarial assistant are permanent staff members whereas STRC training manager, and two training officers are appointed on contract basis specifically for STRC project. All the project and permanent staff have insurance coverage. The job advertisement has been given in the newspapers, job websites as well as pasted on notice boards of the university. The selection was done through a selection committee constituting of the management of CORT. The interview process took approximately one-month time. All the staff members are highly experienced. It is difficult for the STRC to find the persons with minimum qualification, and experience related to TIs, considering the nature of involvement and salary offered.

All the staff has been given information on issues related to STRC and its functioning by the internal staff members of CORT. The staff turnover has not been seen in STRC. The staff is well aware about their roles and responsibilities in the project. They have received the guidelines sent by NACO. They have been able to handle the pressure of the requirement of the STRC to a great extent. There has been a clear cut division among their roles and responsibilities.

The registers and records for attendance, leave and travel has been managed accurately. It is also checked by higher authorities. For movement, travel form is used which has details such as name of project, purpose of travel, place of visit, date of departure etc. The STRC team holds the staff meeting regularly and also writes minutes of the meetings since April 2009. CORT management is comprised of executive director, 2 directors research and director finance. There is a good coordination between management and STRC staff. The suggestions made by staff on programmatic fronts are accepted by the management.

Finance

The STRC has been following all the rules and regulations as suggested by NACO. The STRC has been able to spend 93.7 percent till 31st July 2009 which reflects that 6.31 percentages of funds have not been utilized. The amount under spent is low on two counts: one, on field works because some of the trips have been paid by NACO and SACS. The second under spent amount is on service tax because rate of service tax has been changed downwards from 12.36% to 10.3% with effect from 25th February 2005 and also because of saving on service tax due to unutilized field work cost.

The CORT has only single bank account in which all the project fund gets deposited. The money received from NACO for STRC also gets deposited in the account. The account is operated by power of attorney. The usage of vouchers is part of CORT system. CORT uses bank vouchers, cash vouchers and cheque vouchers. In most of the cases, payment has been made through cheque except in a few cases such as booking the train tickets and accommodation. Many of the budget heads of STRC and CORT organization are common. The CORT spends on these head from their overall expenditure and charge the NACO as per contract.

The STRC has received the first payment only on 11/10/2008 though the contract was signed on 24th July. The bill for releasing the second installment has been raised on 27th January 2009 but so far no payment has been received. NACO has asked the STRC to submit the SoE by sending the format through e-mail only on 27th February. This has led to the delay in submitting the SoE.

The STRC has not received the last three installments till now and hence not submitted the SoE for the said amount.

The process of releasing the amount should be time bound. During the time payment has not been received from NACO, CORT was able to incur the expense from its common pool as it's a consultancy organization. However, the same is not true with other STRC's. The scope of work has increased since signing of the contract in July whereas no provision for additional funds has been made by

NACO. The items such as operational research have been added in the revised contract. The number of TIs to be covered has also increased significantly i.e. from 52 TIs to 103 TIs now.

The timely information has not been received from NACO. The clarity in terms of which contract to be followed for what purpose, role of SACS/ STRC and TSUs and lack of information from NACO regarding payments, extension of contract etc. There should be more clarity in the roles and responsibilities of NACO. The NACO should inform the STRC regarding their continuation for next year in one month in advance as otherwise the staff feel de-motivated and insecure. It's also difficult for STRC to look for their replacement if they decide to leave in this situation. It also led to delay in the implementation of the project without any fault of STRC. The work also gets delayed due to non-signing of contract between SACS and TIs which also led to delay in executing the training plan. The complexities in terms of dealing with varied SACS are also an issue for STRC. The distance between SACS and STRC also led to more expenditure and less control.

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 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 the six STRCs. This report documents the performance assessment of STRC CORT (Centre for Operations Research) located at Vadodara.

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 Gujarat and union territory of Daman & Diu 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 1. The maximum number of training was conducted on outreach planning.

The evaluation team conducted Focus Group Discussion with TIs, who attended the outreach planning training, at various levels such as project managers, peer educators and outreach workers. The participants for FGD were selected randomly. Due to time constraint and difficulty in calling people from far away districts, the random selection had been done from the near by districts only. Almost double number of trainees (19) was short listed so as to ensure the adequate representation of TIs (refer annexure 2). Out of which, eleven participated in the focus group discussion (refer annexure 3).

The resource persons for interview were also selected randomly. The selection process was done in the first session of first day of the evaluation. This is to ensure that adequate time should be given to STRC CORT to check their availability in order to conduct the semi- structured interview with the help of questionnaire. 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

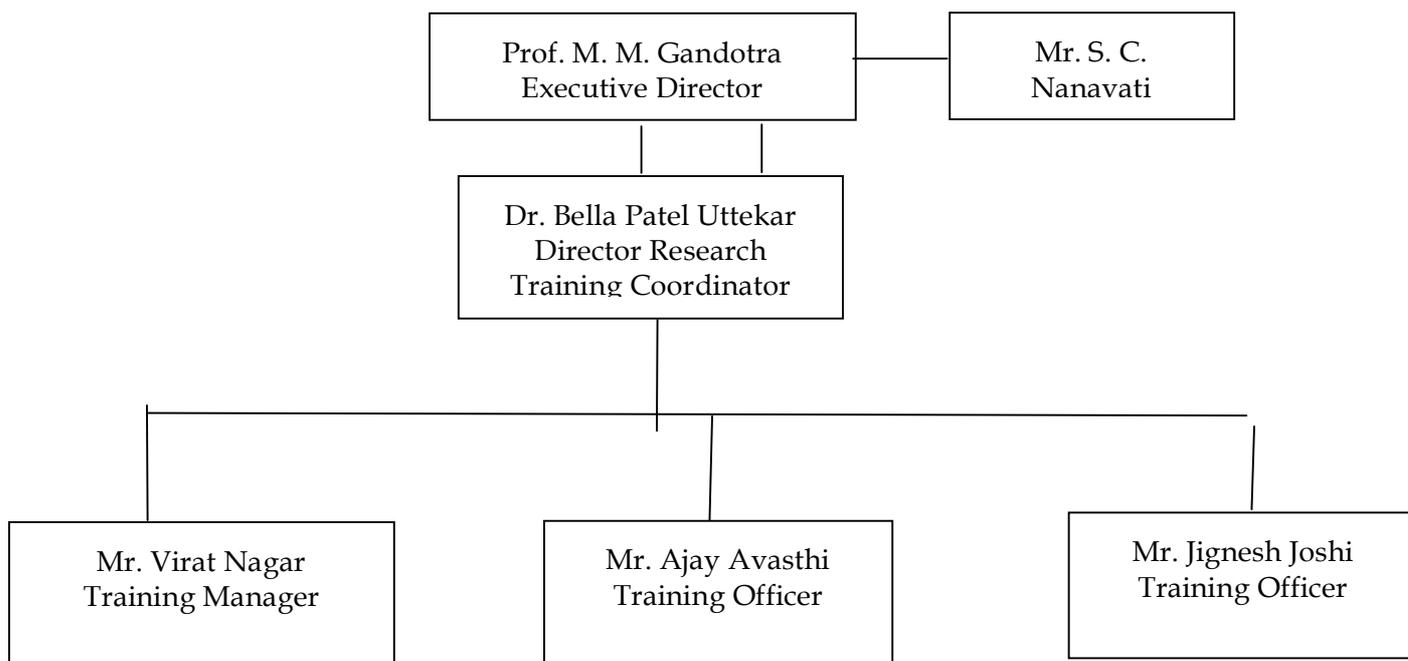
This chapter reports the key findings gathered by the team vis-à-vis the three areas of assessment, namely programme delivery, organizational capacity and financial management. General information on the STRC was also collected, generating the following profile.

3.1 STRC Fact Sheet

1. Basic Details

A.	Name of the STRC	STRC CORT
B.	Name of the Implementing Partner	CORT
C.	States/ UTs Covered	Gujarat, Ahmedabad, Daman Diu
D.	Number of Districts covered	27 (Gujarat – 24, Ahmedabad - 1, Daman Diu – 3)
E.	Date of Contract with NACO	24 th July 2008 and 16 th February (revised contract)
F.	Date on which started functioning	1 st August 2008
G.	Number of TI partners covered	113 (Gujarat – 95, Ahmedabad - 3, Daman Diu – 14)
H.	Location of STRC:	Vadodara

2. Organization Structure



3. STRC Team (As on 29th July 2009)

	Number
Training Coordinator	1
Training Manager	1
Training Officers	3
Faculty Members	72
Total	76

4. Details of the Academic Committees formed by STRC

S. No	Name	Organisation	Place	Joining Date
1	Dr Pradip Gupta	GSACS representative	Ahmedabad	20.06.09
2	Dr Kadri	GSACS representative	Ahmedabad	20.06.09
3	Dr Kulkarni	AMCACS representative	Ahmedabad	20.06.09
4	Dr Hansraj /Mr Prasad Sant	DDSACS representative	Daman	13.07.09
5	Dr. M. E. Khan / Prof. M. M. Gandotra	Academician, Trainer	Population Council / CORT	13.07.09 / 15.07.09
6	Prof. Leela Visaria	Academician	Ahmedabad	20.06.09
7	Mr. Deepak Teraiya	Trainer	Registrar, SPIPA, Ahmedabad	06.07.09
8	Mr. Virat Nagar	Trainer	Ahmedabad	20.06.09
9	Dr. Bimal Buch	Trainer	Principal, IHFW Training Center, Rajkot	04.07.09
10	Dr Gaurang Jani	Academician	Dept of Social Work, Ahmedabad	09.07.09
11	Mr Amar Vyas	Academician (Medical Social Worker)	B.J.Medical College, Ahmedabad	08.07.09
12	Dr.Harinesh Pandya	NGO Representative (Social Worker, Community Mobilization)	Secretary, Janpath, Ahmedabad	07.07.09
13	Dr. J. K. Kosambiya	TI Partner/ Academician	Skin and VD / PSM, District Hospital, Surat	17.07.09
14	Mr. Pratik/ Ms.Daxaben	Community Representative (PLWHA Network)	GSNP+, Ahmedabad/Surat	18.07.09
15	Mr. Raju Rabadiya	TI Partner	Bhavnagar	06.07.09
16	Mr. Sylvester	Community member/ TI Partner	Vadodara	11.07.09
17	Ms. Geeta Waghela from Sakhi Jyot	Community member	Ahmedabad	17.07.09

3.2 PROGRAMME DELIVERY

3.2.1 Identification and Capacity Building of Faculty

1) Identification of faculty members

STRC has a resource pool of 75 persons from different levels such as Doctors, TI project officers, representatives of SACS and TSUs and independent consultants. The list of resource persons is provided by NACO as well as SACS. Besides, STRC team identifies potential trainers in regional levels and put effort to bring them up as qualified trainers. There is guide line for bringing the faculty members on board, while STRC generally look for their relevant experience, communication skill and awareness on targeted intervention. Topics for training are allotted to the trainers according to the skill and expertise they have in respective thematic areas. The project staff said that there is scarcity of resource persons in certain areas namely, accounting, counseling, STI-RTI management and record keeping of which one of the components is of programme management. At the same time they have sufficient number of trainers in areas like TI orientation, outreach planning and in other components of programme management like, HR manual, supportive supervision etc. (Money to doctors is insufficient)

In terms of STI/RTI management the facilitation is done by Doctors generally. Some times it is very hard to get the doctors for the purpose. They generally are very busy and not able to avail their service. This is one of the challenges that STRC faces right now. In the case of accounts training, STRC is availing the service of the finance person of GSACS. There are very few people who can give facilitation in accounts with respect to the goal and objectives of NACP III. This is one constrain the STRC faces in terms of getting resource persons for each topic.

2) Training of faculty members

Among the 75 resource persons identified, 32 have undergone ToT by STRC on TI orientation. It is not mandatory that the trainers should have gone through any training given by NACO, but most of the resource persons are either trained by NACO or by the ToTs of NACO. The STRC team has also said that there is no such guide line as training should have been given to resource persons within a fixed

time frame. The one TOT conducted by STRC took place in May 2009 which had been attended by resource persons as well as faculty members. STRC support and orient the trainers by giving them reading materials,(In the experience of the project staff many of them need orientation in NACP III) and guidelines on each thematic area as per the requirement. The project staff has undergone one ToT conducted by NACO in October 2008.The training coordinator has attended one ToT on programme management conducted by NACO in Delhi in May 2009.The staff members are not even aware of the pre requisite that the project should have been trained within 75 days of their joining.

3) Capacity of faculty members

The evaluation team has fairly a good impression about 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. But it has to mentioned that STRC team could not provide the CVs of all resource persons. On the contrary, they were able to provide only seven CVs from a long list of 75 resource persons at hand. The evaluation team recommends that in terms of keeping the credentials of the resource persons in database, STRC needs to do better. It is important to keep the profiles of all the faculty members in the database.

The evaluation team conducted interviews with four of the faculty members. The respondents are chosen randomly, but keeping in mind certain practical factors such as geographical proximity and availability.

Mr Raju Rabadia from Bhavnagar has been associating with STRC since its inception. He has facilitated 62 trainings within the project period. He has attended one ToT provided by STRC since joining with STRC. Prior to that Raju Rabadia has attended a ToT provided by GSACS. Most of the trainings he facilitated were on out reach planning. According to him, thorough subject knowledge and communication skill are the fundamental qualities a trainer should have. Ankur Patil is working as project officer with an MSM project. According to him providing training material in local language is one of the most important pre

requisites for a good training. He has a good amount of experience working in the field of HIV Aids. Ankur has facilitated a number of trainings in topics like, sex and sexuality and out reach planning. Sex and sexuality is the thematic area in which Ankur has a significant amount of experience and expertise. Rita Pandia, who also works as a projects officer with one of the TIs ,possesses a good amount of experience in facilitation. The common issues raised by the resource persons are the nonavailability of training material in local languages and the deficiency of time for which the trainings being tightly scheduled and packed. One of the resource persons opined that the TOTs they attended were not very useful. They had great learning from each of the trainings they facilitated rather than the ToTs they attended.

3.2.2 Trainings conducted by STRC

1)Identification of agencies/individuals to train peer education

As of now eleven agencies have been identified for providing training to Peer Educators. None of these agencies have started providing training, the procedure has not yet commenced. The agency SMIMER is about to start training as they have developed a tool kit for training and GSACS has released money as well. The list of agencies is prepared by STRC and the academic committee have discussed on the same. Apart from the below list of agencies, STRC is in touch with one more agency, ASHODHAYA which is suggested by NACO for peer training. The experience in health related issues, expertise in community mobilization and prior experience in providing training are some of the parameters for choosing the agencies. STRC team said that they are also looking for geography wise distribution of agencies to make the process as decentralize as possible.

The agencies are identified zone wise. South Gujarat covers 7 districts, North Gujarat and Ahmedabad together cover 10 districts and Saurashtra covers 8. All together it covers 25 districts. STRC is responsible to train TIs in 26 districts

S.No	Name of the Institution	Zone
1	SMIMER	South Gujarat
2	Gujarat Vidya Pith	North Gujarat & Ahmedabad
3	Vivekananda Rural Training Intitute	Saurashtra
4	Social Work Department,Saurashtra University	Saurashtra
5	Sardar Patel Institute for Public Administration	North Gujarat & Ahmedabad
6	Sewa Rural	South Gujarat
7	CHETNA	North Gujarat,Ahmedabad & South Gujarat
`	Sardal Patel Snatak Mitra Mandal	Saurashtra
9	Navjeevan Trust	Saurashtra
10	Yoganjali Kelvani Trust	North Gujarat
	Sree Sarvodaya Mahila Udyog Mandal	Saurashtra

including Daman & Diu

2) Number of trainings conducted

Until now STRC has conducted 113 trainings since inception in areas namely, TI orientation, out reach planning, STI/RTI management, need assessment, accounts, programme management, CBO action plan etc. The total number of participants attended the trainings are 2235. According to the annual action plan, STRC, has schemed to undertake 101 training in the above said themes in the current year. According to this plan STRC has completed 24 trainings altogether for the current

year. The action plan was prepared by GSACS and approved by NACO in April 2009. The current work plan is from April 09 to March 2010. STRC has conducted largest number of trainings in out reach planning.

The STRC team has observed that STI management and community mobilization are the two areas they find hard to organize training. Doctors being the facilitators in STI management training, they often find it difficult to avail their service. Doctors are generally very busy and not very happy to dedicate time for training. The two training officers of STRC have sited it as one of the challenges they face in conducting training. In terms of organizing training for community mobilization also, they find it difficult to make the peer educators aware of the need and scope for community mobilization. Sensitizing peer educators in this regard is a bit challenging exercise for the STRC team.

Training need assessments/capacity assessment of NGO partners

One training need assessment study was carried out by STRC, but the report was made ready on the day of evaluation only .The training coordinator said that the report was almost complete, but it is lost due to some technical error. The evaluation team has gone through the data collected in need assessment study. The methodology of the study was filling up questionnaire. The study was more an online survey in which all the respondents had been provided with the questionnaire through e mail, which they had been asked to fill up and sent back. The survey was done in a participatory manner as all the TI staff had been included, namely the Project officers, ORWs and Peer Educators. The data was collected from 32 POs, 124 ORWs and 250 peers. The training coordinator has also added that the need assessment was not budgeted as well.

3) Field visits for the training partners

Field visits are being conducted for trainings in need assessment, Out reach planning and STI/RTI management. There is no such definite process for selecting the sites for field visits. Geographical proximity is the main criteria for selection. Most often sites near by to the venue of training have been selected. There is no

practice of choosing learning sites for field visits for participants. The training reports do not provide the information on the process of choosing the sites and which all are the sites chosen. The training reports largely speak in numbers. The STRC staff pointed out that the format they follow to prepare training reports is suggested by NACO. The training report gives information on the number of trainings conducted, categories, themes, the dates, number of participants and also the resource persons attended.

4) Pre and post training evaluations

Pre and post evaluation is usually carried out for trainings, such as TI orientation, Outreach planning, STI management etc. In Core topics like CBO vision building, CBO action plan, accounting and proposal development, no pre post evaluation is being done. The STRC trainers view it as unnecessary to do it for the topics mentioned. According to the reports available pre and post test has been done in most of the areas in which it is supposed to be done. Besides, pre and post evaluation, STRC has an additional monitoring tool which is the master trainer's evaluation.

5) Documentation of trainings including best practices

STRC has conducted 113 trainings since inception. A total number of 2235 participants attended on core topics such as CBO vision building, CBO action plan, TI orientation, Outreach planning, programme management, accounting, proposal development, STI /RTI management etc. The trainings are documented in a quantified manner which provides a clear idea on the data of trainings in terms of themes, participants, TIs attended, resource persons and districts covered. In the beginning STRC used to follow a narrative pattern which gives information in terms of the process followed. 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 photographs. The reporting format does not provide space to specify the field visits, best practices etc.

6) Translation of training modules

The non availability of training materials in local language is the major constrain that hampers the quality performance of STRC for the time being. The presentations also are being done in English only. It has to be mentioned that a few of the presentations are ready for delivery in Gujarati. Power point presentations in Gujarati have been done in topics such as communication, planning, HR management, leadership and out reach planning. The STRC team said that in the forth coming trainings these PPPs will be used. The translation of two training manuals also, is near to completion. The training coordinator said that only proof reading is left and it will be ready for delivery soon. As of now no training material is available in Gujarati .Same was the issue pointed out by the TI representatives who participated in the FGD conducted by the evaluation team. The common issue across TIs is the non availability of materials in local language. In the beginning the STRC team members themselves did the translation. Later on they found it practically not feasible and thus decided to outsource the same. But the team members opined that quality is not up to the mark .The professional translators do not know the context and many of the concepts and ideas are lost in translation.

7) Post training field visits by the STRC

Post training field visits are not being carried out .The training coordinator said that there is no such instruction in the contract and also there is no budget provision for the same. They have recently started field visits. Only six NGOs have been visited by STRC until now. The impact of training is assessed by the pre-post evaluation and also by master trainer's evaluation.

3.2.3 The academic committee and programme planning

I. Constitution of the academic committee

The academic committee has been formed on 28th June 2009. The committee has conducted only one meeting which was on 20th July 2009. The committee is composed of eighteen members from various sectors and the composition meets the requirement cited in the contract. Committee is composed of academics, trainers, representatives from established NGOs who impart training at grass root level, social workers, representatives of the community, TI partners and representatives of SACS. Mr Sylvester Merchant (Project Manager ,Lakshya Trust) and Ms Gita Wagela (President, Sakhi Jyoti Sanghnan) are the community representatives in the committee. STRC has requested the TIs to suggest names and thus they are incorporated in the committee. In the formation stage, they were not finalized as the permanent members, but had an idea to send any community representative if these two members (Mr Sylvester and Ms Gita) are not free. Later on they are finalized as the permanent members for community representation, according to the training coordinator. The academic committee is an idea which is incorporated in the revised contract only. It is not there in the original contract. The revised contract came into being only on 16th February. Taking these facts into consideration, the evaluation team observes that STRC has constituted the committee within 125 days of the contract.

II. Development of the work plan and monitoring indicators

The training coordinator had a meeting with each of the SACS in Gujarat (GSACS, Ahmedabad SACS and Daman & Diu SACS) regarding the work plan. Work plan was finalized after discussion with SACS and TSUs. The work plan was provided by Gujarat Technical Support Unit. The changes suggested from the part of STRC in the work plan were in terms of prioritizing the capacity enhancement of CBOs. The first meeting for finalizing the work plan was held on 11th August 2008. TIs had not participated in the discussions for developing the work plan. The training coordinator said that TI's participation in the work plan has happened in an indirect manner. She explained that there are district level work plans

submitted to SACS based on which SACS derives the work plan for STRC. Pre and post test and master trainers evaluation are the two monitoring tools used in trainings. It is found that in most of the trainings STRC has used these tools and the findings are well documented.

III. Identifying the categories to be trained

STRC has not put any additional efforts to identify the categories apart from prioritizing the categories in the monthly meetings with SACS according to the contextual needs of each TI, for instance, in the beginning of the year the priority is programme management. The categories for each core topic has already been identified by SACS. They are listed in the operational guidelines. NACO has recently shifted the concept of PEs to volunteers. It is observed that the community members generally go to private practitioners to get treatment for STI. Thus the category of private practitioners has recently been added. Seven trainings have been carried out in this regard.

IV. Identifying best practices for field visits

The process of identifying the best practice sites has recently started by GSACS. The GSACS has recently conducted External Evaluation as per NACO's prescribed manual and out of 52 TIs evaluated and based on their past years performance, the potential NGOs name to develop as a learning site has finalized. GSACS has identified 15 sites as potential best practice sites. STRC has made five field visits to the TIs identified as the best practicing sites until now. The training coordinator explained that they are actively considering the same to carry out further visits at the earliest. GSACS has developed Minimum Standards for qualifying as learning site, which are as follows:

- Standard Program Management Practices
- Quality Service delivery
- Standard Finance Management Systems
- Following SOP
- Proper Documentation Systems

- Best Practices in the field
- Research Initiatives
- Documentation of best practices, researches
- Capacity Building effort for Peer Educators

Based on the above mentioned themes, a meeting of the best practice sites was held on 22nd July 2009. Representatives from fifteen sites attended the meeting. The best practice as well as average and bad performance sites are identified by the evaluations carried out by external evaluators for NACO. STRC has actively been considering to visit average and poor sites too to understand their constraints and weaknesses and to identify areas in which they need capacity building.

V. Quarterly meeting of the academic committee

The academic committee had been formed in June 2009 and the first meeting had been held in July. Only one meeting had happened until date. Three meetings have been planned in a year. The next meeting will be held in November in which the committee will review the work done by STRC. The last meeting which will be held in July 2010, will do the evaluations of trainings done as well as will plan and design the future programmes.

3.2.4 Documentation and reporting

I. Documentation centre

CORT has a well developed documentation centre in which the documents, reading materials and other relevant literature are systematically kept and maintained. The Centre has a computerized documentation system which is apparently well updated and systematic. One of the training officers is in charge of the documentation of STRC and he does it in collaboration with the staff members of CORT who work in the documentation centre. People from other NGOs, interns and members of TIs make use of the centre as well.

II. Website

The training coordinator stated that there is no provision in the budget for website. STRC does not have a website of its own, but the information on STRC is uploaded in CORT's website which is fairly well maintained and updated. The link to STRC gives a general idea on the work carried out by STRC and its objectives. The training calendar also is uploaded in the website .As of now, an independent website for STRC is not there in the active consideration of the team.

III. Quarterly Newsletter

STRC hardly have any idea to start a newsletter. The training coordinator said that STRC team has not yet been informed of any such requirements until date. It is not mentioned in the contract as well. The evaluation team strongly recommends that NACO as well as its partners should introspectively think and debate upon how such ambiguities happen in a project being carried out on a precise ToR.

IV. Timely report submission.

It has been observed that the submission of reports has not been carried out within the time frame. For instance the monthly reports have to be sent by 2nd or 3rd of every month. It does not happen often. The report for the month of December has been sent on 17th January and the report for the month of January has been sent on 14th February. The report for February has been sent only on 10th March. It is obvious that delay in sending reports, is quite regular in STRC. But it has to be mentioned there are occasions in which STRC could not send the report in time for reasons which are not under their control. For example in December 2008 NACO had changed the reporting format and thus the reports got delayed.

V. Capacity building of NGOs in Proposal writing.

The training coordinator has stated that hundred TI partners were provided with training in proposal writing. Three orientation work shops have been conducted in this regard. The first work shop was conducted on 13th & 14th April 2009 in Surat. The second and third works shops have been carried out on 21st and 22nd April (In Ahmedabad) and 23rd and 24th of the same month, respectively. The third one was conducted in Rajkot. A general understanding on NACP III and the scenario of targeted intervention, process of project proposal development(drawing out goals and objectives) ,developing and understanding indicators and work plan, budget planning and staff pattern are some of the key sessions carried out in the two day work shops for proposal development. The training coordinator stated that the TIs participated in the work shop sent proposals to SACS which were rated by SACS as slightly improved in terms of quality. SACS has offered the support of experts in this regard.

VI. Operational research

No operational research has been carried out yet by STRC. The STRC team observes that operational research is practically very difficult to carry out within the project frame work. One of the areas in which STRC conceived to carry out the same is STI management. STRC has given training to an odd number of 600 doctors within the project period. The operational research is envisaged to look into the level of improvement the community experiences in terms of treatment provided by the trained doctors.

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, project officers and councilor. The group has assessed the strength and weak ness of STRC programmes in general. The common points came out in discussion are given in the table below.

Strength	Weakness
<p>Content</p> <p>Skilled facilitators</p> <p>Energizers, role play</p> <p>Group discussions</p> <p>Field visits</p> <p>Commitment of the team members of STRC</p> <p>Accommodation, Food</p>	<p>Non availability of training materials in Gujarati</p> <p>Some resource person's inability to speak in Gujarati</p> <p>Deficiency of time to clarify doubts- Some times trainings are tightly scheduled</p>

The response was mixed to questions regarding the listening skill and presentation skill of the facilitators and participatory methods used for interaction. Most of the participants do not have a different take on the subject knowledge and orientation of the trainers. They all appreciated STRC for providing good trainers in this regard.

Conclusion

The most significant advantage STRC Vadodara possesses, is the parentage of CORT it self. CORT being a well grown organization, STRC is able to over come many of it's constraints in the inception stage. The good amount of experience the CORT staff has in the area of research provides value addition to the accomplishments of STRC in general. Even though the project is run by a well established organization like CORT, the constraining factors that STRC faces are many. The delay in transferring money happens to be a major constrain for the project. The staff members are being paid from other projects run by CORT. The non availability of training materials in local language is another major constrain that hamper the out put of the project. It came up as a common issue through out the process of evaluation. Both resource persons and NGO representatives opined that the limitation of language happens to be a major problem for the participants. The ambiguities that exist regarding many of the components in the programme delivery is 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, website, post training field visits etc. Besides the team has not been informed of the requirement of newsletters, according to them. Both NACO and STRC should take initiative to address such confusions and generate debate over what ever issues of disagreements arise.

3.3 ORGANIZATIONAL CAPACITY

3.3.1 Recruitment and induction

i. Office Setup

The STRC CORT has been set up at the Centre for Operations Research and Training (CORT) office, which is a multi-disciplinary organization involved in social science research. A group of committed social scientists and operations research group established it in 1991. The CORT has its own building which has been used by STRC. The STRC budget doesn't have any provision to pay the rent to CORT. A lump sum amount has been charged for office supplies, stationary and photocopy as single head. The utility such as space, electricity and common expenses for lift, water and miscellaneous charges has been booked under the office supplies head. The total amount spent by CORT on these head is much more than budgeted. The budgeted item is only 3-4 percent of total expense on office by CORT.

The office was set up immediately after receiving the contract from NACO. The STRC CORT is well equipped in terms of infrastructure. The CORT incurs all the payment regarding statutory obligations and also has the responsibility of recruitment of faculty members.

The training coordinator, computer programmer and secretarial assistance are permanent staff members whereas STRC training manager, two training officers are appointed on contract basis specifically for STRC project. All the project and permanent staff has insurance coverage as per Workman compensation policy with Bajaj Alliance and personal accident cover policy with National Insurance. All the

regular staff has also been covered under Medi claim with National Insurance. However, NACO has not made any provision to pay the STRC for the above incurred expenses.

ii. Recruitment of Staff

The CORT has given the advertisement in the Time of India and Gujarat Samachar newspaper on 15th and 16th September respectively (refer annexure 6). It has also placed its advertisement on devnetjobs website twice i.e. August 2008 and January 2009. The advertisement has also been pasted on the notice board of 17 departments under M.S University.

The posts were advertised to meet the specific need of the project. It was an open selection process as no scrutiny of applications was done before conducting the interviews. The interview panel was constituted of the management of CORT comprised of Prof. M.M. Gandotra (Executive Director), S.C. Nanavati (Director Finance), Bela and Sandhya (Director Research) and Mr. M.E Khan (governing board member of the executive council and founding member of CORT). The interview process took approximately one-month time.

One of the selected training officers has told the evaluator during the interaction that he applied for the job on 10th September 2008 and received the call for interview on 20th September 2008. The interview was conducted on 1st October 2008. He has been selected for the post and informed about the selection both telephonically and through e-mail on 6th October. He joined STRC CORT on 13th October 2008 so as to attend the induction in Mysore on next day. He was selected mainly due to his prior experience of working with NHAH on HIV/AIDS highway related project.

The training manager has also got to know about the advertisement through devnetjobs website. He has seen the advertisement in September 2008. At that time, he was working with Technical Support Unit (TSU) in Ahmedabad. He has attended the interview last year and also got selected. However, he decided to continue with TSU at that point of time. It was mainly because of the less salary

offered to him. The TSU closes down on 14th April 2009. He was again called by CORT and interview was held on 27th June. The interview panel was consisted of two directors of research, executive director of CORT and Mr. M.E Khan who is governing board member of the executive council and founding member of CORT. He has been informed about his selection on the same day. He has also been selected by UNAIDS for one their project and was about to join there. However, he decided to join STRC CORT on 1st July as he wanted to work in Gujarat in the field of HIV/AIDS.

Another recruited training officer had applied in October 2008 and appeared for interview on 2nd January. The interview panel was same as of training manager. He was informed about his selection on 22nd January by e-mail and phone by Director Research. He has earlier worked with Gujarat State network of people living with HIV/AIDS (GSNP+).

Dr. Kovid, Dr. Paulomi Shah and Jashoda sharma worked as master trainer/ expert for almost two months.

The details of the staff members are given in the table below:

S. No	Name of Staff	Designation	Date of Joining	Date of Service notice	Date of leaving	Name of Staff	Date of joining
1.	Bella	Training Coordinator	1/8/2008				
1.	Nayan Kumar	Training Officer	1/8/2008		12/10/2008	Ajay Awasthi	13/10/2008
1.	Bhupendra Patel	Training Officer	1/08/2008		1/2/09*	Jignesh Joshi	2/02/2009
1.	Virat	Training officer	1 st July 2009				
1.	Kovid Sharma	Master Trainer	November and December				
1.	Vasant Uttekar	Computer Programmer	1/08/2008				
1.	Shweta Pawar	Secretarial Assistance	1/08/2008				

* changed the job profile and started working in other project. He is still utilized for STRC, if need arises.

The positive points about the selection process are as follows:

- wide publicity done by STRC CORT for advertising the varied posts
- sending the CV and asking for suggestion regarding suitability of candidate from SACS, TSU and NACO
- accommodating the suggestions received from GSACS
- setting the panel for interview
- continuous attempt to find right kind of people for STRC

The STRC faces constraint in finding person with the minimum years of experience related to TIs from the state. The mismatch between salaries offered as part of STRC and the current market rate also led to disinterest among people in joining STRC. The delay in releasing the installments, contractual nature of job and uncertainty due to not receiving the information from NACO regarding extension of contract is some of other non-motivating factors for staff.

iii. Induction of project staff

All the staff has the prior experience of working on HIV/AIDS as explained in the above section. They were having working relationship with CORT before joining the STRC. The staff has been given induction on issues related to STRC and its functioning by the internal staff members of CORT. The staff was explained about the STRC proposal, contract and work to be handled at the time of joining. They were also being given on the job training. Subsequent orientation was given on the basis of input required by each staff member. This reflects that the project staff was properly inducted in the STRC workforce.

Training coordinator (Dr. Bela) and one of the training officers (Mr. Ajay) has attended the NACO orientation in Mysore. In the orientation, role of STRC, NGOs and CBOs has been explained.

Both the training officers (Dr. Nayan Kumar and Mr. Bhupendra Patel) were CORT staff with experience on HIV/AIDS. Dr. Nayan was working as Manager, field services. He had the exposure about proposal development and organizing the trainings. He has helped in planning the trainings. Bhupendra N. Patel was earlier working with street children as outreach worker. He has prior work experience of outreach worker training for TIs. He has also worked with industrial worker in SWADESH. At the time of joining STRC, they were well aware about the STRC and TIs.

Another training officer, Mr. Jignesh has been given induction and orientation by different staff members. He has been explained about STRC by Training Coordinator and accounting procedures and process such as rules and regulations such as tax deduction from staff salary, actual TA DA to be claimed, account procedure such as getting the voucher filled by the participants during the training

account by accountant (Mr. Kinner). He attended the training sessions conducted by Ajay and Bela on vision building and action plan for two months. Later on, he conducted the same training on his own at Surat.

The training manager was working with Technical Support Unit (TSU) at Ahmedabad as team leader prior to joining STRC. He had intensive experience of working with TIs. In STRC, he has been given one day orientation about STRC, its role and responsibility, modalities of conducting trainings at STRC, thematic trainings conducted, and ways to conduct the training programme, contact points at SACS, financial and accounting procedure. He told the evaluator that he has already been trained by NACO on NACP III before joining STRC.

Dr. Kovid, M.B.B.S, who worked as master trainer, has immense experience of working on HIV/AIDS and also been associated with SACS before. He has prepared all the training materials for STRC CORT, which got finalized later by STRC staff.

The computer programmer (Vasant) and secretarial assistant (Shweta Pawar) were associated with CORT for the similar kind of job since its inception. They have been guided from time to time by STRC other staff members. The management informed that the workload handled by them is much more than the budgeted. Their involvement is budgeted only for 2 and 4 months respectively whereas their actual workload goes upto almost 6 month for STRC project.

iv. Staff Turnover/Attrition

The staff turnover has not been seen in STRC. In the initial period, CORT has designated its own project staff for STRC. The thinking was that the project staff working on health projects would suit the STRC requirement. The staff was highly dedicated and committed towards their work as well as the organization. With the increase in scope by NACO, it was felt that specialized staff having experience on TIs is required for STRC. Due to which, STRC started looking for hiring new staff. STRC CORT recruited 2 training officer and 1 training manager subsequently in the place of earlier CORT staff. The training coordinator is the only staff, other than computer assistant and secretarial assistance, which is on the attendance roll of

CORT but are currently working on STRC project. None of the recruited STRC staff has left the job.

v. Staff's understanding of Job

All the staff members have been explained about their roles and responsibilities at the time of joining STRC. The staff has been given a copy of job responsibility as per the NACO contract both original and revised (refer annexure 7 for revised ToR). Though NACO contract works as basic guideline, they mostly work as per the requirement of the STRC, which at times is more than the one mentioned in ToR. They are also handling the other responsibilities such as accounts, system development and coordination with NGO etc. The NACO has not mentioned many of the STRC activities such as need assessment, post training evaluation in the contract.

Different staff has been assigned different responsibilities. The training manager is responsible for making all the arrangement for the training, liasioning with Gujarat State AIDS Control Society (GSACS), Ahmedabad Municipal AIDS Control Society (AMACS) and Daman and Diu State AIDS Control Society (DDSACS), receiving feedback from them, organizing planning meeting with respect to issues arise whereas state training resource pool is maintained by another training officer. Some of the other issues discussed with Joint Director TI and GSACS were discourse about training participant feedback, number of training required on issues, feedback about resource person and search for new resource person.

Before the start of next month, actual annual plan vis-à-vis possibility to conduct the training as per the plan gets checked. The STRC also receive suggestions regarding conducting the trainings from NACO and SACS.

The STRC is also planning to identify the learning site in GSACS area. The plan is to develop atleast 15 TIs as best practice site so as to develop them as learning site and conducting field visits. The staff is also learning TIs system, out reach planning, counseling, community mobilization and establishing linkages to identify which TI is best model (3 CBOs and 12 NGOs). The STRC is trying to develop TIs by providing them technical support in collaboration with GSACS. SACS are

providing additional support to TIs. STRC has fixed the timelines for different activities such as Self Help Groups (SHGs), referral and linkages with existing health system for Integrated Counseling and Testing Centres (ICTC) for HIV tests and syphilis screening for ART treatment. The indicators have to be developed by 30th November so as to develop learning sites.

3.3.2 Record keeping and Procedures

The registers and records were maintained properly. It includes the attendance register which also mentions the leaves taken and due. Kinner Pathak, administrative and account assistant checks the attendance register on almost daily basis and reports to Director Finance for any discrepancy. The Director Finance and Director Research also do physical verification. The staff gets 30 days earned leave, 10 days casual leave and 15 days sick leave with half pay. For leave, approval is first sought by training coordinator. Once approved by coordinator, executive director of CORT approves it. The total leave due and leave availed during a month are mentioned in the last two columns of the attendance register (refer annexure 8).

For movement, journey memo form is used which has details such as name of project, purpose of travel, place of visit, from where to where, date of departure, mode of travel, expected duration of stay, onward and return journey, its date of departure, where to where, mode of travel, advance received, signature of authority and person's traveling (refer annexure 9). The approval of travel form is with management of the CORT. The information regarding travel has to be given two days in advance.

3.3.3 Staff meetings

The STRC team holds the staff meeting regularly and also writes minutes of the meetings. However, the regular staff meetings were held since April 2009 only. The team has decided to meet on 5, 15 and 25th date of every month. In case, staff has the plan for the field work during these days, the meetings are hold a day before or after. This is to ensure maximum staff presence on the day of meeting. Before April, meeting was happening once in fifteen days but minutes were not documented. The topics such as forthcoming actions, events, who will take the

lead, what is lacking in terms of the planning, where should be the focus etc. were discussed. Bela, Director Research played a lead role in the staff meetings.

The STRC SORT internal review meetings started happening regularly since April. This is mainly because day and time for holding regular meetings and writing of minutes were decided in the meeting held on 6th April 2009. In the same meeting, discussion about TI evaluation process, administration training for accountants, discussion about TI orientation training at Surat in third week of April, redesigning of pre and post evaluation form, planning for Out Reach Planning (ORP) - Out Reach Worker (ORW) and fixing of responsibility for report writing was also done. In the meeting held on 18th April 2009, STRC staff discussed about conducting TOT for NACP III, internal survey of three zones and evaluation of the training work and on 6th May 2009 meeting, discussions were held about Computerized Management Information systems (CMIS) training, planning for 3 TI orientations and ORP training, translation of guideline of NACP III and discussion on programme management training. On 9th July 2009, Research Director, Training Manager and Training Officer of STRC – CORT discussed about conducting master trainers evaluation, development of toolkits, translation of guideline, development of learning site plan, preparing training calendar for the year 2009-10, planning of STI training as well as academic committee meetings and updating of training calendar.

The meetings were also held on 17th July and 25th July which were attended by all the staff members of STRC CORT. The points discussed in the meetings were academic committee meeting, theme wise preparation of action plan, presentation on varied work (functions, roles and responsibilities of the committee; resources developed, action plan for 2009-10, development of learning site) carried out by STRC, conducting doctors training and issuing certificate to them, finalizing minutes of 1st academic committee meeting, compilation of master trainer evaluation sheet, finalization of learning site process file, changing of dates for IDU training for Gujarat and Rajasthan SACS due to Raksha Bandhan on 5th August, presentation on CORT, STRC and academic committee, action plan, organizing training of doctors for remaining district by August end and preparation for the TI orientation training and planning for the month of August.

3.3.4 Governance and Leadership

CORT management is comprised of executive director, 2 director research and director finance. Training Coordinator for STRC, who is also Director, Research for CORT, had more than 10 years of experience in research especially HIV/AIDS in different region of country.

As explained in earlier section, STRC CORT has hired experienced people. During annual planning, things become clear to the staff. They work as a team. In STRC, the team has taken most of the time decisions jointly. The suggestions made by staff on programmatic fronts are accepted but at times with certain modifications by the management. The staff members mostly have independence to take the decisions related to training. However, they consult the senior staff members before finalizing the things.

The staff has informed the evaluation team that senior staff members in CORT are experienced people. They receive adequate guidance from them as and when required. At the time of preparation of action plan, they carry out intensive discussions and deliberations. The complete teams of STRC sit together and plan. Every Saturday, in-house meetings have been conducted where both STRC staff and management (Executive director, finance director, director research) participate. They take stock of the activities carried out vis-à-vis planned in these meetings. The discussion mainly revolves around type of training, material to be prepared for training, resource persons and constraints in terms of funds etc.

3.3.5 Conclusions

The STRC CORT has been established in the premises of Centre for Operations Research and Training (CORT). The STRC doesn't have any rent agreement with CORT. It books the utility such as space, electricity, water etc. office supplies head. The office was set up immediately after receiving the contract from NACO. The training coordinator, computer programmer and secretarial assistance are permanent staff members whereas STRC training manager, two training officers are appointed on contract basis specifically for STRC project. All the project and

permanent staff has insurance coverage. The job advertisement has been given in the newspaper, devnet job website as well as pasted on notice boards of university. The selection was done through a selection committee constituted of the management of CORT. The interview process took approximately one-month time. All the staff members are highly experienced. It is difficult for the STRC to find the persons with minimum qualification, experience related to TIs, nature of involvement and salary offered.

All the staff has been given induction on issues related to STRC and its functioning by the internal staff members of CORT. The staff turnover has not been seen in STRC. The staff is well aware about their roles and responsibilities for the project. They have received the guidelines sent by NACO. They have been able to handle the pressure of the requirement of the STRC to a great extent. There has been a clear cut division among their roles and responsibilities.

The registers and records for attendance, leave and travel has been managed accurately. It is also checked by higher authorities. For movement, travel form is used which has details such as name of project, purpose of travel, place of visit, date of departure etc. The STRC team holds the staff meeting regularly and also writes minutes of the meetings since April 2009. CORT management is comprised of executive director, 2 directors research and director finance. There is a good coordination between management and STRC staff. The suggestions made by staff on programmatic fronts are accepted by the management.

3.4 FINANCE

3.4.1 Budget Utilization

The budget utilization has been shown by raising the debit note to STRC as per the NACO contract budgeted rate from CORT bank account. The contract has two parts: salary/ consultancy which is at a fix rate and field work cost which is reimbursable.

The total amount budgeted for STRC was Rs. 19, 99, 600/- whereas amount spent is Rs. 18, 73, 288/- as of July 29th 2009. This is in consideration of taking the professional cost upto 31st of July 2009. This reflects that the 6.31 percentages of funds have not been utilized. The amount under spent is low on two counts: one, on field works because some of the trips have been paid by NACO and SACS.

The second under spent amount is on service tax because rate of service tax has been changed downwards from 12.36% to 10.3% with effect from 25th February 2005 and also because of saving on service tax due to unutilized field work cost. The service tax was budgeted as Rs. 2, 47,150 budgeted whereas actual expenditure would be Rs. 2, 15, 605/- which shows that Rs. 31,545/- i.e. 12.76 percentages remained non-utilized.

Many of the budget heads such as translation, computer, internet, communication, printing, stationary, photocopy and office supplies, of STRC and CORT organization are common. The CORT has provided all these facilities to STRC in-house. The money is spent from the CORT account and bills have been raised to NACO as per the contract. The organization spends on these head from their overall expenditure on these items. The difficulty is to ensure that how much time and money has actually been spent on these services just for STRC project.

3.4.2 Financial Process

Bank Account

The CORT has current deposit account with Indian Overseas Bank. This is the only account in which all the project money gets deposited. It is to avoid duplication in the booking of expenditure as many of the project staff work on multiple projects. CORT is a profit-making agency. At times, when funds payment gets delayed, the funds have been utilized from the common pool so as to avoid delay in the project timeline. The NACO STRC is also example for it. The STRC has only received 35 % of the total contract amount from NACO as on 29th July 2009. The account is operated by power of attorney, which is with Executive Director, Director, Finance

and 2 Directors of Research. All are authorized to sign for any amount. Two signatories are required for operating the account.

Systems of Payment

Bills and Vouchers: The usage of vouchers is part of CORT system. For STRC, most of the payments are made for salary and in house facilities. For which, organization has raised the debit note for the project. For bills for travel etc. cash memo is received which is considered as voucher and got entered in the computer in the STRC project expenses. There is also a cash payment voucher which has been used while booking the tickets for travel, purchasing stationary and to pay for the Photostat etc. The Bank voucher is also used for payment through cheques.

The institute has committee comprising of Executive Director, Director Finance and 2 Directors of Research. They call for quotation for purchasing a material. The Director finance finally approves the quotations. However, in the case of STRC, the quotations were not invited.

Mode of Payment: The salaries have been credited directly to the bank account of respective staff members. There is a difference between what is charged to NACO and what has been paid to staff. In some cases, CORT pays higher salary to the staff than charged from NACO. Local transportation and accommodation has been either arranged/ booked by office or staff has been given the advance in cash as per the requirement and NACO rules and regulations. All the expenses such as computer, internet, communication, report printing, stationary, photocopy has been incurred for CORT and part of it has been charged to NACO under this project.

In most of the cases, payment has been made through cheque except in a few cases as explained above.

Record Keeping: For Salary and service tax, bank payment vouchers and for other payments, debit notes and cash/bank vouchers are used.

Financial Reporting

Timeliness: The STRC started functioning on 24th July 2008 even prior to signing of the contract i.e. on 24th July. The contract was effective from 1st August 2008. However, SACS CORT has received the first payment only on 11/10/2008.

The bill for releasing the second installment has been raised on 27th January 2009 on completion of six-month work plan. After submitting the bill, follow up for releasing the payment was done with NACO on fortnightly basis over the phone.

After receiving the bill, NACO has raised the query related to SoE, expenditure of amount more than the transferred amount, service tax number, rate of service tax etc.

NACO has sent the SoE format only on 27th February and requested the STRC to submit it along with completion of six month work. SoE has been submitted of the amount received from NACO for the first installment (received as grant in aid on 11/10/2008) on 6th March 2009 i.e. within 10 days of receiving the format. The SoE was sent through courier to NACO. The delay in submitting the SoE is mainly due to lack of communication from NACO regarding sending the statement of expenditure (SoE).

The SoE submitted for the half year ended at 31/1/09 shows that Rs. 1, 61, 440/- amount i.e. 20.5 percentage has been spent extra by the CORT to meet the STRC expense. This is because the amount released by NACO was only 35 percent whereas SoE was submitted after 6 months.

The service tax number was with NACO even before raising the query. Regarding charging the service tax@ 12.36%, the rate of service tax has been changed downwards from 12.36% to 10.3% with effect from only 25th February 2005. The SoE was of the amount spent before this date. At that time service tax rate applicable was 12.36 percent and not 10.3 percent as said by NACO.

The letter covering above two points has been sent to NACO on 8th July 2009.

NACO has sent a letter on 10th June that they have sanctioned the 20 percent of total amount plus service tax of 12.36 percent of first installment. However, the amount has not been received by STRC CORT so far.

CORT is a consultancy organization and therefore, was able to incur the expense from the common pool. However, the same must not be the case with other STRC's.

Consistency: The STRC has not received the rest of the three installments till now. Therefore, SoE has also not been submitted for the said amount and only one statement of expenditure has been submitted to NACO. 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 STRC has been following all the rules and regulations as suggested by NACO. The STRC has been able to spend 93.7 percent till 31st July 2009 which reflects that 6.31 percentages of funds have not been utilized. The amount under spent is low on two counts: one, on field works because some of the trips have been paid by NACO and SACS. The second under spent amount is on service tax because rate of service tax has been changed downwards from 12.36% to 10.3% with effect from 25th February 2005 and also because of saving on service tax due to unutilized field work cost.

The CORT has only single bank account in which all the project fund gets deposited. The money received from NACO for STRC also gets deposited in the account. The account is operated by power of attorney. The usage of vouchers is part of CORT system. CORT uses bank vouchure, cash vouchure and cheque vouchure. In most of the cases, payment has been made through cheque except in a few cases such as booking the train tickets and accommodation. Many of the budget heads of STRC and CORT organization are common. The CORT spends on these head from their overall expenditure and charge the NACO as per contract.

The STRC has received the first payment only on 11/10/2008 though the contract was signed on 24th July. The bill for releasing the second installment has been raised on 27th January 2009 but so far no payment has been received. NACO has asked the STRC to submit the SoE by sending the format through e-mail only on 27th February. This has led to the delay in submitting the SoE.

The STRC has not received the last three installments till now and hence not submitted the SoE for the said amount.

The process of releasing the amount should be time bound. During the time payment has not been received from NACO, CORT was able to incur the expense from its common pool as it's a consultancy organization. However, the same is not true with other STRC's. The scope of work has increased since signing of the contract in July whereas no provision for additional funds has been made by NACO. The items such as operational research have been added in the revised contract. The number of TIs to be covered has also increased significantly i.e. from 52 TIs to 103 TIs now.

The timely information has not been received from NACO. The clarity in terms of which contract to be followed for what purpose, role of SACS/ STRC and TSUs and lack of information from NACO regarding payments, extension of contract etc. There should be more clarity in the roles and responsibilities of NACO. The NACO should inform the STRC regarding their continuation for next year in one month in advance as otherwise the staff feel de-motivated and insecure. It's also difficult for STRC to look for their replacement if they decide to leave in this situation. It also led to delay in the implementation of the project without any fault of STRC. The work also gets delayed due to non-signing of contract between SACS and TIs which also led to delay in executing the training plan. The complexities in terms of dealing with varied SACS are also an issue for STRC. The distance between SACS and STRC also led to more expenditure and less control.

Annexure 1

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

Annexure 2

List of Short listed TIs staff members for Focus Group Discussion

Sr. No	Name of Organization	Name of Person	Sex	Designation
1	Nav Utthan	CHANDRAKANT BAROT	Male	ORW
2	Swavlambi-CBO	PATEL MANIUSHA D.	Female	ORW
3	Akhand Jyot	RAHUL PATEL	Male	ORW
4	Shree Sarvoday Mahila Udyog Mandal	DIVYARAJ M.GOHIL	Male	ORW
5	Vanita Shishu Vihar,Deesa	PATEL NITABEN D.	Female	ORW
6	Harihar Thakor Thakor Smarak Trust	PRADHAN UGRASEN S.	Male	ORW
7	Health Foundation & Research Centre	NILESHKUMAR N.BHATT	Male	ORW
8	Manav Kalyan Trust - Morbi	LALITBHAI SOLANKI	Male	PE
9	Lakshya Trust - Baroda	KALPESH	Male	PE
10	Health Foundation & Research Centre	KAMUBEN DAMOR	Female	PE
11	Vikalp	TADVI SURESH M.	Male	PE
12	Akhand Jyot	JIGISHA PATEL	Female	Project Officer
13	Sardar Patel Sanatak Mitra Mandal	RAJUBHAI	Male	Project Officer
14	Sahyog Mahila Mandal - CBO(PARAS-PSM)	PANKAJ G.CHANDHAR	Male	Project Officer
15	Samanvay Resource Center	KAILASH BHAMT	Female	Project Officer
16	Lakshya Trust - Baroda	VISHAL SONI	Male	Project Officer
17	Chuwal Gram Vikas Trust	MADHUBEN SOLANKI	Female	PE
18	Health Foundation & Research Centre	DHULIBEN PARMAR	Female	PE
19	Surat Diamond Association	CHAUDHARI JAYDEEP	Male	ORW

Annexure 3

Registration Form of TIs for FGD

State Training and Resource Centre – CORT, Baroda
"Evaluation of Gujarat"

Registration Form

Sr. No.	Name	Sex	Designation	Organization Name	Target Group	District	Sign
1	CHAUDHARI JAYDEEPA	F	ORW	Surat Diamond Association	Migrant	Surat	<i>[Signature]</i>
2	RAJUBHAI P. Rabadiya	M	PO	Sardar Patel Sanatak Mitra Mandal	MSM	Bhavnagar	<i>[Signature]</i>
3	Vishal Soni	M	PO	Lakshya, Baroda	MSM	Baroda	<i>[Signature]</i>
4	KALPESH	M	PE	Lakshya, Baroda	MSM	Baroda	<i>[Signature]</i>
5	PANKAJ G. CHANDHARY	M	PO	Sahyog Mahila Mandal - CBO(PARAS-PSM)	FSW	Surat	<i>[Signature]</i>
6	PRADHAN UGRASEN S.	M	ORW	Harihar Thakor Thakor Smarak Trust	Migrant	Surat	<i>[Signature]</i>
7	Kamuben Sardarbhai Damor	F	PE	Health Foundation & Research Centre	CC	Dahod	<i>[Signature]</i>
8	Dholiben Dabhubhai Parmar	F	PE	Health Foundation & Research Centre	CC	Dahod	<i>[Signature]</i>
9	Ankur Patil	M	PO	Lakshya Trust, Baroda	MSM	Baroda	<i>[Signature]</i>
10	Suresh Tadiji	M	PE	Vikalp	Case control	Chhatrapati	<i>[Signature]</i>
11	Rita Pandya	F	PO	Vikas Tyre	FSW	Baroda	<i>[Signature]</i>

Annexure 4

List of Resource Persons interviewed during evaluation

S. No.	Name of Resource Person	Place
1.	Mr. Raju Rabadia	Bhavnagar
1.	Mr. Ankur Patil	Vadodara
1.	Ms. Rita Pandya	Vadodara

Annexure 5

Copy of Advertisement

a) News paper (Times of India and Gujarat Samachar)

CENTRE for Operations Research and Training (CORT) based at Vadodara, Gujarat is looking for Position 1 : Two Training Co-ordinators -HIV/AIDS, Position-2 : Research Executives. Essential Qualification : MD in PSM/ Ph.D. in Population / Public Health/Social Sciences with 3 years experience or M.Phil/ MPH/ Masters degree with 5 years experience. For Training Coordinator positions, atleast 2-3 years experience as trainer in HIV/ Reproductive Health is essential. For Research Executive positions, experience condition could be relaxed to two years. Good speaking and writing ability in English is essential. For one position of Training Coordinator, fluency in speaking and writing Gujarati is essential. Interested candidates should send their C.V. latest by 27th September to : Director, CORT, 402, Woodland Apartments, Racecourse Circle, Baroda 390007; or e-mail at: cort10@satyam.net.in

b) Devnetjobs Website

Centre for Operations Research and Training (CORT), based at Vadodara, Gujarat is looking for Two Training officers

Essential Qualification: MD in PSM/Ph.D. in Population/Public Health/Social Sciences with 3 years experience or M. Phil/MPH/ Masters degree with 5 years experience. For Training Officer positions, at least 2-3 years experience as trainer in HIV/Reproductive Health is essential. Good speaking and writing ability in English is essential, fluency in speaking and writing Gujarati is essential.

Interested candidates should send their C.V. latest by 22nd September to Director, COURT, 402 Woodland Apartments, Racecourse Circle, Baroda-390007; Or e-mail at: cort10@satyam.net.in

Annexure 6

JOB RESPONSIBILITIES

Revised addition in Terms of Reference for Contracting State Training and Resource Centres

Background

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 quality, capacity building of implementing agencies is required. Therefore, in order to focus on providing uniform, quality training to different categories of staff working with NGOs/CBOs viz. Program Managers, Counselors, Finance Accountants, Outreach Workers, Peer Educators and link workers. The National AIDS Control Organization has decided to institutionalize the training and capacity building process with the State Training and Resource Centers (STRC).

Objectives

Ensuring need based training of TIs as per NACP III's technical and operational guidelines.

Enhancing the capacity of NGOs and civil society organizations in proposal development for NACP funded targeted intervention projects;

Undertaking operational research and evaluation of TIs.

Scope of Work of STRC

Training:

The Consultant will be responsible for training the following human resources working in Targeted Intervention projects and other related personnel

Program Managers

Finance and Administrative officers

Service providers such as

Doctors

Counselors

Nurses

Outreach Workers, Link Workers

Monitoring and Evaluation personnel

Any others as indicated by NACO

The consultant will identify agencies/persons at State / District level to train peer educators based on the prescribed modules, tools and aids. Efforts should be to decentralize such training as close to Peer Educators as possible.

The consultant to ensure 40% of total faculty time on training, 20% on field visits, 20% on research and 20% on reporting and documentation.

Building capacity of NGOs / CBOs / Civil Society Organizations based on the curriculum developed by NACO for each category of functionaries, the consultant shall design the structure of training course/module; develop case studies; design teaching aids; organize field visits; develop evaluation and assessment tools; grade the trainees in orders to identify these needing further training and attention; repeat training and undertake any other activity required to make the training knowledge as well as skill based.

Provide to the client within a week of completion of the training course, a detailed report as prescribed at Annexure 1 specifically grading participants to help identifying these needing repeat training or additional help.

NACO will provide prototype of teaching- learning materials/aids. Consultant to adapt them to local need, if required, translates into local language and ensures distribution to the trainees.

II) The consultant to develop capacity among NGO's / Civil Societies in proposal writing with the objective of identifying agencies to saturate coverage of TIs in the State.

III) Research and Evaluation

The consultant to establish a documentation centre wherein training materials, literature, tool kits, other resource manuals and materials in the form of audio-visual aids, case studies, documentaries, etc pertaining to HIV/AIDS in particular and the health sector and development in general collected and compiled. Inclusion of other areas such as livelihood, education, micro-credit to create linkages and developing a multi- sectoral approach would be desirable.

As the consultant is required to identify bottlenecks that are frequently faced by the implementing agencies, focus needs to be on problem solving. For designing such relevant training programmes consultants should undertake need assessment and evaluation of trainings through desk review and field visits.

Consultant to constitute an Academic Committee of not more than 10-12 persons and consisting of academicians, trainers, representatives from established NGOs imparting training at grass root level, social workers, representatives of the community, TI partners and one representative of SACS. The tasks of the Academic Committee will be to:

Identify, in order of priority, the categories of personal to be trained during the year.

Review the content and duration of the training

Identify best practice sites for field visits and resource persons as required

Approve the Annual Work Plan with budget.

Review the implementation of the work plan every quarter and work done by the Project faculty

The committee should meet at least three times in a year

During January for development and approval of the annual work plan to be incorporated in the AAP of the SACS

During May to review the work conducted by STRCs as per the approved annual work plan and undertake mid-term corrective action, if any.

During September for evaluation of trainings so far conducted and proposed next step

Reporting obligations

Following reports to be submitted in the format to the client:

Monthly report: as per the format at Annexure 2 and 3 to be submitted electronically on the 3rd of every month

Minutes of the meeting of the academic committee within seven days of the meeting as on when held

Report of any evaluation/ field visit conducted within 7 days of completion of such evaluation / field visits.

Personnel and Other Facilities to be provided by the Consultant

The consultant, to provide the names and CV of all staff under the project to the Client. Concurrence of NACO on the persons appointed is mandatory. The faculty required along with the positions is as under:

Sl. No.	Category	No. of post	Qualification & experience	Salary Range	Functions
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1	Training Coordinator	One	<p>Essential:</p> <p>Post graduate in social science/sociology/anthropology/Statistics</p> <p>/public health with 8-10 years of experience in social development programmes. Experience in conducting training developing curriculum and capacity building/human resource management.</p> <p>Desirable:</p> <p>Knowledge of public health perspective and HIV/AIDS in particular will be desirable.</p>	35-50,000 consolidated	<p>Overall supervision and ensuring quality of training</p> <p>Timely preparation of the annual work plan.</p> <p>Monitoring and reviewing the implementation of the work plan</p> <p>Coordinating the training programmes:</p> <p>Timely identification and procuring services of resource persons</p> <p>Providing all logistic support for the training / field visits etc.</p> <p>Imparting training</p> <p>Convening the meeting of the academic committee.</p> <p>Submission of report to the client as per requirement</p> <p>Attend meeting of NACO/SACS as and when required.</p> <p>Submission of SOEs/UCs as required to ensure constant flow of funds</p> <p>Ensure timely completion of Audit</p>
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2	Training Officer	2 (for less than 60 projects) & 3 (for more than 60)	<p>Essential:</p> <p>Post graduate in social science/sociology/anthropology/Statistics</p> <p>/public health with 7 years of experience in social development programmes.</p> <p>Experience in conducting training developing curriculum and capacity building/human resource management.</p> <p>Desirable:</p> <p>Knowledge of public health perspective and HIV/AIDS in particular will be desirable.</p>	25 – 35,000 consolidated.	<p>Provide inputs for preparing the Annual Work Plan</p> <p>Develop training materials / case studies / tools / teaching aids</p> <p>Impart Training based on the approved training curriculum and modules.</p> <p>Develop pre and post evaluation tool to assess the impact of training</p> <p>Submit process documentation / reports to Training Coordinator within 3 days of completion of training and provide feedback about the trainees to the SACS and TSU as appropriate</p> <p>Undertake field visits and evaluate and submit reports within 3 days of completion of work / visit to the Training Coordinator with copy to SACS / NACO, if so required.</p>
3	Accounts and Administrative staff	One	B.Com (Accountancy Hons) with atleast 3 years of experience	Rs.8000 to Rs.10000	<p>To provide administrative, financial and logistic support to the project</p> <p>Prepare and submit SOE and UCs to SACS and NACO</p>

Any relaxation of qualification, remuneration is permissible only after prior and written approval of DG, NACO.

Monitoring & Evaluation

Monthly and quarterly reports should be submitted to NACO / SACS as per Annexure 1, 2 and 3

The Consultant shall hold regular meetings with SACS for sharing and discussing program progress, emergent lessons, and outcomes.

The annual evaluation for extension of STRC shall be conducted every April by a team formed by NACO (for renewal/ extension of the contract).

Deliverables for STRC

Sl.No	Activity	Timeline
1	STRC office set up and recruitment of staff	Within 45 days of signing the contract
2	Training complete of faculty members	Within 75 days of signing the contract
3	Constitute the Academic Committee to develop the Work plan	Within 75 days of signing the contract
4	Submission of the work plan with monitoring indicators	Within 90 days of signing the contract
5	1 st training to be launched	1 st week of the 4 th month from the date of signing the contract
6	Designing of research study	Within 9 th month of signing the contract
7	Obtaining approval for the study for NACO – R&D committee etc	Within 11 months of signing the contract
8	Launching of operation research	With 12 th month of signing the contract

Facilities to be provided by the Client

NACO

Operational guidelines and training curriculum along with prototype of training modules for trainees / teaching aids

Assist the STRC to identify resource persons / best practice sites for training

Release funds within 15days of receiving Utilization certificates

Accord formal approval of faculty selected

SACS

Assist the consultant in recruitment of faculty

Assist in identifying trainers and resource persons, particularly from within the community and arrange for field visits to demonstration sites as and when required by STRC

Attend the Academic committee to ensure training work plan is in accordance with the need of and aligned to the Annual Action Plan of SACS

Annexure 7

Attendance Muster Roll

Annexure 8

Travel Form

Centre for Operation Research and Training (CORT)
402, Woodland Apartment, Race Course,
Baroda - 390 007.

JOURNEY MEMO

Name : _____

Project : _____

Purpose : _____

Place of visit : _____

Date : From _____ To _____

Date of Departure : _____

Mode of Travel : _____

Expected duration of stay : _____

ONWARD/RETURN JOURNEY

Date of Departure : _____

From : _____ To _____

Mode and Details of Travel : _____

TA Advance required Rs. : _____

Date : _____ Date : _____

Signature _____ Authorization _____

PS : Please intimate contact Phone number and the address of your stay at outstation immediately on your reaching outstation.

Annexure 9

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?

Annexure 10

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)

STRENGTHS	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?