

*Evaluation Report*

**STRC Gandhigram, Tamilnadu**

**NACO**

*July 21-23, 2009*

*by PRAXIS, New Delhi*

## **TABLE OF CONTENTS**

### **1. BACKGROUND**

- 1.1.1 State Training and Research Centre Evaluation
- 1.1.2 Purpose
- 1.1.3 Objectives

### **1.2 Evaluation Methodology**

### **2. Three day Evaluation Schedule**

### **3. Key Findings Score**

#### **3.1 STRC Fact Sheet**

- 1. Basic details
- 2. Organization Structure
- 3. STRC Team
- 4. Details of the Academic Committee formed by STRC

#### **3.2 Programme Delivery**

- 3.2.1 Identification and Capacity Building of Faculty
- 3.2.2 Trainings conducted by the STRC
- 3.2.3 Academic Committee and Programme Planning
- 3.2.4 Documentation and Reporting
- 3.2.5 Conclusions

#### **3.3 Organizational 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 Utilization**

##### **3.4.2 Financial Process**

##### **3.4.3 Conclusions**

LIST OF TABLES

No. of Table	Contents of Table	Page No.
1.	Evaluation Schedule	
2.	Data base of Trainers available in GIRH&FWT	
3.	External and Internal Faculty available for various Topics of Training	
4.	Topics, No. & Profile of Participants of STRC Training Jan-July 2009	
5.	Strengths & Weaknesses of STRC Training and Trainee suggestions for future	
6.	Content of Staff Meetings of STRC held Jan – July 2009	

## LIST OF ABBREVIATIONS

<b>Acctt.</b>	Accountant
<b>CAPACS</b>	Chennai AIDS Prevention & Control Society
<b>CBO</b>	Community Based Organization
<b>CV</b>	Curriculum Vitae
<b>Dist</b>	District
<b>FSW</b>	Female Sex Workers
<b>GIRH&amp;FWT</b>	Gandhigram Institute of Rural Health & Family Welfare Trust
<b>IDU</b>	Intravenous Drug Users
<b>MBBS</b>	Basic Medical Degree in India
<b>MSM</b>	Men having sex with Men
<b>M/W</b>	Men / Women
<b>NACP III</b>	National AIDS Control Programme Phase III
<b>NACO</b>	National AIDS Control Organization
<b>NGO</b>	Non-Governmental Organization
<b>ORW</b>	Outreach Worker
<b>PD</b>	Project Director
<b>PCO</b>	Project Coordinator
<b>Prog.</b>	Programme
<b>SCM</b>	Syndromic Case Management
<b>Sr. Tech. Off.</b>	Senior Technical Officer
<b>STI</b>	Sexually Transmitted Infections
<b>STRC</b>	State Training and Resource Centre
<b>TANSACS</b>	Tamilnadu AIDS Control Society
<b>TI</b>	Targeted Intervention
<b>TOT</b>	Training of Trainers
<b>TSU</b>	Technical Support Unit (of NACO)
<b>Trg.</b>	Training
<b>UT</b>	Union Territory

## **Executive Summery**

GIRH&FWT is a 6-decade old institute in the domain of public health education and training. The STRC for Tamilnadu and Pondicherry (and also Chennai City Corporation – till March 2009) is anchored in the Institute. Nearly 40% of the faculty have from 10-30 years teaching experience in the domain of health. The staff are deputed from their parent departments in the GIRH&FWT and already being tenured staff of the Institute, turnover is low. The Project Director of the STRC is also the Director of the Institute which has numerous projects funded by the Central Ministry of Health and Social Welfare, besides its own full-/part-time teaching programmes in public health education.

The Institute was entrusted with training for TANSACS and NACO's own core team variously during the NACP I and II phases and for RCH programmes of the government. This is the Institute's first experience of *capacity building* as opposed to *training* done earlier in HIV & AIDS. The internal faculty team received induction training under this NACO programme in January 2009. However, training inputs on the subject earlier formed only a small part of their professional education.

The STRC has conducted 32 training programs for a total of 644 personnel from 44 NGOs (66% of them ORWs and Counselors) over the 7-month period Jan-July 2009. The TSU of TANSACS till date has largely facilitated this. The role transition between the two is yet to happen.

Past trainees rate the STRC training in advocacy the highest, followed by induction and communication & street theatre. The training in condom programming is rated the lowest in terms of training method, tools and facilitation style. There have been no field visits. Nor has capacity building been done for NGOs in proposal writing. Operational Research topics have been identified by STRC and research yet to commence.

The financial management system of the organization is proper and up to date. It was found that voucher entry is made on daily basis and all the expenditure booked properly except booking of capital expenditure (fixed assets) as direct expenditure due unavailability of budget for capital. A proportionate value of common expenses like electricity, telephones etc. are booked on the project. The bank account for the project is operated with single signatory as only Director is authorized to operate bank account.

### **STRC needs to strengthen the following areas of work:**

- Increase participation of NGO TIs in developing work plans, scheduling training dates etc. and capacity building for proposal writing, reporting & documentation skills
- Intensive training update for internal and external resource persons on the work with HIV & AIDS, and application of their core expertise to HIV & AIDS (in particular relating to sexual minorities & IDUs)

- Intensive training for the STRC team in key areas such as modernity and migration, sexual minorities and identity, mainstreaming gender and HIV & AIDS, training methodologies, and process documentation
- Make the role transition between TSU and the STRC at the earliest
- Restructure the Academic Committee to include more women, CBOs and those working in the field of HIV & AIDS
- Strengthen the Resource Centre component to providing key information to TIs on government linkages, and treatment and care centres
- Broaden the scope of Sites for field visits to include CBO networks, hotspots, hospices & care homes, state hospitals, ICTC and ART centres, for exposure to the social, economic and political dimensions of people in the core and bridge population infected/affected by/vulnerable to HIV & AIDS

## **1. Background**

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

In order to ensure standardised and quality trainings to different categories of staff working with NGOs/CBOs on TI's with a mandate to develop a sustainable and institutionalised 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 with the State Training and Resource Centres (STRC).

### **1.1 State Training and Research Centre Evaluation**

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

**GIRH&GWT:** The STRC for Tamilnadu state is the Gandhigram Institute for Rural Health & Family Welfare Trust (GIRH&FWT), launched in 1948, was registered under the Societies Act in 1964 and converted to a Trust in 1980. It started with a pilot health project of the Ford Foundation on delivery of healthcare systems in health and family welfare programs. The 60-year old institute is located 15 kms. away from Dindigul town in a rural setting on 300 acres of land near the Sirumalai foothills. It consists of scattered clusters of buildings for its various research, training, faculty, media, publication and other units.

GIRH&FWT is engaged in offering training/refresher courses in rural health, public health education and community health catering to government officials, doctors, nurses, rural health workers and NGOs. The Institute's programs are largely funded by the central Ministry of Health and Family Welfare. It is one of the 4 recognized community health education institutions in the country, having completed its 47<sup>th</sup> Diploma in Health Education course. The Institute has 92 permanent staff and over 300 ad hoc staff working in its various projects. It also has an employment bureau with 12,000+ registered names. UNICEF considers its Media Centre as one of the mail Development Communication resources in South Asia.

#### **1.1.1 Purpose**

To evaluate the performance and quality of State Training Resource Centre for Tamilnadu & Pondicherry anchored in GIRH&FWT, Dindigul district, Tamilnadu.

### 1.1.2 Objectives

- To conduct a year-end evaluation of GIRH&FWT, Tamilnadu
- To submit a report on key findings
- To make recommendations for strengthening the work of GIRH&FWT over the remainder of the program period till 2012

### 1.2 Evaluation Methodology

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

## 2 Three Day Evaluation Schedule - 21 – 23<sup>rd</sup> July 2009

**Table 1: Evaluation Schedule**

Dates	Activities	Evaluators
21 <sup>st</sup> July 2009	Review of Accounts of STRC	Girish
22 <sup>nd</sup> July 2009	Discussion with STRC team, Desk study of documents, Meetings with Internal and External Faculty	Srijan, Lakshmi, Girish
23 <sup>rd</sup> July 2009	Meeting with Trainees from NGOs who have undergone STRC training, Desk study of documents, final review meeting with STRC team.	Srijan, Lakshmi

### 3.1 STRC Fact Sheet

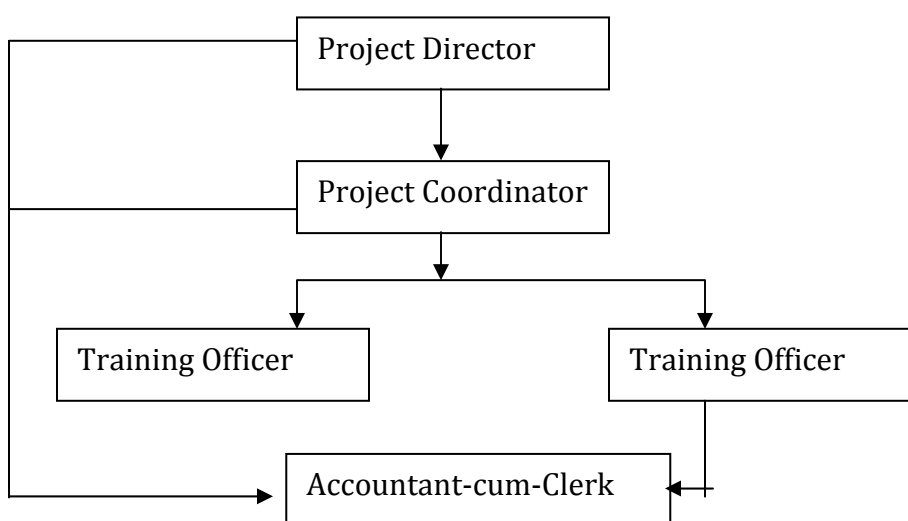
#### 1. Basic Details

A.	Name of the STRC	Gandhigram Institute of Rural Health & Family Welfare Trust (GIRH & FWT)
B.	Name of Implementing Partner	-do-
C.	States/ UTs Covered	Tamilnadu and Union Territory of Pondicherry; and Chennai City Corporation till March 2009
D.	Number of Districts covered	30 districts in Tamilnadu, 4 in Union Territory of Pondicherry; and Chennai city Corporation areas till March 2009



E.	Date of Contract with NACO	15 <sup>th</sup> July 2008 (effective 15 <sup>th</sup> October 2008)
F.	Date on which started functioning	October 2008
G.	Number of TI partners covered	25 (TN) 25 (Chennai City Corporation), nil (Pondicherry)
H.	Location of STRC:	Gandhigram, Dindigul Dist. Tamilnadu 624302

## 2. Organization Structure (of STRC as given by them)



## 3. STRC Team

Staff	Number
Project Director (?)	1 (W)
Training Coordinator	1 (W)
Training Officers	2 (1M 1W)
Admin And finance (Accountant-cum-Secretarial Assistant)	1 (W)
Faculty Members (Internal)	18 (M11 W 7)
Total	19M 11W= 29?

#### 4. Details of the Academic Committee formed by STRC

No.	Name of the committee members	Representation	When joined
1.	Dr. Lalitha Kabilan	Academician	When Academic Committee was constituted i.e. April 2009
2.	Dr. Jayaraman	Academician	
3.	Dr. Usman	Trainer	
4.	Dr. Bimal Charles	Major NGO	
5.	Dr. A. Xavier Raj	Social Worker	
6.	Mr. Muthukumar	Community Representative	
7.	Mr. P. Manoharan	TI partner	
8.	Mr. Vendervendan	TANSACS Representative	
9.	Dr. Anasua	Technical Support Unit, TN & Pondy	
10.	Mr. Balamurugan	PSACS	

## 3.2 Programme Delivery

### 3.2.1 Identification and Capacity Building of Faculty

- 1) **Identification of Faculty:** Internal faculty have been identified from among the total internal faculty team of the various units of GIRH&FWT. These units include their Population Research Centre, Central Training Institute, Health & Family Welfare Training Centre, Regional Health Teachers Training Centre, Public Health Education Centre, Media Division, Computer and Administration. The GIRH&FWT is a 6 decade-old institution. Many of the 33-strong faculty team have long teaching experience here as the following table indicates:

**Table 2: Database of Trainers available in GIRH&FW**

1-5 yrs.		5-10 yrs.		10-15 yrs.		15-20 yrs.		20 yrs.+		Total	
M	W	M	W	M	W	M	W	M	W	M	W
3	3	8	5	1	2	2	1	5	3	19	14
											=33

- 2) **Training of Faculty members:** As part of induction program for 40 staff of GIRH&FWT (25 diff. staff designations) from 30-31 Jan. 2009, the internal faculty of STRC also received training.

The group of 40 trainees (26M 14W) included 10 doctors (7M 3W). Comparison of pre-post-test questionnaire feedback from them (done by TSU) indicates that their basic knowledge of NACP III and of terms relating to HIV & AIDS increased variously from 77 – 98% after the training. There does not appear to have been any such training for the external faculty group.

- 3) **Capacity of faculty members:** According to the STRC team, much of the training till date deliverable by STRC has been done by the TSU. This was supposed to be till such time as the STRC team built up its own capacity to deliver quality training under the program. It is not known what the cut-off date is for the role transition from TSU to STRC for the training role.

The 7 faculty CV's examined and the 7 faculty interviewed (both different) have shown that they are generally conversant with the program. However, most of them have themselves received only from 1-2 days training in the understanding of HIV & AIDS as part of their professional training for nursing, MBBS, public health degree and so on.<sup>1</sup>

---

<sup>1</sup> Interviews with random sample of internal faculty members of GIRH&FWT on 23<sup>rd</sup> July 2009

The following table indicates adequate number of faculty members (both internal and external) for the topics of training to be covered by the STRC in the program.

**Table 3: External and Internal Faculty available for various topics of Training**

No.	Name of Topic	External		Internal		Total	
1.	Basics of HIV, Epidemics, STI Mgmt, SCM, Comm. & Street theatre	2	-	1	6	3	6
2.	Sex & Sexuality	-	2	2	1	2	3
3.	Prevention Strategies	1	2	5	1	6	3
4.	Migrant Intervention	1	1	1	2	2	3
5.	Condom Programming	-	2	1	2	1	4
6.	Advocacy & Networking	3	-	1	2	4	2
7.	Communication & Street Theatre	2	-	3	-	5	-
8.	Accounts Training	2	-	1	-	3	-
9.	Outreach Planning	-	2	1	2	1	4
	<b>TOTAL</b>	<b>11</b>	<b>9</b>	<b>16</b>	<b>16</b>	<b>27</b>	<b>25</b>

= 52

### 3.2.2 Trainings conducted by the STRC

**4) Identification of agencies/individuals to train peer educators:** This exercise does not appear to have been done by STRC till date.

#### **5) No. of Trainings conducted**

The STRC has conducted 32 training programs over the 7 month period Jan. – July 2009 for TANSACS- and CAPACS-identified TI NGOs. Topics, number and profile of participants are given in the following table:

**Table 4: Topics, No. & profile of Participants of STRC Training Jan-July 2009**

No.	Topic	No. days	No. Batches	NGO	Acctt.	PD/doc.	P Coord	Counsellors	ORW	Total trainees	Total man days

TOT – Internal 2 1 40 trainees having 25 different designations and from Faculty different levels in GIRH&FWT											
1.	HIV & AIDS induction training	16	4	13		5	14	19	66	104	1664
2.	STI Mgmt. Doctors Training	3	1	7		7	-	-	-	7	21
3.	Communication & Street Theatre	63	9	39		-	30	25	129	184	1592
4.	Condom Programming	14	13	42		-	-	35	112	147	2058
5.	Advocacy & Mainstreaming	24	20	41		-	-	24	117	141	3384
6.	Accounts Mgmt.	2	2	25	23	10	24	4	-	61	122
		122	49	167	23	22	68	107	424	644	78568

- 6) **Training needs assessment/Capacity assessment of NGO partners:** This has apparently been done by the Technical Support Unit (TSU) which has also undertaken the selection of NGO TIs to be trained.
- 7) **Field visits for the training participants:** No field visits appear to have been made
- 8) **Pre- and post training evaluations:** According to STRC documents, this has been undertaken by the TSU for all the training programs conducted. The evaluation team also obtained feedback from a group of 17 past trainees (13M 4W) of 5 NGO TIs through a focus group discussion undertaken on 23<sup>rd</sup> July 2009. They have attended between 1-4 training programs this year ranging from 4 to 15 days on Induction, Communication & Street Theatre, condom programming, and advocacy facilitated by resource persons ranging from 2 – 7 per training program. The past trainees met during the evaluation gave feedback on strengths and weaknesses of the training and made suggestions for the future. These are tabulated as below:

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

Type of Training	No. of participants	Strengths	Weaknesses	Suggestions for improvement

Induction (March 2009)	6	Programme concept-wise	none	Need relaxation between each session
Induction (July 2009)		none	Powerpoint. Training not programmed as per schedule	Improve the training
Communication & Street Theatre	?	Trainers in theory and practical levels in street theatre	Less materials, low knowledge of trainer about field level situation, medium level: food and rooms	Have field visits, more printed materials at end of each session, NACP III manual in Tamil, certificates to be issued (to participants)
Advocacy (Feb-Mar 2009)	?	Facilitation style, trg. tools, LGD(?), chartwork, group discussion, case study	none	Community – individual person's problem-solving (?)
Condom programming (Feb.2009)		none	Training tools not applied, facilitation style weak	Change trainer (she's not clear and shy to speak about sex. Change trg. method. Certificate for each training useful to us.

Overall, trainees' opinion is that the training sessions were well organized and planned. Opinion is divided on the training venue and facilities. The workshop schedules too were considered okay, except for the one on advocacy which was rated as rigorous. Feedback on the induction training held in March 2009 rates facilitator/trainer capacity & effectiveness as good 'somewhat' or 'mostly', while for the July 2009 induction, it is rated as 'very much' (except for visual aids). Trainer capacity & effectiveness is rated as 'none' or 'somewhat' in the condom programming training. Advocacy trainers were rated as good 'most of the time'. All opined they had the space to provide ongoing feedback on each session; and able to apply the training to their work (except for condom programming training). All training was reportedly evaluated through a form.

- 9) **Documentation of trainings including best practice:** There are 1-1 ½ page reports of training programs prepared in format prescribed by NACO. However, the 4 sections on 'Details of participants, Sessions Plan/Agenda, Executive Summary, Summary of Participant Learning/Pre- & Post-test report' give only numbers, are sketchy or state 'Details with TSU'.

**10) Translation of training modules:** The induction training module has been translated into Tamil, the local language. Modifications are being made to suit local particularities.

**11) Post-training field visits by STRC:** These have not yet been undertaken.

### **3.2.3 Academic Committee and Programme Planning**

**12) Constitution of the Academic Committee:**

The Academic Committee is reported to have been constituted on 31<sup>st</sup> March 2009. It consists of 8M and 2W representing academia, trainer, major NGO, social worker, community representative and SACS categories. Members have been chosen from among the circle of qualified persons known to the GIRH&FWT Director and/or prominent persons in the HIV & AIDS sector relating to training, research and/or grassroots work. There is one community representative, the Project Director of LOTUS, an MSM CBO from Kumbakonam. There has been only 1 meeting of the Academic Committee till date. We are therefore unable to comment on involvement of community representatives from the records.

**13) Development of Work plan, monitoring indicators and the Budget:** The work plan has been developed by the STRC Coordinator in consultation with the Director. We are unable to comment on participation from the TI partners or SACS in the exercise as the TSU has been accompanying the project till date.

**14) Identify categories to personnel to be trained during the year:** STRC has been going by the advice of the TSU as to the categories of personnel to be trained and the training schedule. Over the past 7 months a total of 644 personnel: doctors, project directors, project coordinators, counselors and outreach workers have been trained by the STRC.

**15) Identify best practice/learning sites for field visits:** Two sites have been identified by STRC as learning sites for field visits. These are PACHE TRUST (works with IDUs) and RUSS Foundation (works with positive people??), both of Madurai.

**16) Quarterly meeting of the Academic Committee:** The Committee has met only once till date i.e. on 30<sup>th</sup> May 2009. The one report of meeting of the Committee does not cover evaluation of training conducted till date.

### **3.2.4 Documentation and Reporting**

**17) Documentation Centre:** While GIRH&FWT has a large library on public health, the STRC does not till date have a documentation centre. Till date, training material is being sent by the TSU.

**18) Website:** There is no separate website for the STRC. However, the GIRH&FWT has recently (date?) launched a website for the entire institute, in which the STRC is listed as one of its special programs (?). Content has not yet been uploaded to the website (?).

**19) Quarterly Newsletters:** This is not part of the proposal to NACO, hence not done

**20) Timely report submissions:** Monthly reports (undated) of training done are being sent to TANSACS. So too quarterly report on Status of Activity & Timeline to NACO. Action plan for the year 2008-09 has not been submitted, as STRC awaits guidance from the TSU.

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

**22) Operational research conducted by STRC:** STRC has identified 3 areas for field research emerging from their cumulative experience of working in the district:

- a) Challenges in accessing services of positive networks by women with HIV compared with men with HIV
- b) Level of awareness of HIV&AIDS among adolescent girls working in spinning mills in Dindigul district
- c) Transition from training to capacity building in HIV&AIDS – case study of GIRH&FWT

They propose to undertake 1 topic of research by October 2009.

### **3.2.5 Conclusions**

GIRH&FWT is a 6-decade old institute in the domain of public health education and training. The STRC for Tamilnadu and Pondicherry (and also Chennai City Corporation – till March 2009) is anchored in the Institute. The internal faculty team of 33 (19M 14W) were among the 40 staff who received induction training in January 2009. Nearly 40% of the faculty have from 10-30 years teaching experience in the domain of health. The Institute was entrusted with training for TANSACS and NACO's own core team variously during the NACP I and II phases and for RCH programmes of the government. This is the first experience of *capacity building* as opposed to *training* done earlier.

This being said, the internal faculty have had only short training inputs on HIV & AIDS as part of their professional studies as doctors, nurses or public health officials. External faculty are high profile, but it is difficult to comment on their availability for advisory functions (e.g. the Project Directors TANSACS, PSACS, NACO TSU, Project Director APAC (HIV & AIDS programme of USAID)).

The STRC has conducted 32 training programs for a total of 644 personnel of NGOs (most of them ORWs and Counsellors) over the 7-month period Jan-July 2009. However,



training needs assessment, as also the pre-post training evaluations and process documentation is reported to have been done by the TSU of NACO.

Past trainees rate the STRC training in advocacy the highest, followed by induction and communication & street theatre. The training in condom programming is rated the lowest in terms of training method, tools and facilitation style. No capacity building was done for NGOs in proposal writing. The STRC 1-1 ½ page reports are in the format prescribed by NACO. But sections relating to participant profile, session's plan, executive summary and participant learning, etc. (60% of the report) are sketchy or state 'details with TSU'. No field visits have been organized for trainees till date. Operational Research topics have been identified by STRC but no work on them has begun. The formal work plan has been drawn up but not submitted as STRC is awaiting instructions from TANSACS on this (?).

With the score for Programme Delivery standing at ? in relation to the total score of ?? GIRH&FWT needs to get its act together as an STRC in order to move from *training* to *capacity building* mode.

### **3.3 Organizational Capacity**

#### **3.3.1 Recruitment and induction:**

- 1) **Office Setup:** The office of the STRC is part of the office setup of the GIRH&FWT.
- 2) **Recruitment of staff:** Largely the Central Ministry of Health and Family Welfare fund The Institute. The staffs have all been seconded from parent departments/centres in the Institute, which are all tenured government posts. In the original recruitment, government procedures have been followed and on the notice board of the Institute. Selection to the STRC has been made on the basis of suitability for the kind of work in which STRC will be involved.
- 3) **Induction of project staff:** Orientation was provided to the new staff as part of the induction program for 40 staff of the institute. This included an overview of NACP III, the project goals and objectives, basic facts of STI, HIV & AIDS, special terms used in the program, importance of working with high risk sectors, behaviour change communication, advocacy and outreach planning (among others). The TSU undertook the orientation, and report of the same is with them.
- 4) **Staff turnover/attrition:** Only 1 staff member (accounts) has quit till date. Other staff are on deputation from their parent departments and so turnover is low.
- 5) **Staff's understanding of Job:** Staff members are clear about their primary job responsibilities according to the job descriptions laid down in the agreement with NACO.

The Training Coordinator is to overall supervise quality of training, prepare work plan and monitor its implementation, coordinate the training programs, impart training, convene the Academic Committee meetings, submit reports to NACO/SACS, attend their review meetings, and is in charge of submission of accounts and audit.

The Training Officer's brief is to participate in developing the work plan, develop training/teaching materials and do training, assess impact of training, do process documentation and undertake field visits.

The Accountant is to provide administrative, financial and logistic support to the project and submit funds requests and financial statements to SACS and NACO.

It is observed that in practice, the jobs undertaken by staff do not match the above. The Accountant handles all financial matters, and the Training Coordinator is not involved in it. Besides, the Coordinator and training officers are not as yet undertaking training or monitoring of NGO TIs - which form a major chunk of their job responsibilities.

### 3.3.2 Record keeping and Procedures

- 6) **Maintenance of Staff operational records:** As mentioned above, all the staff members except accountant are on deputation from Parent department. Therefore, all the personnel files are maintained and handled by the HR and Administration department of the organization except attendance register. The attendance register maintained at STRC project office.

### 3.3.3 Staff meetings

- 7) **Staff meetings** are held weekly, primarily to update the team on training already held or to instruct them on preparations for forthcoming training programs. The Project Director of STRC reviews completed training programs or instructs them on implementation of forthcoming ones. The table below indicates dates and content of staff meetings of STRC from January 2009 till date:

**Table 6: Content of Staff Meetings of STRC held Jan. – July 2009**

Dt. Of meeting	No. members present		Main content of Meeting	Timings of meeting
	M	W		
12.1.09	2	3	TOT at Kolkata, arrangements for TOT for internal faculty of GIRH	5 – 6.30 pm.
15.1.09	2	3	Call letters from NACO for review meeting	10 – 1.45 am

23.1.09	2	3	Review of lists of internal/external resource persons & participants for internal TOT	5 – 7.15 pm
6.2.09	3	3	Trg. Coordinator briefed on STRC activities, Trg. Cal. & resource persons for Feb. & Mar. 09	5 – 6.30 pm.
13.2.09	3	3	Trg. Coord. Briefed on induction trg. Prog. In Feb, planning for CAPACS supported NGOs	5 – 7.30 pm.
20.2.09	3	3	Review of past week's trg, drawing up trg. Calendar for CAPACS	5 – 7.30 pm
6.3.09	3	3	Review of trg. Progs. of past week, suggestions for formation of Academic committee	5 – 7.30 pm
20.3.09	4	4	Prog. Dir TANSACS visited, Director STRC explained STRC rules, etc. TANSACS resource person briefed us on participant feedback. Building capacity of STRC team	11 am-1.30 pm
3.4.09	3	3	Review of trg. Progs and suggestions for trg. planning be done with SACS	5 – 7 pm
15.4.09	3	3	Finalization of members/experts for Academic Committee as per NACO guidelines	5 – 6.30 pm.
30.4.09	3	3	Info on Female condom promotion trg.	5 – 6 pm
15.5.09	3	3	Trg. Coordinator and Trg. Officer deputed to attend TOT, Delhi 19-22 May 09	5 – 7 pm
26.5.09	3	3	Feedback by Coord and Trg. Officer on TOT held in May. Flexibility to modify prog.	5 – 7 pm
1.6.09	5	4	Minutes of Academic Comm. Meeting presented to Sr. Tech. Officer, NACO. Proposal to TANSACS for OR studies, CMIS, Dev. Of Resource Centre, enhancing infrastructure, dev. performance indicators	1 – 2.30 pm.
2.6.09	3	3	3-day Ws on performance indicators	5 – 6.30 pm.
16.6.09	3	3	Prep. For WS in June & allocation of responsibilities	5 – 6.30 pm.
3.7.09	3	3	Induction prog. for migrants & core group July 09. Briefing by Director on discussion with Indu of TSU, Chennai reg. call letter to trainees to be sent from TANSACS. STRC to write to resource	5 – 6.30 pm?

		persons	
17 meetings in all	Review of trg./instructions for scheduled trg	1 ½ - 2 hrs.	

### 3.3.4 Governance and Leadership

- 8) **Governance & Leadership:** The Management is represented by the Director of the GIRH&FWT (also Project Director of STRC) to whom all staff of STRC report. The Project Director has final say in decision-making.

### 3.3.5 Conclusions

The staff of STRC is deputed from their parent departments in the GIRH&FWT and so are already tenured staffs of the Institute. Staff turnover is low. Staffs are clear about their job responsibilities. They have regular meetings to discuss the work. Staff records such as attendance and movement registers, minutes of meetings (on computer), salary register, etc. are being maintained upto date. The Director of the Institute is also the Project Director of STRC. As such, she must divide her time among the various projects and teaching centres of the Institute to provide governance and leadership for the program.

**3.4 Financial management:** The project account is maintained at centralized finance department of the organization.

**3.4.1 Budget Utilization:** The organization has manage to utilize 36% of total budget till 30<sup>th</sup> June 2009 as project was started in January 2009, when they received 35% of total budget as advance for the project.

The utilization under Community Consultants, Venue Cost and Operation research in TI area was nil. Also, budget against training material development and use of computer software were utilized to buy 02 (two) laptops and printer for the project. It has been booked as direct expenses though the expenditure incurred is capital in nature.

The account department and accountant were not aware about date for submission of monthly report and format for statement of expenditure.

**3.4.2 Financial Process:** All the expenditure for the project is being incurred from general fund of the organization and later booked in separate book of accounts for the project.

The bank accounts for the project maintained separately and it was updated and reconciled with the book of accounts. The vouchers are maintained manually and it was in order.

The process and approval system for payments are in order. The approval of expenditure and issuance of cheque from bank account is done by Director and she is only authorized to operate bank account for the project.

### **3.4.3 Conclusions**

The financial management system of the organization is proper and up to date. It was found that voucher entry made on daily basis and all the expenditure are booked properly except booking of capital expenditure (fixed assets) as direct expenditure due unavailability of budget for capital.

A proportionate value of common expenses like electricity, telephone etc. booked on the project. The bank account for the project is operated with single signatory as only Director is authorized to operate bank account.

#### **4. Recommendations to NACO, TANSACS and GIRH&FWT**

The following are potential areas for strengthening to improve STRC's efficiency and effectiveness:

- Develop the work plan in consultation with NGO TIs so as to cover topics relevant to their work, and to give advance notice of scheduled training dates.
- Intensive training for internal and external resource persons on latest developments in the work with HIV & AIDS, application of their core expertise to HIV & AIDS (e.g. communication & street theatre, awareness & prevention strategies, training of trainers) in particular relating to sexual minorities & IDUs
- Intensive training for the STRC team in understanding impact of modernity and migration, sexual minorities and identity, mainstreaming gender and HIV & AIDS, experiential learning methodologies, campaigns and advocacy, case study writing, and strengthening process documentation
- Mainstreaming gender, HIV & AIDS in both organization and programme areas
- Make the role transition between TSU and the STRC at the earliest
- Restructure the Academic Committee to include more women, CBOs and those working in the field of HIV & AIDS who may be easily available for consultation
- Build capacities of NGO TIs in proposal writing, reporting & documentation (including case studies), monitoring & evaluation, group facilitation skills
- Providing TIs with information on government departments relevant to sexual minorities, positive people, women, health education and HIV & AIDS testing, treatment & care centres
- Sites for field visits to range from CBO networks, cruising sites, NGOs, hospices & care homes, government & private hospitals treating HIV & AIDS in order to experience the social, economic and political dimensions of people in the core and bridge population infected/affected by/vulnerable to HIV & AIDS

Annexures:

I – Tool Kit for STRC Evaluation

II - List of Documents reviewed for assessment of programme delivery, organizational capacity and finance

III – List of NGO TIs who have attended training at STRC

## **ANNEXURE-1**

### **TOOLKIT FOR STRC EVALUATION**

## **ANNEXURE-II**

### **LIST OF DOCUMENTS REVIEWED FOR ASSESSMENT OF PROGRAMME DELIVERY, ORGANIZATIONAL CAPACITY AND FINANCE**

#### **For Assessment of Programme Delivery**

Databank of Trainers – Internal Resource Persons

Training Reports of internal faculty members on trainings received by them

CVs of Faculty members

List of trainings conducted and their reports (1)

Translated training material and feedback questionnaires

Academic Committee member list

Report of Academic Committee meeting (1)

Reports on process of identification of best practice sites

List of Topics proposed for Operational Research

List of NGO TIs who have attended training at STRC

#### **For scoring Organizational Capacity**

Monthly Financial Reports

Personnel files – Appointment letters, leave records, attendance Registers

Induction report by staff

Job descriptions

HR Policy

Movement Register

Minutes of Staff Meetings

**For Finance**

Agreement between GIRH&FWT and NACO

Approved Budget for the current year

Monthly Financial Reports

Bank statement of accounts/passbook

All Bills and Vouchers (Sample?)

Statement of Expenditure (SOE) submitted to SACS

Reconciliation Statement

**ANNEXURE-III**

**LIST OF NGO TIS WHO HAVE ATTENDED TRAINING AT STRC**

**TANSACS list**

- |                          |                           |
|--------------------------|---------------------------|
| 1. VIRTUE, Nagapattinam  | 1. FACE, Nagapattinam     |
| 2. MASW, Virudhunagar    | 12. PMS, Nilgiris         |
| 3. JSS, Virudhunagar     | 13. ASIAD, Thiruvallur    |
| 4. AIRD, Ramanathapuram  | 14. REEDA, Ramanathapuram |
| 5. ANGEL, Sivagangai     | 15. REEDA, Perambalur     |
| 6. SHEILA, Thiruvallur   | 16. REEDA, Sivagangai     |
| 7. SARAS, Nilgiris       | 17. UDHAYAM, Pudukottai   |
| 8. GRAMODAYA, Pudukottai | 18. PACHE, Madurai        |
| 9. ACCT, Perambalur      | 19. TEDDY Trust, Madurai  |
| 10. VMMK, Virudhunagar   |                           |

**CAPACS List: Chennai TIs**

- |                    |                          |
|--------------------|--------------------------|
| 1. Grace Kribalaya | 2. Kalaiselvi Karunalaya |
|--------------------|--------------------------|



- |                        |            |
|------------------------|------------|
| 3. Karunalaya          | 7. IRDRP   |
| 4. SSSR&WC             | 8. SfDRT   |
| 5. MAN                 | 9. SUPPORT |
| 6. RISE                | 10. LEAD   |
| 11. ARISE              |            |
| 12. Bro. Siga          |            |
| 13. CAT                |            |
| 14. We Care            |            |
| 15. PLANT              |            |
| 16. Hopers             |            |
| 17. HPPWS              |            |
| 18. Shoshinkai Academy |            |
| 19. Agai Trust         |            |
| 20. ICWO               |            |
| 21. SWAM               |            |
| 22. Sahodaran          |            |
| 23. ARM                |            |
| 24. Chozha Kalalayam   |            |
| 25. REEDA              |            |