

# **STRC EVALUATION REPORT**

**State Training and Resource Centre, Mizoram**

**Submitted by**

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## List of Abbreviations

FSW	Female Sex Workers
IDUs	Injecting Drug Users
IHAT	India Health Action Trust
MSM	Men having Sex with Men
ORW	Out Reach Worker
PE	Peer Educator
PM	Programme Manager
SOE	Statement of Expenditure
TI	Targeted Intervention
TNA	Training Needs assessment
	Mizoram Social Defence and Rehabilitation
MSD&RB	Board
AP	Arunachal Pradesh

## **Executive summery**

The Evaluation report contains observations and evaluator's comments on process, quality and quantity with regard to the performance of the STRC on various indicators put down by NACO. The two components examined here are Programme Delivery and Organisational Capacity. A brief overview of some of the findings is followed by detailed observations on each of the indicators.

The STRC for Mizoram, Arunachal Pradesh and Meghalaya is hosted by the Mizoram Social Defence and Rehabilitation Board (MSD&RB), Aizwal. The Board is a statutory Board created by the State Government in 1999 to counter the rising drug abuse epidemic in Mizoram. The Board is under the direct chairmanship of the Minister Social Welfare Department. The Board undertakes various Programmes to counter drug abuse and HIV.

The STRC has delivered training Programmes for Targeted Interventions in Mizoram , Arunchal Pradesh and Meghalaya in coordination with the respective SACs in the past year. The STRC has been relatively more successful in fulfilling the training needs of TIs in Mizoram in comparison to AP and Meghalaya. A disproportionate focus on the TIs of Mizoram is evident and also is not unexpected given that Mizoram hosts the highest number of TIs of the three states and is also the seat of the STRC.

The STRC has covered in its training plan the various cadres in the TI and the various topics related to intervention. Attempts have been made at needs assessments and handholding visits to the TI partners in the three states. There is also an initiation of processes for identification of best practice sites and decentralization of the training for Peer Educators.

Organizationally, the MSD&RB has been of support to the STRC both in terms of providing support to the team for conducting of trainings and lending its previous experience with HIV and Drug Use for the use of the STRC. Record keeping and documentation of both programme and personnel is accurate.

## **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 a 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 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 learnings 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).

**1.1.1 Purpose:** The following exercise is being undertaken to evaluate the performance and quality of State Training Resource Centre (STRC) Aizwal, Mizoram.

**1.1.2 Objectives:** To conduct a year-end evaluation of STRC Mizoram.

### **1.2 Evaluation Methodology**

Praxis evaluator spent three days with Mizoram STRC and undertook a review of the work done on various deliverables and indicators developed. To achieve this, documents and reports were reviewed, discussions and interviews with staff, faculty and NGOs trained by the STRC were also conducted.

## **2. Three Day Evaluation Schedule**

### **Day 1 – 24<sup>th</sup> September 2009**

- Introductory meeting with STRC Team briefing on the objective and method of evaluation
- Scheduling for the upcoming days
- First phase of documents review

### **Day 2- 25<sup>th</sup> September 2009**

- Review of training reports and other documents pertaining to Programme Delivery.
- Reviewing of documents and discussions regarding Organizational Capacity.
- Interview with Mr.C.Lalsangzuala

### **Day 3 - 26<sup>th</sup> September 09**

- Interview with Mr.Vanlalvuana
- Group discussion with TI team members at the STRC office
- Concluding discussions on Organizational Capacity and Programme delivery

### 3. Key Findings

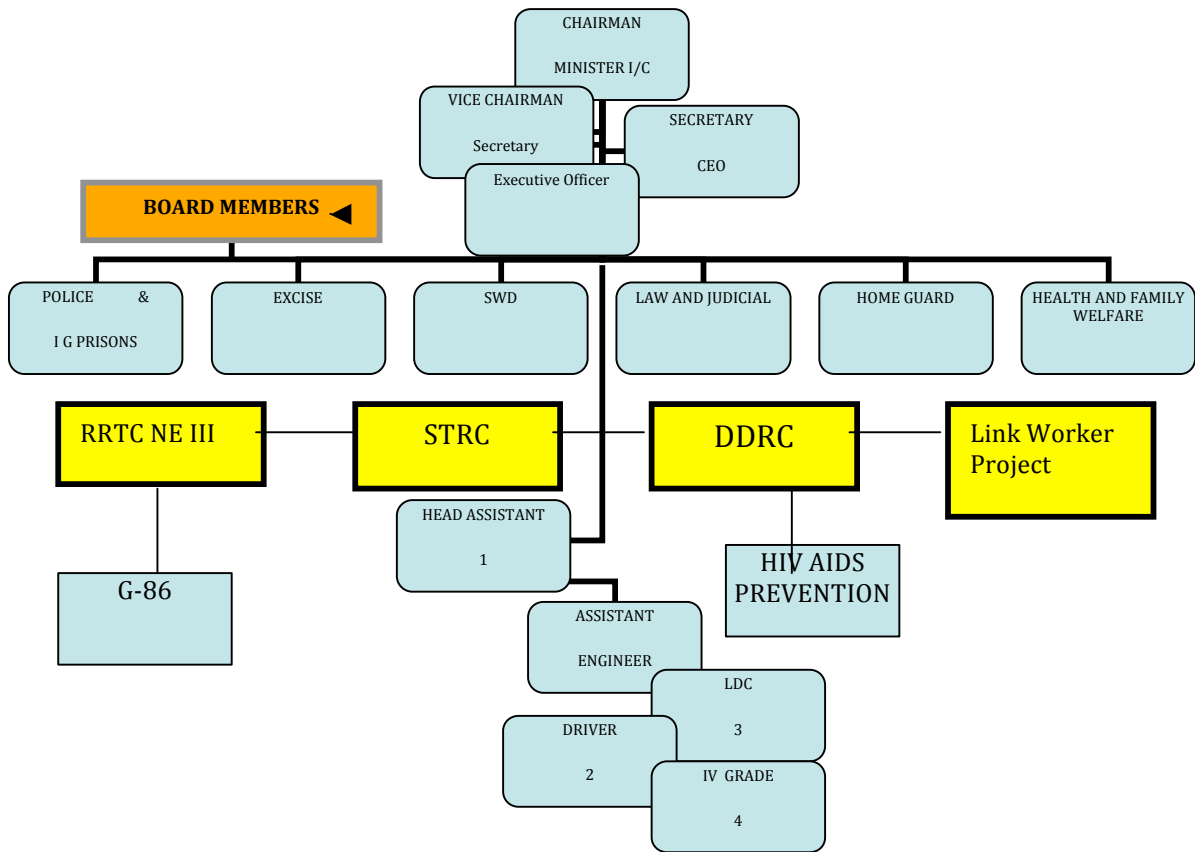
#### **3.1 STRC Fact Sheet**

##### 1. Basic Details

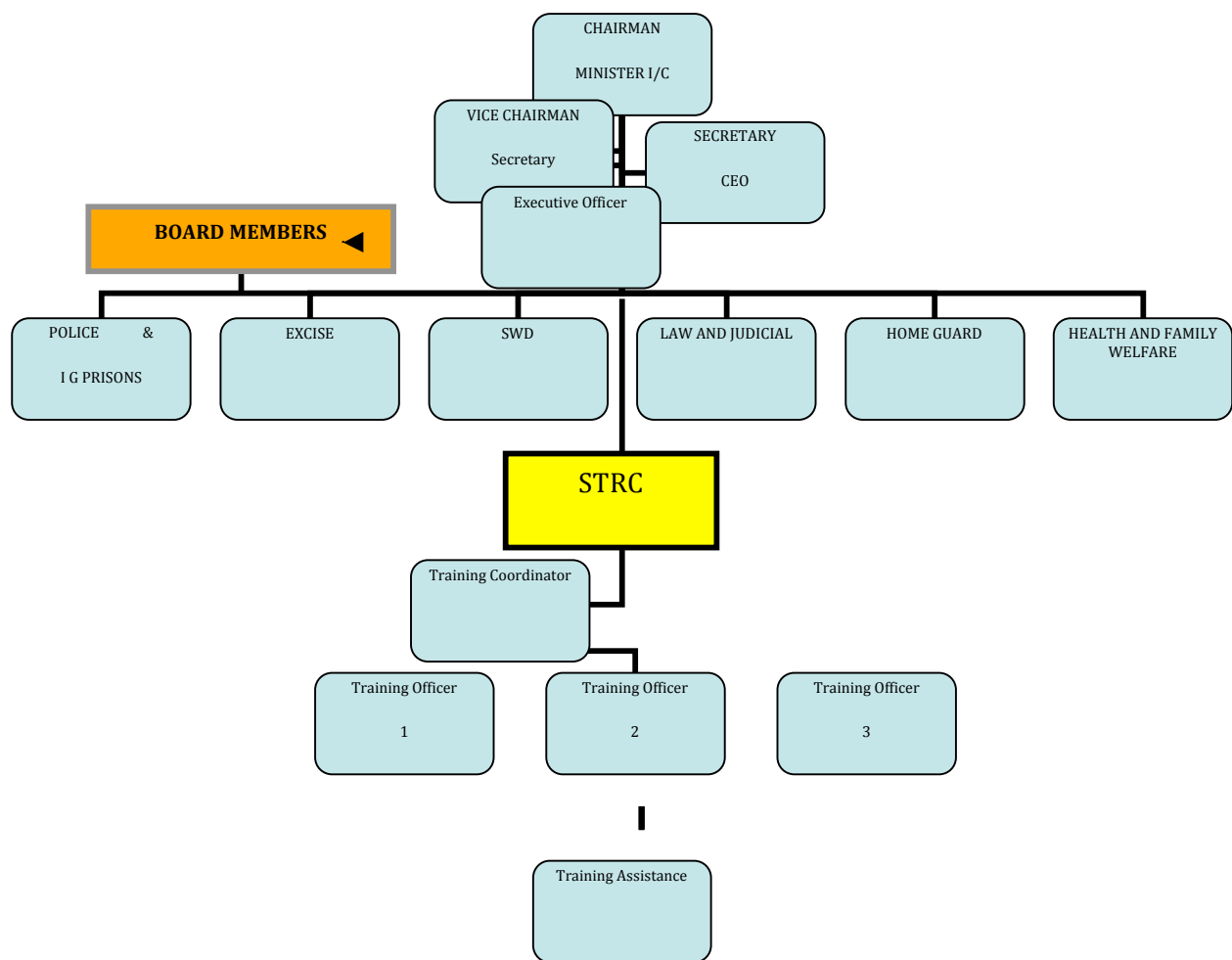
A.	Name of the STRC	MSD and RD, STRC
B.	Name of the Implementing Partner	MSD and RD
C.	States/ UTs Covered	Arunachal , Meghalaya, Mizoram
D.	Number of Districts covered	11 Mizo – 4 Megh – 10 districts arunachal
E.	Date of Contract with NACO	1 <sup>st</sup> Oct 08
F.	Date on which started functioning	29 Oct 08 (Staff was appointed)
G.	Number of TI partners covered	21 Arunachal Pradesh – 41 Mizoram- 6 Meghalaya
H.	Location of STRC:	Aizwal

2. Organization Structure

**ORGONAGRAM OF MSD&RB and STRC**







### 3. STRC Team

	Number
Training Coordinator	1
Training Officers	3
Admin And finance	1
Faculty Members	9 Mizoram + 10 Arunachal Pradesh + 6 Meghalaya
Total	25

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

Sl.no	Name of the committee members	Representation	When joined
1	Dr. Pushkar Singh , Meghalaya	UNODC (United Nations Office of Drugs and Crimes) as a North east Co-ordinator	Sep 09
2	Eudora W. Wajri, Meghalaya	VHAI- VHAM And Implementation of IDU project ,	Sep 09
3	David Lalremruata Renthlei, Mizoram	Community Representative	Sep 09
4	Ms Betty Lalthantluangi Chhakchhuak , Mizoram	JD TI Mizoram SACs	Sep 09
5	Lahlupuii Sailo , Mizoram	UNODC Prog Off-NGO Advisor	Sep 09
6	Smt. Lalparmawii , Mizoram	CEO MSD and RB	Sep 09
7	Lalnunmawii Pachuau , Mizoram	STRC	Sep 09
8	Marto Ette , Arunachal Pradesh	AD TI Arunachal Pradesh	Sep 09
9	Ven.Bhikkhu Vimalananda, Arunachal Pradesh	NGO Representative	Sep 09
10	Subhransu Kanti De , Arunachal Pradesh	TI partner	Sep 09

## **3.2 PROGRAMME DELIVERY**

### **3.2.1 Identification and Capacity Building of Faculty**

#### **3.2.1.1 Identification of Faculty Members**

**Directory:** The STRC had in consultation with the respective SACs finalized a list of faculty for the states.

#### **Mizoram**

The organization has had a presence in Mizoram and has had experience with Interventions pertaining to drug use and HIV, therefore was able to identify many potential faculty members. The final faculty list for Mizoram consists of 9 members. These were finalized in consultation with Mizoram SACs in the period of May09-July 09.

#### **Arunachal Pradesh**

10 Faculty members have been listed in consultation with the Arunachal SACs.

#### **Meghalaya**

6 Faculty members have been listed and the list was developed through the suggestions of the Meghalaya SACs.

#### **Review of CVs**

The CVs of faculty members were not available with the STRC. The STRC was not aware that they were required to maintain the CVs. The listing in the directory, indicates in some cases area of expertise, qualifications and in most cases also gives their current position/designation in organizations they are associated with. A review of the details indicates that the faculty list is a combination of individuals who have been associated with the interventions pertaining to HIV and drug use. Government, Non government, Medical Practitioners, counselors, and persons with programme management expertise are a part of the listing along with community consultants.

### **Process of empanelment or selection**

There has been no formal process of empanelment. The STRC was able to recommend people based on the MSD&RB experience. The STRC was able to recommend people based on the MSD&RB experience in the state and suggestions of the Mizoram SACs were also incorporated. In Meghalaya and Arunachal Pradesh the STRC was largely dependent on the suggestions of the SACs.

### **Coverage of topics**

The faculty listing for Mizoram indicates *area of expertise* of each of the faculty. The same is not available for the other two states. The topics covered by the Mizoram faculty list include counseling, psychiatric issues of PLWA and drug users, abscess management, syndromic case management, programme management, rehabilitation of IDUs, peer led interventions and behaviour change communication.

A discussion with the project coordinator indicates that in most instances, the team at the STRC covers possibly up to 50% of the topics in any training, whereas faculty are invited for the specialized sessions only.

The topics (in the Mizoram list) that do not have resource persons are broadly visioning and crisis intervention.

#### **3.2.1.2 Training of Faculty Members**

The STRC team is of the opinion that it is difficult to find experts in particular areas / themes topics and to use them only for that. They share that most of the people on the faculty list have relevant experience behind them and they are able to cover a variety of topics. There have been no focused efforts for capacity building of the faculty.

However the training coordinator shared that when faculty members are approached for sessions they are given briefs as well as the NACO manuals or materials relevant to the session they would be conducting.

The Team also plans to utilize the experience and expertise of the TI staff. In some instances Staff demonstrating training potential has accompanied the STRC staff for some trainings and given inputs etc. The team is specifically observing the Project managers and hopes to be able to utilize their experience in training ORW and other cadres. They feel this would be a more efficient manner for training and would also ensure more lasting impact. They are yet to develop a road map of their own in building capacities of PMs and other TI staff as trainers.

### **3.2.1.3 Capacity of Faculty Members**

CVs were not available for review. The profile that could be derived from the listing indicates a mix of persons from various organizations (Go and NGO), who have been associated with interventions on health HIV and Drug use in the region.

### **Observations from Interviews**

Interviews were conducted with two faculty members. Following is a brief on the interaction with each one of them:

- Mr.C.Lalsangzuala - has an educational background in Psychology and is currently the Regional Director, FXB India Society and NGO in Aizwal.
- Through FXB he has been associated with a variety of HIV related interventions. As part of its ongoing Programmes, FXB initiated its work on HIV with awareness generation activities and then moved on to working for Orphaned and Vulnerable children. He shared that the organization had gone on to initiate interactions with the IDU and FSW groups.
- Mizoram for a variety of socio-cultural reasons has only one MSM intervention and that is run by FXB and Mr Lalsangzuala is actively leading it. He also shared that they had now come into contact with more MSMs than they had initially estimated.
- He spoke about the need to decentralize training inputs in order to achieve more lasting and relevant impact. During the course of the interview he also speculated on garnering the DAPCU support for the same and strengthening them to do so. He was of the opinion that an effective trainer was a person with familiarity of the local context.

- Regarding NACP III he felt that with the obvious merits of the programme there were some drawbacks. He opined that with the rate of infections and the prevalence at hand the distinction between HRGs and general population was becoming blurred and NACP III had not taken the same into account.
- He also felt that the high stress of late on minute documentation was placing a huge burden on the field staff and impacting their productivity on field. Programme Managers were deeply involved in such streamlining processes such as verification of documentation, reporting and their time on field and also that of the counselors, which has had a negative impact.
- Regarding the capacity building inputs from the STRC he shared that the STRC not just invited faculty for sessions but also provided them with new and update material and resources to use. This in itself built the capacity and knowledge of the faculty.
- Mr Lalsangzuala usually takes sessions on Peer Led Interventions, MSM Counseling and Gender and Sexuality.

*The faculty did have a long association of working on the issue of HIV and has been involved in various facets of prevention efforts and is currently pioneering the initiation of MSM interventions in the state. He has been involved in capacity building exercises within and outside FXB (the org. he is currently associated with)*

## **Mr Vanlalvuana**

- Mr. Vanlalvuana is a community consultant and a part of the faculty for the STRC. Mr Vanlalvuana himself was a user and has been sober now for about ten years. He has been working on drug use and harm reduction in the capacity of a counselor and ORW in projects on substance abuse. He is also the Vice Chairman of a CBO – Society for Recovering Addicts.
- Mr Vanlalvuana has facilitated sessions on harm reduction in STRC and other SACs trainings. He feels that while speaking of addictions, drug use and harm reduction it was most important to help participants to understand the problems of addicts and the addictive personality and that was the challenge.
- He feels that he needs further capacity building and support in understanding NACP III and there is always room to become better as a trainer.

*The faculty has valuable experience of the problem of drug use. Having been through the addiction himself he offers insights to questions at hand, which move beyond HIV. He has been a resource to SACs and other organizations before the establishment of the STRC. He is keen to understand more about TIs and NACPIII. He is open to inputs in building his capacity*

### 3.2.2 Trainings by STRC

#### 3.2.2.1 Identification of agencies/individuals to train peer educators

In keeping with the strategy of decentralized training and capacity building of Peer Educators the STRC has laid down and undertaken the following process

- Promising ORWS or some other consultants would be contracted to undertake on field handholding and training for peer educators in their area of work.
- The consultants will be oriented by the STRC and will spend 3-4 days with each TI.
- Three such consultants would be recruited in each state.

The TOR and contract for the consultants have been prepared in consultation with the SACs and are in the last stages of finalization.

#### 3.2.2.2 Number of trainings conducted

The state wise training status is as follows

##### Arunachal Pradesh

Sl.no	Training Conducted	Cadre	Month
1	Induction	Project Directors	Feb 09
2	Induction	Project Managers	Feb 09
3	Induction	ORWs	Feb 09
4	Counseling in TIs	Counselors	March 09

##### Mizoram

S.no	Training Conducted	Cadre	Month
1	Programme Management	Project Directors	Jan 09
2	Programme	Project Managers	Jan 09



	Management		
3	Counseling in TIs	Counselors	Jan 09
4	Harm Reduction	ORWs	Feb 09
5	Syndromic Management	Doctors	Feb 09
6	Programme Management (NACO Module)	Programme Managers	June 09
7	Counselling TI	Nurses	July 09
8	Financial accounting and procurement	Accountants	Aug 09
9	Financial accounting and procurement	Programme Managers	Aug 09
10	Data Collection tools	Programme Managers	Sep 09
11	Data Collection tools	Accountants	Sep 09
12	Data Collection tools	ORWS	Sep 09

### Meghalaya

S.no	Training Conducted	Cadre	Month
1	Induction	ORWs	Feb 09
2	Harm reduction	Project Managers and ORWs	June 09
3	Counseling in TIs	Counselors  (this was combined with the Mizoram and only 2 Meghalaya counselors attended the same)	March 09

Arunachal Pradesh has 21 TIs, Mizoram 41 and Meghalaya 6 TIs. Subsequently Mizoram being the state with the highest number of TIs and also the base for STRC has received a greater number of training inputs. When we look at the three states together it is evident that the desired number of trainings has not been completed by the STRC. The reasons for this as stated by the team are varied and are listed below

- The Coordinator shared that the STRC had been asked not to conduct any training before the orientation of the STRC. This orientation was held in January 09 and the STRC was not able to conduct any trainings for 3 months (Oct-Dec08)
- The initial plans were made without the SACs Aaps (2008-09) and for the year 2009-10 AAPs for Meghalaya and Arunachal had been handed over to the STRC late. *(Note- Contrary to the expectation set in the scoring tool, the practice here was the SACs preparing the AAP and the STRC building their training plan based on it and not the STRCs plan being incorporated in the SACs AAP)*
- Meghalaya and Arunachal Pradesh were states where neither the STRC nor the MSD&RB had any previous linkage or programme. Therefore this year has also been the time in which the same have been developed. Language, cultural barriers etc. and the bureaucracy have all played their role.

### **3.2.2.3 Field Visits for the training participants**

#### **Mizoram**

No field visits were organized for the participants from Mizoram. The reasons given were

- All the NGOs in Aizwal and the other districts were well aware of each others work and a site visit would not reveal anything new to the participants.
- Most of the NGO partners were at a similar level in terms of performance and the team felt that not many were in the position to serve as examples for the others.
- Training durations could not be long either in terms of the number of hours in a day (The day ends by sunset for most people) or number of days, as it did not meet with much enthusiasm from participants.

### **Arunachal Pradesh**

No Field visits were organized for the Arunachal Pradesh trainings either. As the team was not familiar with the quality of intervention in the region and no learning sites had been identified by the Sacs either.

### **Meghalaya**

Trainings for Meghalaya were largely clubbed with either Arunachal or Mizoram, as their numbers were small. In one such training the batch was taken to 3 interventions in Aizwal. Details on the same are given in a later section.

#### **3.2.2.4 Training needs Assessment/Capacity assessment of NGO partners**

The State TI projects in the three states were evaluated in the months of April and August 09. Members of the STRC accompanied the evaluation team as observers. The team used this opportunity to

- a) Be part of the evaluation exercise and understand the status of intervention in the three states
- b) Assess the training needs of the interventions
- c) Provide suggestions and on field support wherever the opportunity arose

The staff prepared visit reports that highlighted the various areas for development in the TI partners and these insights would be beneficial to them in planning the upcoming trainings. As most evaluations were held only a month ago it would take more time for them to design their trainings based on the identified needs.

#### **3.2.2.5 Pre and Post training evaluations**

Training Evaluation and feedback mechanisms- Evaluations of the trainings was conducted through a questionnaire (in Mizo) for all trainings till May 2009. The questions (as translated by the STRC team) called for assigning a grade on a scale for various components of the training. This practice was discontinued post May, as time was usually a constraint.

Pre test and Post test for knowledge assessment of participants - These were conducted through pre-test post-test questionnaires. Pre and post-test evaluations were conducted for a majority if not all trainings. A review of the questionnaire indicates that detailed and relevant questionnaires were compiled for most training. The questionnaire was a mix of both overall programme related information as well as training context specific questions. In some instances qualitative questionnaires were also used.

A variety of techniques were experimented with in conducting the pre and post-tests. True and false questions, scales for evaluation, qualitative questions, and one-word answer questions were all tried. The group has given this component of training detailed thought and has tried to be innovative in it.

### **3.2.2.6 Documentation of training including best practices**

The trainings have been documented in the format required for reporting to NACO. The team has not made any specific efforts towards documenting the best practices emerging from the training. This also has not been a point of discussion or reflection.

### **3.2.2.7 Translation of Training Modules.<sup>1</sup>**

#### **Module translations**

#### **Resource Material in Mizo developed /translated are as follows**

Programme Management Module – was translated in-house by the STRC team. This would be of help to not only the local resource persons but also some of the material could also be passed on to the TIs for reference.

- A Pamphlet on Alcoholism – was produced in Mizo by the STRC and The MSD&RB.
- A Pamphlet on Smoking – in Mizo is being made currently.

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<sup>1</sup> The accuracy and quality of translation could not be reviewed, as the evaluator does not know the local language.

The team stated that their attempt through the pamphlets was to generate a better understanding regarding the problem of addictions.

### **Resource Material for Arunachal and Meghalaya**

- No translated material was available for the other two states. The team shared that in Arunachal Pradesh, Hindi was a language, which was common to most of the groups hence trainings were held in it. However in Meghalaya translations were often required into both Khasi and Garo. However as the number of TIs in Meghalaya was relatively smaller this concern seems to have been neglected.

**Handouts** Minimal handouts (printed hard copies) were given out during sessions as the participants have requested soft copies to be given out. CDs were provided to the group with reading material.

The resource files available at the STRC (soft copies of the same was passed on to participants) covered the topics of the sessions through inclusion of the presentations made by the resource persons, other articles and resources. These were all primarily in English. The team explained that translation was not necessary as the ORW and PE cadres are comfortable with English.

### **3.2.2.8 Post Training field Visits**

The details of the staff field visits have been mentioned in 3.2.2.4 Training need Identification. These visit reports also reveal efforts at handholding and support.

Apart from this the staff and also the Ngo functionaries during the FGDs shared that the STRC staff did occasionally come to the field of work and offer assistance in Aizwal. No formal strategy has been developed for this.

### **3.2.3 ACADEMIC COMMITTEE AND PROGRAMME PLANNING**

#### **3.2.3.1 Constitution of Academic Committee**

The STRC had envisioned the formation of setting up independent Academic Committees for each State (Arunachal Pradesh, Mizoram, Meghalaya). They held discussions with the respective SACs on the same and arrived at a tentative list of members. However the Coordinator shared that when the issue was brought up for discussion with NACO during the Training on the Programme Management module, the STRC was advised to form a common Academic Committee for the three states together.

The list of members of the Academic Committee is a part of the STRC factsheet. A review of the profiles of the individuals who are a part of the committee indicates that most requirements for representation have been fulfilled. However the team has not been able to engage any academician. They shared that during the initial stages of planning for the Committee, they had included persons from the universities in their respective states however now as a common committee has been set up, the space to include academicians had shrunk.

The final Academic Committee was constituted in July 09 after discussions with the three SACs. The first meeting was scheduled for the dates during which the evaluation took place (mails for cancellation of meetings were reviewed).

*Note - though a common Academic Committee as per the feedback in May is being set up the team still believes that different Academic Committees for the three states would prove to be more beneficial for the programme. This is primarily because neither the STRC nor the MSD&RB have any previous experience with the SACs or TYIS in Arunachal Pradesh or Meghalaya. They would need to garner support and engage persons who are familiar with the contexts in the two states (and guide the STRC accordingly) as well as persons who could aid cooperation with the SACs. The state specific Academic Committee would be an ideal instrument for the same.*

#### **3.2.3.2 Development of the work plan, monitoring indicators and the Budget**

The STRC Coordinator shared that no plan had been submitted to NACO before January 2009. The reasons stated were that the STRC was instructed not to undertake any training before the

orientation. The orientation was held in Calcutta in January 09 and the plans for the upcoming quarter were submitted.

The Academic Committee had not been set up at the time and therefore had no role in it.

### **3.2.3.3 Identify categories of personnel to be trained during the year**

The two major factors considered by the STRC were the needs as put forth by the SACs and the cooperation extended by them. All cadres of the TI teams have been covered as a part of the training plans of the STRC. (A review might raise a concern that there are no trainings scheduled for MIS officers, however the staff shared that all TIs in Mizoram were below the 500 population mark and therefore their accountants were also expected to fulfill the MIS role. The accountants have been trained on the data collection tools and formats.)

### **3.2.3.4 Identify Best Practice sites / Learning sites for field visits**

No best practice sites have been finalized currently. However three NGO sites are currently under discussion with SACs and the visiting Meghalaya Participants were also taken to them. The following were the NGOs and their area of achievement as shared by the STRC.

- AMRO – Their strength lay in outreach planning and also in the range of additional activities it conducted for Drug users like vocational training, free detox,
- Samaritan Society – has a registered CBO – Drug Addiction and Aids Resistance Society
- AGAPE- Oral substitution programme is in operation here.

The team shared that based on the evaluation scores SACs had informally shared with them that the above mentioned sites have received appreciation and scored well. The STRC and SACs plan to monitor and support them further to build their capacities in both running their intervention well as well as being able to serve as a learning site for others. No concrete roadmap has been developed for the same.

### **3.2.3.4 Quarterly meeting of the Academic committee**

The first meeting of the academic committee was scheduled for the dates on which the evaluation was conducted and therefore was subsequently cancelled.

## **3.2.4 DOCUMENTATION AND REPORTING**

### **3.2.4.1 Documentation Centre**

The STRC does not have a documentation center. On discussion the staff shared that they had not considered setting one up and the regional resource and training center hosted by the MSD&RB could serve the purpose of a resource center when needed.

### **3.2.4.2 Website**

The STRC maintains a website ([strc-msdrb.org](http://strc-msdrb.org)) which contains details of the Academic Committee members, FAQs, links to the State SACs, useful links and downloads, updates on trainings conducted and some reports by the staff. The website gives a fairly good picture of the STRC and its activities and is updated as of now.

### **3.2.4.3 Quarterly Newsletters**

No newsletters have been printed.

### **3.2.4.4 Timely Submission of reports**

<b>1</b>	<b>Reports for the month</b>	<b>Submitted on</b>
2	Jan and Feb 09	19 <sup>th</sup> March 09
3	March 09 and Quarterly report	3 <sup>rd</sup> April 09
4	May, June , April 09 and Quarterly report	9 <sup>th</sup> July 09



5	August 09 Report	8 <sup>th</sup> September 09
6	Nov and Dec 08	10 <sup>th</sup> Sept 09

The submission mails were reviewed and the above were the dates of submission. The STRC Coordinator spoke of the difficulties in sending reports (heavy files) over the problematic Internet connection in Aizwal.

## **Conclusion**

The Mizoram STRC has the responsibility of catering to the three states of Mizoram , Arunachal Pradesh and Meghalaya. Therefore this STRC has to work in Tandem with 3 SACs, NACO and NERO. It also does not have the presence of a TSU for need assessment and support, as is the design in some other states. While Mizoram is the base for the parent organization, neither the organization nor the staff had any familiarity with the Arunachal Pradesh and Meghalaya context.

The Mizoram STRC has been functioning in coordination with multiple agencies. On two components the STRC has not performed as well as desired and these are in relation to the volume of trainings conducted and the setting up of the Academic Committee. Both of these involve coordination and planning with the all the agencies mentioned above and this could have a bearing on their underperformance.

On the flipside the STRC has taken considerable efforts in designing pre and post - test evaluations, developing a decentralized training plan for peer educators, needs assessment cum handholding visits. With some active support from NACO or NERO regarding coordination issues with the SACs of Meghalaya and Arunachal Pradesh the STRC has the potential to perform to a high level in the upcoming year.

### **3.3 Organizational Capacity**

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

##### **Office Setup**

The STRC office is housed within the office of the MSD and RB and has been in operation there since October 2008. There is no rent charged for the same.

##### **Recruitment of Staff - CVS**

There are 5 paid personnel with the STRC. An advertisement was placed for the positions and the current personnel were selected through this process. All positions were filled in between 28<sup>th</sup> October to 2<sup>nd</sup> November.

##### **Induction of project staff**

The project staff was given an overview of the job responsibilities at the time of the interview and during the weekly devotion meeting at office they were formally introduced to the rest of the MSD&RB staff and larger organization.

##### **Staff Turnover / Attrition**

There has been no attrition during the year. The project staff has been the same since the beginning of the project and currently expresses no desire to leave or dissatisfaction with their roles. The grudge expressed is the fact that they have not received their salaries June 09 onwards (installment awaited from NACO). Provision of the same would ensure/encourage their continuation with the project.

##### **Staff's understanding of Job**

The Project staff possesses a clear understanding of their responsibilities. They were not handed over formal JDs but were guided to the TOR for a more detailed understanding of their roles and responsibilities. The staff has been vocal in spelling out the support and cooperation provided by the MSD&RB in their activities.

The roles of the three training officers do not have distinct roles. John and Samuel being senior and having worked closely with TIs (they were PMs before joining the STRC) actively facilitate and conduct sessions during the training, whereas Connie being relatively newer to TIs handles logistics primarily along with facilitating and learning from the facilitation of the others. The Coordinator Lalnunmawiii handles reporting and coordination with the various SACs , NERo and NACO.

Given the current deficit in fulfilling training targets it might prove more beneficial if the responsibilities of the states are divided amongst the team. This might ensure smoother coordination with the SACs and more intensive follow up and action.

### **3.3.2 Record keeping and Procedures**

#### **Maintenance of Staff Operational Records**

The Attendance register, Personnel Files and Movement registers were reviewed. A random examination of dates of leave from applications and leave markings in the register were tallied and found to be congruent. Movement register is used largely to record travel outside the state though in some instances travel to various offices within Aizwal were also entered. All the above records were updated and well maintained.

### **3.3.3. Staff Meetings**

Staff meetings records indicate that the meetings are held regularly, though there is no set date for the monthly meetings. The minutes also show that the various discussions pertaining to trainings and coordination with the different state SACs were discussed. The STRC staff and the MSD&RB CEO attended the meetings.

### **3.3.4 Governance and Leadership**

Interactions and discussions with both the STRC staff and the CEO MSD&RB indicate that there is ongoing support provided by the MSD&RB to the STRC. This comes in the form of guidance as well as the usage of MSD&RB resources and personnel for supporting the STRC. The staff felt

that the occasional hindrances in support were more due to concerns of procedure and protocol within the MSD&RB and not owing to a lack of will to support.

### **3.3.5 Conclusions**

The MSD&RB has a history of working on issues of drug use and HIV and therefore have good linkages with the local TI partners and the SACs. This has enabled them to garner support and goodwill towards the tasks of the STRC.

Internally, the MSD&RB has clearly spelt out contracts for the staff of the STRC and leave policy is akin to their permanent employees. They have multiple projects running and the STRC staff is utilized to the extent visible only towards STRC activities. Additional help of the support staff is offered during the trainings as often there is more than one batch being trained at a time. The parent unit and the STRC seem to be sharing a harmonious relationship.

## **Annexure**

### **Group Discussions with NGO staff**

**Profile of the participants:** 7 persons (3 Project managers 3 ORWS and 1 Nurse and Counselor) from the TIs in Aizwal were a part of the group discussions. All the participants in the discussions had attended a minimum of one training with the STRC. A majority (6/7) had attended more than two trainings. 5 Of 7 participants had been associated with TIs for over 2 years.

The highlights of the discussions are given below

**Field work and Practical Sessions:** No field visits were a part of any of the trainings attended by the discussion participants. However group work and other techniques were used in the training that made the trainings more interactive and role-plays etc. were used to be able try out various skills in practice.

**Needs Assessment and expectation gathering:** The Participants shared that they were not a part of any needs assessment exercise conducted by the STRC (no questionnaire, or discussions took place with them on their training needs prior to the trainings). However they were asked for their expectations from the training when the training commenced. All participants expressed satisfaction of having their expectations met. Many shared that the training delivered more than what they had expected.

#### **Strengths Of the training:**

- Delivered keeping the local context in mind
- Group work
- Punctuality
- Being able to communicate with the trainers in the local language

### **Weaknesses**

- The schedule was tightly packed with sessions. There was often too much to be covered in a day.
- There were too many revisions in formats after the trainings were conducted (*this they felt was beyond STRC's control*)

### **Pre Test and Post Test and Training Evaluations**

Pre and Post tests were conducted in all the trainings attended by the participants. A feedback oral in some cases and written in the others was used to evaluate the entire training experience, logistics, resource persons etc.

### **Suggestions**

- Exposure visits to other states with similar work profile
- More on field support
- Fewer topics covered in a day
- NACO must not change formats so frequently (*this was a recurrent theme in the discussion with the group and the discussion seemed to veer itself to this repeatedly*)

**Report of financial evaluation of STRC Mizoram**

**Prepared by Pankaj Shrama**

## **Report of financial evaluation of STRC Mizoram**

### **Background and operation of Bank Account:**

Mizoram Social Defiance Rehabilitation Board (MSD&DB) is an autonomous body under the Ministry of Social Welfare, Govt. of Mizoram. The chief executive (Secretary) of the Board is a regular govt. appointee. The Minister Social Welfare is the ex-officio chairman and Secretary, Dept. of Social Welfare; Govt. of Mizoram is the Vice chairman of the Board. The Board maintains an SB account with SBI, Dawrpui Branch, bearing No. 10276734590.

NACO had signed an agreement with MSD&DB for running an STRC for a period from 1.10.2008 to 30.9.2009 to cater the services in three states namely Mizoram, Arunachal Pradesh and Meghalaya. The assigned budget was for Rs. 24, 91, 500/- for remuneration to staff and reimbursable account. The cost involved relating to Training activities is supposed to reimburse by the concerned states proportionate to their number of participants.

Against provision of Rs. 24.92 lakh NACO transferred the first installment of 35% amounting Rs. 9,79,807/- to the S B account of MSD&DB . No further amount has been released after that. Though new S B account has been opened, in the name of the STRC in the same Bank with No. 30756389355 the same is yet to be operated.

The chief executive of the Board and the Secretary, Dept. of Social Welfare are the joint signatory of the cheque for MSD&DB. Till now all the financial correspondences are operating said account.

### **Status of Fund:**

#### **Receipt and Payment Account**

Receipt		Payment	
Items	Amount	Items	Amount
		Salary	1117533
Received from NACO	979807	Local Transport	31700
Loan from MSD&DB	367700	Com. Telephone etc.	23744
		Postage and stationery	17079
		Devt.of trg. Materials	20000
		Computer,	40000
		LCD projector	70000
		Website Devt.	22000
		Closing balance	1451
Total	1343507	Total	1343507



1. The above statement excludes salary payable for July to Sept, '09 amounting Rs. 414000/- and some committed liabilities of contingent expenses around Rs. 6300/-. Hence, total requirement of fund for further release from NACO is Rs (367700 + 414000 + 6300 – 1451) =Rs. 386549/-.
2. NACO Has released only one installment. After adjustment of the unutilized amount, additional amount of at least Rs. 7.80 lakh will have to be released from NACO.

#### Statement of outstanding Loan from MSD&DB

Sl	Months	Loan taken	Loan refunded	Balance
1.	October'08	20867	20867	Nil
2.	May '09	6274	nil	6274
3.	June'09	155226	Nil	155226
4.	July, '09	173500	Nil	173500
5.	August, '09	26200	Nil	26200
6.	September, '09	2500	nil	2500
	Total	384567	20867	363700

#### Budget and variance:

Sl	Head of accounts	Date of Joining	Approved Budget	Actual exp	Payable	Total exp	variance
	Reimbursement to staff						
1.	Lalnunmawii – coordinator	29.10.09	480000	323999	120000	443999	36001
	S. Lalarluma – Trg. Officer	29.10.09	360000	243000	90000	333000	27000
3.	J. Lalnunsunga – Trg. Officer	29.10.09	360000	243000	90000	333000	27000
4.	C Vansangpuii – Trg. Officer	29.10.09	360000	243000	90000	333000	27000
5.	B . Lalmalsauma – Trg. Asstt.	31.10.09	96000	64534	24000	88534	7466
6.	Community consultant	Nil	125000	Nil	Nil	Nil	125000
7.	External consultant	Nil	100000	Nil	Nil	Nil	100000
	Sub total of Salary		1868500	1117533	414000	1531533	336967
	Reimbursables						
1.	Local Transport		150000	31700	300	32000	117000
2.	Com. Telephone etc.		24000	23744	nil	23744	256
3.	Postage and stationery		24000	17079	2000	19079	4921
4.	Devt.of trg. Materials		50000	20000	4000	24000	26000
5.	Computer,		40000	40000	nil	40000	Nil
6.	LCD projector		70000	70000	nil	70000	Nil
7.	Operational research		85000	nil	nil	nil	85000
8.	Website development		30000	22000	nil	22000	8000
9.	Hall hiring for outside Trg.		150000	nil	nil	nil	150000
10	Subtotal of reimbursable		623000	224523	6300	230823	392177
	Total		2491500	1342056	420300	1762356	729144

The above table shows that, the utilization is around 71%, while 29% is remaining un utilized due to the following reasons:

1. All the staff Joined after one month.
2. Community consultant was not engaged due to various reasons.
3. Cost of external consultants was taken care of from the respective course budget.
4. No operational research has been started.
5. The concerned SACS also took Hall hiring charges for outside training care of.
6. Training related travel cost was taken care of also by the respective SACS.
7. The main reason is lack of knowledge for budget analysis.

Utilization of fund against activity:

Activity relating to Mizoram SACS:

Sl	Program	Period	Expenditure	Reimbursed by MACS	
1.	Program Management for Project Managers	21-23 Jan'09	71850	71850	
2.	Program Management for Project Directors	28-30Jan'09	71850	71850	
3.	Counseling for TI counselors	28-30Jan'09	64950	64950	
4.	Harm reduction for ORWs	4-6Feb'09	70950	70950	
5.	Program Management for Project Managers	8-13June'09	199858	199858	
6.	Syndromic Management for Doctors	12-13 Feb09	43550	43550	
7.	Councelling for TI Nurses	7-11july'09	74671	Nil	
8.	Accounting & procurement for Accountants	25-26Aug09	44820	60618	
9.	Accounting and procurement for P M	27-28Aug09	47190	Nil	
10.	Data collection Tools for P M	10-11Sep09	-	-	
11.	Data collection Tools for Accountants	15sept'09	-	-	
12.	Data collection Tools for ORWs	16sept'09	-	-	
	Total		689689	605018	

1. Twelve programs have been conducted for the Mizoram SACS of which claim for reimbursement has been submitted for seven and for the three are yet to be submitted. An amount of Rs. 84,671/- is yet to reimburse by the MSACS.
2. Four programs were conducted for the state of Arunachal Pradesh, for which the entire expenditure has been born by the APSACS by themselves. Hence, there is no question of transfer of fund to STRC.
3. Three programs were conducted for Meghalaya SACS of which cost of one of the program conducted at Aizwal amounting Rs. 71450/- has been reimbursed in full. All related expenditure for rest of the two conducted at Shillong has been born by the Meghalaya SACS directly.

4. All the programs started only after release of the first installment of Grant and after capacity building of the faculties. Virtually got eight months to work.

Strength and weaknesses:

Strength:

1. Good infrastructure.
2. Government support.
3. Efficient Staff.

Weakness:

1. Not getting grant in time
2. Lack of capacity building in financial record keeping.
3. No designated staff for finance and administration.

General observation: Good:

1. The Secretary having his control over the expenditure approves all expenditure.
2. As own S B account is yet to be operated, a partial Cash Book and related Ledger has been maintained in proper manner.
3. Procurement system is in order. Quotations are invited for purchase of Computer and LCD projector and comparative statement has been prepared and approval of competent authority has been obtained. Payment made against Bill.
4. Data collection Tools for P M
5. Vouchers though not pre-numbered, for NACO funding amount are maintained serially.
6. Salary is paid in cash but through Acquaintance Register with proper procedure.

Not expected:

1. Bank Reconciliation Statement (BRS): Question of BRS is not there, as the single grant has been withdrawn only through six cheques.
2. Cash expenditure: All amount including salary payment and procurement of equipments are in cash. The entire grant has been withdrawn in six consecutive cheques and money has been spent in cash. Details of grant received and money withdrawn are shown in annexure – I.
3. No record of programmatic expenditure: Most of the time the program expenditure comes in advance. The cheque is deposited in the Bank account of MSD&DB and the whole money is withdrawn the next day and spent them in cash for the related program. The expenditure relating to the program is not recorded anywhere. Only the original Bills and cash memos are kept separately and enclose them with the program report. Other than Program report, there is no record of financial transaction for the Programs.

4. Being a cost unit, all original cash memo should be with the organization. All original memos are  
Forwarded to funding agencies

Conclusion:

There being no designated person for finance and administration, and not getting adequate training in the field, not aware about the system. This may be an excuse. Proper training will have to be arranged if contract is renewed.

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## Annexure – I

Statement of receipt of Grant and withdrawal from Bank:

Sl	Purpose	Ch. No	Date	Receipt	withdrawn
1.	Loan from the orgn.		6.10.08	20867	Nil
2.	Grant from NACO	Transfer	12.1.09	979807	Nil
3.	Arrear salary	602041	15.1.09	nil	427533
4.	Misc. and loan refund	602043	10.2.09	nil	35000
5.	Computer and projector	602045	13.2.09	nil	110000
	Salary of February 09	602046	26.2.09	nil	138000
7.	Salary of March 09	602047	2.4.09	nil	138000
8.	Salary of April 09	602049	15.5.09	nil	138000
	Total			1000674	986533

Though the contract was effective from 1.10.08, 1<sup>st</sup> installment of Grant received on 12<sup>th</sup> January '09 which is only 35%. The money has been exhausted along with the salary paid for the month of April '09. After that two more months salary was paid from the loan taken from the mother organization. Since June '09, no salary has been received. From 15<sup>th</sup> may onwards, loan has been taken twenty times on case to case basis.

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