

**Summer Training at
TRIOs -The Development Professionals**

Organizational Assessment

**By
Garima Borwal**

**Under the guidance of
Dr. Anoop Khanna**

**MBA- Hospital & Health Management (MBA-HM)
2013-2015**



Certificate

**INSTITUTE OF HEALTH
MANAGEMENT RESEARCH**
1, Prabhu Dayal Marg
Sanganer Airport, JAIPUR - 302 029, INDIA
Tel. : 3924700, 2791431-32
Fax : 91-141-3924738
E-mail : iihmr@iihmr.org
URL : <http://www.iihmr.org>
Gram : HEALTHINST

CERTIFICATE

This is to certify that **Dr Garima Borwal**, student of Post Graduate Diploma in Health And Hospital Management, Institute of Health Management Research, Jaipur, batch 2013 – 15, has done her summer training for the period of **April 1st to May 31st, 2014 in TRIOs (private consultancy firm), New Delhi** under my guidance. During this period she has completed her study as a part of partial fulfillment of the course requirements, recommended for the Post Graduate Diploma in Health and Hospital with specialization in Health Management. She has drafted proposals for which she has conducted secondary research, developed research methodology and activity based work plans. Her approach to the work has been sincere, scientific and analytical.

I wish her all the best for her future endeavor.



Col. (Dr.) Ashok Kaushik
Dean (Academic & Students Affairs)
IIHMR, Jaipur



Dr. Anoop Khanna
Associate Professor
IIHMR, Jaipur

4 June 2014

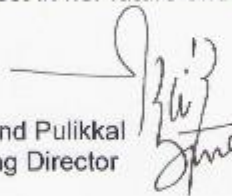
TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr. Garima Borwal has successfully completed two months of internship from April 1- May 31, 2014 under the guidance of Mr. Rajan Mahajan, Senior Manager at TRIOs.

She has involved in drafting two research proposals which included conducting secondary research, developing research methodology and activity based work plans. She has also assisted in refining project management and support systems.

We found Garima to be enthusiastic and quick learner and we wish her all the best in her future endeavours.

Dr. Aravind Pulikkal
Managing Director



June 4, 2014

TRIOs Development Support (P) Ltd CIN- U85100DL2016PTC199658

T-33, Third Floor, Manish Global Mall, Opp. Mount Carmel School, Sector-22, Dwarka, New Delhi-110 075, INDIA

Telefax : 91-11-456 94114 • E-mail : trios@triosdev.org • Website : www.triosdev.org

Regd. Office : T-28, Manish Global Mall, Opp. Mount Carmel School, Sector-22, Dwarka, New Delhi-110075, INDIA

support to sustainable development

Acknowledgement

The Success of any task would be incomplete without the expression of gratitude to the people who made it possible .Although words fall short to express my sincere gratitude towards everyone who helped directly or indirectly in my endeavor. It is a pleasant aspect that, I now have opportunity to express my gratitude for all of them.

This is two months summer training report from 1 April to 31 May, 2014 in TRIOS Development Support (P) Ltd. This training would not have been completed without substantial support from great number of people. At the onset of my report I would like to acknowledge my sincere thanks to our institute, Institute of Health Management Research, Jaipur for providing us platform to gain enough knowledge and skills in different aspects of health Management.

I thank my mentor Anoop Khanna for guidance and support during this training.

I would like to thank the officials at TRIOS, Dr. Aravind Pullikal (Managing Director) TRIOS for giving me this opportunity of endless learning for two months, and my mentor in the organization Mr. Rajan Mahajan (Senior Manager) TRIOS , who despite other preoccupations and busy schedule was there to guide me all through my internship and giving me valuable guidelines for the scope and type of study.

I am grateful to all the other staff members at TRIOS for being so helpful all the time .and making this summer training project an unforgettable experience. Finally I extend my heartfelt gratitude to the people whose insights and experiences have shaped the content of this study.

Thanking you
Garima Borwal

CONTENT

1. Introduction of the Organization
2. Key sectors
3. Services Provided
4. Important Projects Undertaken
5. Organizational Structure
6. Human Resource Management
7. Conclusion

TRIOs

About the organization

TRIOs Development Support (P) Ltd is a professional consultancy organization established by a group of experienced professionals who have worked for many years to provide sustainable solutions for development issues.

TRIOs integrates diverse skills and experience gained from different knowledge systems to provide support to Government, Development Partners, corporate sector and civil society on health, livelihood, rural development and governance.

TRIOs has institutional affiliations with country's well-known organizations, such as Institute of Development Studies (IDS), Jaipur, Mudra Institute of Communications (MICA) Ahmedabad and LEPR India, Hyderabad.

Mission -

TRIOs was established with an aim to provide high quality, innovative and cost effective solutions to its clients to enable sustainable social, economic and human development. It brings with it a blend of skills and expertise in management, strategic planning, technical support, evidence-based research and evaluation, and capacity development in public health, rural development, livelihood and governance.

TRIOs presence across the Country-

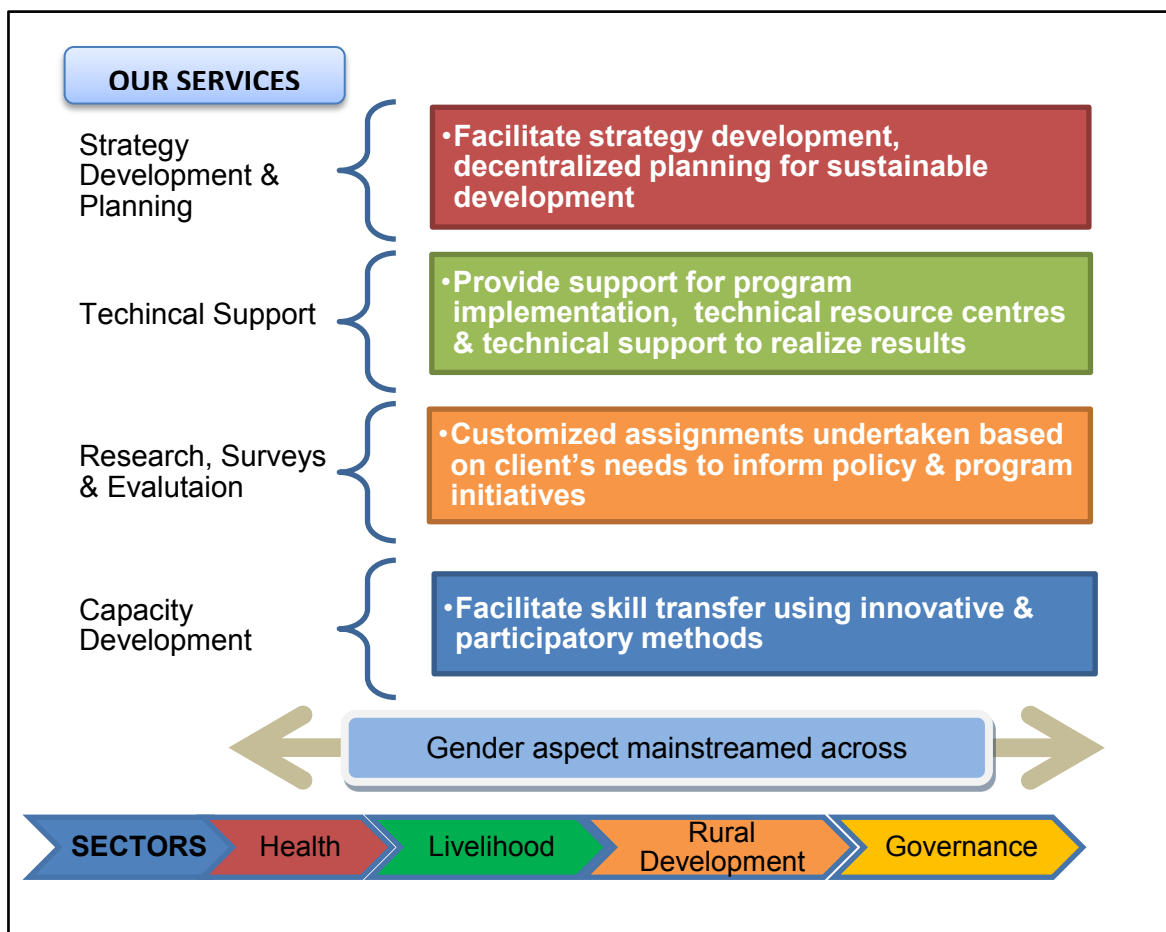


Organization at a Glance

TRIOs has extensive experience of having conducted several research studies, base-line, end-line and program evaluations. Apart from a strong team at the national office, with skills to undertake research and studies, conversant with the use of both quantitative and qualitative methods of data collection, the organization has the ability to leverage support of local field teams for the execution of assignments.

The working pillars of the organization are:

- Commitment to provide high **Quality, Cost effective and Innovative** service
- **Client responsive** and provide services and solutions customized to specific needs of the clients and their stakeholders
- Passionate about driving forward **sustainable social change**
- Perspectives that bring in **gender** and **social inclusion**
- **Experienced Team** with multi-sector expertise



Key sectors in which TRIOs is working:-



TRIOs provides services for qualitative and quantitative research, management and implementation of projects related to health, nutrition, elementary education, rural development, poverty alleviation, livelihoods, micro-enterprise development and water and sanitation. Over the years TRIOs has developed expertise in qualitative and quantitative research especially management of large surveys, project planning & management, institutional development, monitoring & evaluation, human resource development & capacity building at different levels.

Health



Health is a key sector for TRIOs. TRIOs has provided various services – technical support, capacity development, research and evaluation, strategy development and planning to several clients in the health domain. It is part of the consortium providing technical support to the Uttar Pradesh Health System Project; it is enabling supportive supervision to the caregivers in Gujarat to ensure that the childhood diarrhea is addressed; it has undertaken studies on adolescent

It has done large capacity development projects training the frontline workers and other caregivers in Bihar and Gujarat. It has done number of surveys and evaluation on Health. Recently, TRIOs has been awarded a project to involve the private sector, such as the RMPs and others to promote early treatment seeking behavior for diarrhea among children.

Some of the clients on health include

- ✓ Aga Khan Foundation
- ✓ Clinton Health Access Initiative (CHAI)
- ✓ Ford Foundation
- ✓ Micro Nutrient International
- ✓ Project Concern International
- ✓ UNFPA
- ✓ Uttar Pradesh Health System Project, Government of Uttar Pradesh

Rural development

Despite growing urbanization, India continues to live in its villages. There are still a large number of issues that need to be addressed. Livelihood in the rural context is a key issue but aspects like status of women, water and sanitation, infrastructure are also aspects that need to be addressed.

TRIOs have been providing technical support to the Ministry of Panchayat, Government of India to develop need based decentralized plans for the districts under the Backward Regional Grant Fund (BRGF). TRIOs have used participatory approaches to preparing these plans. TRIOs have also in Jammu developed a shelf of projects, through detailed community consultations to be undertaken under the MGNREGS. TRIOs have supported the TATA Power and the ACC Cement to prepare strategic plans for addressing the various rural development issues, in the vicinity of their industries.



Some of the clients on Rural Development Include

- ✓ ACC Cement, Madhya Pradesh
- ✓ Ministry of Panchayat, Government of India
- ✓ District Administration, Udhampur District, Jammu
- ✓ TATA Power, Gujarat

Governance

Despite growing urbanization, India continues to live in its villages. There are still a large number of issues that need to be addressed. Livelihood in the rural context is a key issue but aspects like status of women, water and sanitation, infrastructure are also aspects that need to be addressed.

TRIOs have been providing technical support to the Ministry of Panchayat, Government of India to develop need based decentralized plans for the districts under the Backward Regional Grant Fund (BRGF). TRIOs have used participatory approaches to preparing these plans. TRIOs have also in Jammu developed a shelf of projects, through detailed community consultations to be undertaken under the MGNREGS. TRIOs have supported the TATA Power and the ACC Cement to prepare strategic plans for addressing the various rural development issues, in the vicinity of their industries.

Some of the clients on Rural Development Include

- ✓ ACC Cement, Madhya Pradesh
- ✓ Ministry of Panchayat, Government of India
- ✓ District Administration, Udhampur District, Jammu
- ✓ TATA Power, Gujarat

Livelihood



Given our emphasis on sustainable development and social inclusion, TRIOs focus on livelihood issues. This sector requires innovative approaches not just to ensure availability of livelihood opportunities but, to ensure that aspects such as skills gaps are addressed and that livelihood opportunities do not negate the rights of certain groups, such as the children.

TRIOs has the experience of mapping livelihood opportunities for the youth and for undertaking value chain analysis to identify livelihood opportunities. It has provided technical support to the Government of Gujarat to implement the largest livelihood program – the MGNREGS in the state. The resource centre on MGNREGS provided technical support on M&E, capacity development, communication and financial management to ensure a successful implementation of the program. It has also undertaken livelihood mapping for adolescent girls, trying to understand their perspectives and TRIOs save it into a strategy for their livelihood.

It has done studies to understand aspects of child labor – how their engagement in the livelihood activities, has an impact on them and how it circumscribes their rights.

Some clients for whom TRIOs has undertaken livelihood assignments include

- ✓ ChildFund
- ✓ CEDPA
- ✓ Save the Children

- ✓ Department of Rural Development, Government of Gujarat

Water & Sanitation



The lack of adequate sanitation and safe water has significant negative health impacts on the individuals and society. It's a major issue that need to be addressed. TRIOs aim to provide our services in this sector through research and evaluations, capacity building and technical assistance. TRIOs have undertaken a “Study on Implication of Sanitation and Hygiene on Polio Eradication Initiatives in High Risk Blocks in Meerut, Muzaffarnagar & Moradabad Districts of Uttar Pradesh (UP.)” for Project Concern International (PCI), New Delhi.

For Save the Children India, TRIOs have conducted a midline evaluation of water and sanitation project „Our Health in Our Hand“ in Churu, Banswara and Tonk districts in Rajasthan. TRIOs have also identified the requirements for the provision of urban amenities in villages and finalized a plan for the provision of drinking water, drainage, sewerage, solid waste management, skill-building initiatives for the youth and women under the project “Preparation of an Area Development Plan for Kymore area in Katni district of Madhya Pradesh” for ACC Cement Limited

Clients for water and sanitation include

- ✓ Save the Children Fund India
- ✓ Project Concern International, New Delhi

Services Provided-



Strategic development

Strategies are about making choices and the trade-offs. It is about being different. TRIOs support our clients to be unique and strategically different in what they do. TRIOs help clients to articulate their unique values and the approach to bring lasting change. Be it planning a health intervention in remote locations, a livelihood strategy or CSR plan, TRIOs understand what the clients want to deliver and apply innovative approaches to plan interventions to enable them to realize the results, that is uniquely different and sustainable.

TRIOs undertake

- **Strategic Planning.** TRIOs help projects and programs plan their future strategically through a comprehensive, facilitative process
- **Communications Strategy.** TRIOs help clients develop communication strategy, including the tools, processes and media planning and management

- **Training Strategy.** TRIOs develop training strategy which includes assessing the gap, planning the training and developing modules.
- **Researching & documenting best practices.** TRIOs research and document best practices and help the clients implement them.

Technical support

TRIOs provide technical support to enable our clients to deliver results that is cost effective, of desired quality and ensure sustainable social and economic development. In addition to the studies, surveys and capacity development; TRIOs specifically provide program / project management support. Our pool of experienced team and consultants provide support across a project cycle in various sectors.

TRIOs Undertake:

- **Project Management Units.** TRIOs establish project management units with dedicated staff for the implementation of the projects
- **Resource Centers.** TRIOs establish resource centers, either on a specific issue or to provide technical support for augmenting the quality of a project.

Research surveys and evaluation

TRIOs provide research and evaluation services to enable our clients to address some of the challenges they face. TRIOs provide a range of research skills to find practical answers to the issues that our clients face or seek to address. TRIOs work across disciplinary boundaries and draw on a range of methods. Through our M&E services, TRIOs provide support to organizations and programs to ensure that their activities are well targeted and realize their intended impact. TRIOs are skilled in using a range of different M&E approaches. In both research and evaluation, TRIOs seek to address the need of the clients using participatory methods.

TRIOs undertake:

- ✓ **Research Studies.** TRIOs undertake studies to find answers to key pressing practical and policy questions, which require decisions and actions.

- ✓ Developing M&E Systems. TRIOs help establish M&E systems for projects and programs to ensure that the interventions are relevant, effective, and efficient, have the required impact and are sustainable. TRIOs help identify indicators, develop data collection mechanisms; analysis and reporting systems.
- ✓ Surveys. TRIOs undertake baseline, mid and end line surveys. Our surveys provide feedback for reflection to make mid course adjustments or cumulative picture of the outcome of the interventions. TRIOs have strong network of field team across states to undertake this and TRIOs have effective systems for data analysis
- ✓ Impact Assessment Studies. TRIOs measure the changes and carefully assess the attribution to assess the impact.

Capacity building

TRIOs believe that every individual and organizations have capacity assets. Therefore, TRIOs facilitate the individuals and organizations to obtain, strengthen and maintain their capabilities to achieve their own development objectives. Thus, TRIOs aim at a comprehensive, incremental and a long term change in our approach to capacity development. TRIOs make an effort to ensure that the capacity development is owned and driven by those who are directly involved, and the process is context specific and that it is as much about changing values and mind-sets as new skills and knowledge. TRIOs provide both functional and technical capacity development services.

TRIOs undertake:

- ✓ **Training Need Assessment.** to understand the needed and available skills, the gaps which need to be addressed
- ✓ **Training Strategy.** TRIOs develop training strategy which includes assessing the gap, planning the training and developing modules.
- ✓ **Organization of Training.** TRIOs have professional trainers who believe in interactive and participatory processes in capacity development
- ✓ **Hand holding support.** TRIOs provide hand holding support subsequent to the training, to ensure that the knowledge is reinforced. Also TRIOs undertake hand holding and supportive supervision for the field teams

Important Projects Undertaken by the Organization

Technical Support

- 1. Technical Assistance to the Director General Medical, Health and Family Welfare, under Health and Family Welfare Department, Government of Uttar Pradesh for the Uttar Pradesh Health Systems Strengthening Project (UPHSSP)
- 2. Technical Support Institution (TSI) to Prepare Integrated Perspective Plans and Annual Plans for the Selected Backward Districts- Jammu & Kashmir

Capacity Building

- 1. Training on the Revised Childhood Diarrhea Management in Gujarat- II Phase
- 2. Training on the Revised Childhood Diarrhea Management in Bihar
- 3. Adaptation/Translation of Training Manuals and IEC materials and Facilitation of Training on the Revised Childhood Diarrhea Management in Gujarat

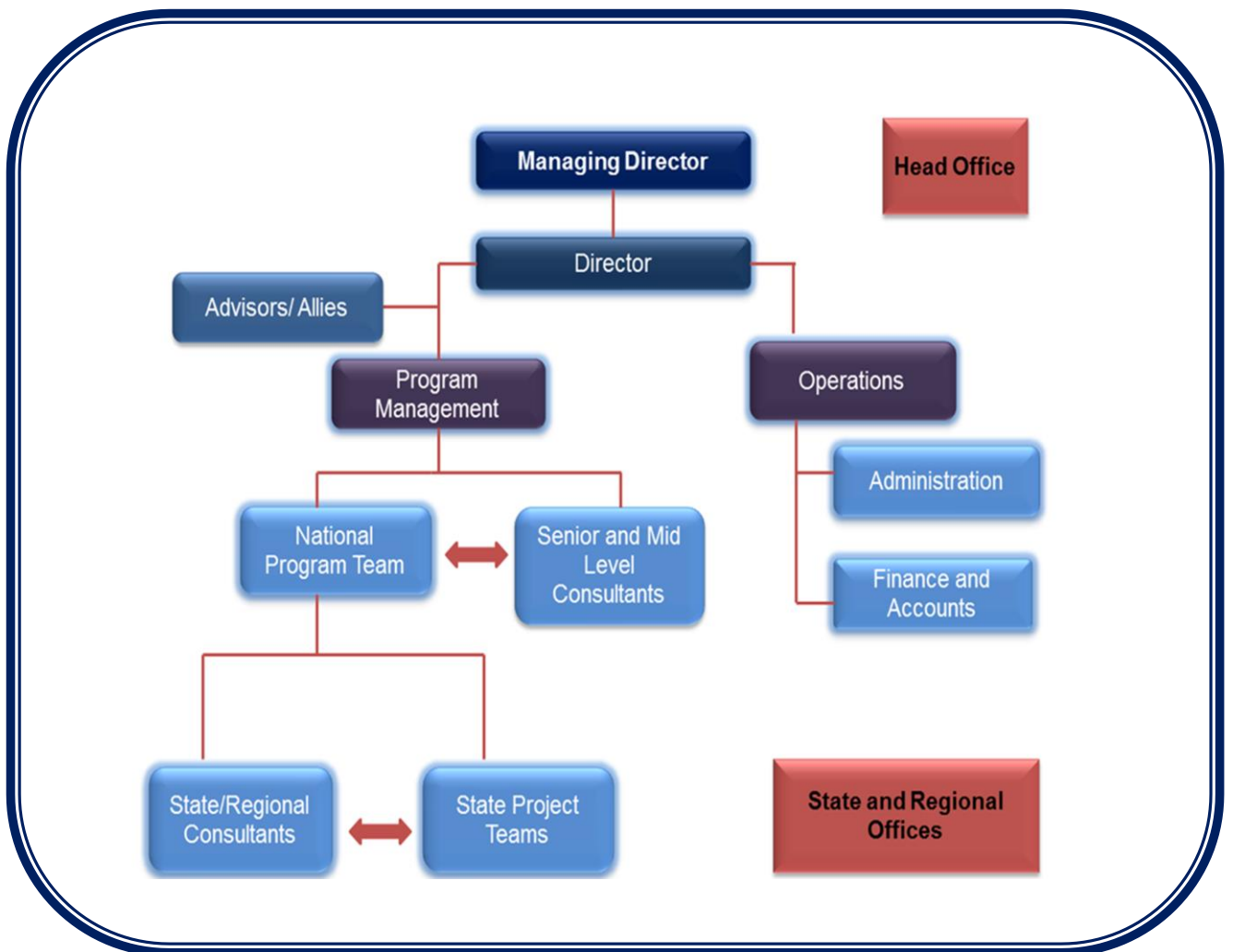
Research and Evaluation

- 1. Evaluation of Adolescent Education Programme (AEP), Red Ribbon Clubs (RRCs) and folk media campaign in Chandigarh
- 2. Evaluation study of the project - Capacity building of SHG Members to increase demand for RH Services in Maharashtra
- 3. Concurrent Review of national pilot scheme 'Home delivery of contraceptives by ASHAs at the doorstep of beneficiaries'

Strategic Planning

- Supportive Supervision and concurrent Monitoring of Childhood Diarrhoea Management Program in 12 districts of Gujarat
- Demand generation through Caregiver Activation for Revised Childhood Diarrhea Management for Zinc/ ORS (DAZT) in 20 districts of Madhya Pradesh.

ORGANIZATIONAL STRUCTURE



TASKS ACCOMPLISHED IN THE ORGANIZATION

1. Refinement of the Organogram of the organization

Fine tuning of the organizational matrix is done after

- ❖ One to one discussion with the management and staff
- ❖ Knowing about their roles and responsibilities in the organization

2. Updating the Skill Matrix of the organization

After reviewing the past documents, I supported the core team in developing the skill matrix of key consultants of the organization for bidding purpose.

3. Preparation of expression of Interest

I compiled Expression of interest (EOI) on Baseline survey for **National Rural Livelihood Mission (NRLM)** which is being implemented by the **Haryana State Rural Livelihoods Mission (HSRLM)** after approval of the management for which I

- Reviewed detailed TOR of client agency on development sector
- Secondary data research related to the assignment

Background:

HSRLM aims at creating an efficient and effective institutional platform of the rural poor by enabling them to increase household income through sustainable livelihood enhancements and improved access to financial and selected public services. The HSRLM proposes to conduct a baseline study which would cover around 4500-5000 households across the State comprising both control and treatment groups.

Objectives of TOR were to:

1. Track well being and living standards of the poor with an emphasis on measuring the welfare and empowerment status of women and other extremely poor and vulnerable groups
2. Track social and economic inequality, empowerment and participation, and changes in quality of public goods and services through a village and community module.
3. The indicators used in this survey will include income (measured by consumption and expenditure), asset base, savings, credit access and terms of such access (interest rate, collateral etc.), debt portfolio, food security status, health and nutrition status and access to employment opportunities.

4. Extended support in preparing sections on following Proposals:

Based on the discussion with the program team and coordinators, I reviewed the documents and prepared various sections in proposal writing for different agencies

List of Proposals:

I. Evaluation of Janani Shishu Suraksha Karyakaram (JSSK) in four districts of Bihar

Government of India has launched Janani Shishu Suraksha Karyakaram (JSSK) on 1st June, 2011.

- The initiative entitles all pregnant women delivering in public health institutions to absolutely free and no expense delivery, including caesarean section.
- The entitlements include free drugs and consumables, free diet up to 3 days during normal delivery and up to 7 days for C-section, free diagnostics, and free blood wherever required. Similar entitlements have been put in place for all sick new-born's accessing public health institutions for treatment till 30 days after birth. This has now been expanded to cover sick infants.
- The scheme is estimated to benefit more than 12 million pregnant women who access Government health facilities for their delivery.

Specific Objective

- To assess the status of implementation and achievements of JSSK in intervention district as compared to control district.
- To assess the gaps and issues in implementation and achievement and reason of its poor performance, if any.

General Objective

- Review adaptation of the national guidelines on JSSK by districts and its operationalization.
- Study program management processes (planning, MIS and supervisions, etc.) and institutional arrangements established for implementation of the scheme.

- Ascertain the perception and level of understanding of program managers, service providers and other stakeholders on JSSK.
- Assess community perceptions about the JSSK Scheme to assess the barrier..
- Examine the utilization of JSSY and analyze factors influencing/impeding utilization.
- Analyze nature and scope of IEC interventions for raising awareness of JSSY.

After doing secondary research on the scheme, I prepared the capability matrix of the organization giving details about the similar assignments done by the organization in the past.

II. An evaluation study of District Disability Rehabilitation Centres(DDRCs) in the states of Jharkahnd,Uttar Pradesh,Manipur,Gujarat,Madhya Pradesh,Chandigarh

The study is being organised by Ministry of Social Justice& Empowerment.

The objectives of the study are :

1. To assess the institutional general background in terms of institutional strength and physical and financial performance
2. To find out the outcome of survey for identification of disabled persons carried out by DDRCs in the last five years;
3. To assess the role of centers in prevention of disabilities, early detection and intervention
4. To assess the role of centers in providing supportive and complementary services to
 - a. promote education, vocational training and employment for persons with disabilities
5. To assess supportive and complimentary services such as education, vocational training and employment provided to disabled persons in the last five years;

III. Training Activities on weekly Iron and Folic acid supplementation programme in Bihar

The Government decided to implement the weekly iron and folic acid supplementation programme for adolescents. The programme is free of cost and iron and folic acid tablet as well as deworming tablet, along with testing and counselling services provided free.

IV. Prepared a presentation on Study to Explore the Causes of Declining Sex Ratio in the age group of 0-6 Years presented to The Himachal Pradesh Human Development Research and Coordination Society (HP HDRCS) .

HUMAN RESOURCE MANAGEMENT

The head office of TRIOs is in Dwarka, New Delhi and the team is led by the Managing Director, Senior Managers and Regional and State Heads. It has 85 regular staff and 23 consultants working on various assignments.

TRIOs has regional office for Madhya Pradesh and Chhattisgarh in Bhopal and has 48 staff working in Madhya Pradesh. Besides the core team, TRIOs has a database of more than 250 development sector experts many of which are empanelled with them to provide their services on projectised basis.

The organization has experienced staff and consultants well versed in research methodology, with ability to conduct and monitor large scale research and surveys, skilled in data analysis and documentation.

TRIOs has in depth experience of working in coordination with Government of India and several state governments. TRIOs has developed linkages with a network of organizations spread in several states of the country for project implementation at the local level. Apart from core team, it also has empanelled a large number of consultants to provide strategic support and work in tandem with core team practically

TRIOs has also made a network of state coordinators, district coordinators and block level coordinators for majority of the states where we have conducted large scale surveys & research studies. This network enabled us to hire local field teams and manage them effectively for the success of large-scale surveys and demographic evaluation studies.

CONCLUSION

I successfully completed my summer training in the organization and I have learnt a lot of things. It's been two months of continuous learning and collaboration I came to know about the working of a private consultancy firm. While working here in TRIOs I learned about the main sectors in which the organization is working and the key services provided by the organization to the clients of national and international level.

It has not only been a one way learning experience. The working environment enables collaboration and effective team work. I have not only learned from the mentor but from all people who works in TRIOs. This experience has made me grow both professionally and personally.

Working on proposal writing under the guidance of my mentor enhanced my knowledge on various aspects of proposal work and different areas of health field. I came to know about various schemes and projects that are being implemented by the government and international organizations.