

**STRENGTHENIN EXERCISE
OF
CARE AND SUPPORT SYSTEM FOR THE VICTIMS
OF
TRAFFICKING- A JOINT DELIBERATION**

A REVIEW REPORT

My struggle for survival.....

SUBMITTED TO

GENEVA GLOBAL
Performance Philanthropy

SUBMITTED BY

**PRATINIDHI**
We are partners

1.0 From the desk of Director

Dear Friends

We all know that International Women's Day is celebrated every year and yet the plight of the fair sex is nothing to harp about. In fact, the trafficking of women is one of the fastest-growing criminal activities in the world and the third largest source of profit in this regard after drugs and guns. Trafficking generally occurs from less developed countries to industrialized nations or towards neighboring countries with higher standards of living. India is a source, transit and destination for these activities and for forced labour.

The Government of India is signatory to the Convention on the Rights of the Child (ratified by India), the Convention on the Elimination of All Forms of Discrimination against Women (ratified by India), Protocol to Prevent, Suppress and Punish Trafficking in persons, especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime and SAARC Convention on Preventing and Combating Trafficking in Women and Children for Prostitution (ratified by India)

Barring a few exceptions, the standards of care and support offered to the victims in shelter facilities are in urgent need of upgrading, both in the states well as in the voluntary sector, to meet standard requirements from a human rights perspective.

The condition of the survivors in the various Homes of the state requires more efforts for their betterment. The findings in this report are a small reflection of what we, you and us together should do to ensure a nice future to the victims of trafficking. The report presents the findings of a survey conducted for the survivors of victims for assessing the situation care provided and suitable rehabilitation measures adopted.

We hope this document helps in giving momentum to the mission of providing minimum care and rehabilitation to the survivors in their right perspectives.

2.0 Acknowledgements

We extend our deepest gratitude for all of us who joined and supported us with their support and assistance. We are continually grateful to our committed counterparts Directorate Women Welfare, Child Welfare Committee, DPOs, Superintendentants, Media and Civil Society Organizations. We are also thankful to the survivors who have been part of this venture and helped us to explore new and innovative ways for getting insight into their rehabilitation.

We hope that the findings will go a long way to make it useful for the survivors for forging there way ahead towards rehabilitation and reintegration with an assured success.

3.0 Executive Summary

Pratinidhi Samiti is a professionally managed not for profit development organization working on participatory principles to contribute towards people centered development processes. The organization focuses the communities through capacity building, in order to enable them to organize themselves, gain self-respect, lead a value based life and be forthcoming in supporting local initiative at the community level.

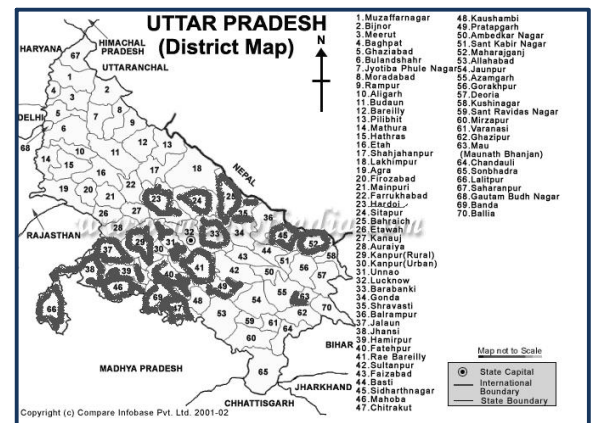
The strengthening mapping study focused on visualizing the care system and support mechanisms provided to the victims of trafficking and domestic violence in the Government Homes and Short Stay Homes located in the project territory. Besides this the study also meant to find out the he alternate and ultimate livelihood options as well as sustainable models of rehabilitation for the survivors within their rights perspective. The study included the visit to the Homes for assessing the needs of the survivors to find out the gaps in the existing system and then device the measures to bridge those gaps along with proper planning and formulating strategies to design sustainable models for rehabilitation. The task was undertaken by prior permission by the Department of Women Welfare, Government of India for visiting the Homes for strengthening mapping of care providers and survivors in order to find out the views of service providers and the inmates, present situation and status of the homes and its services or existing mechanism of rehabilitation. The team prepared thematic research tools to get an insight of the situation. The efforts of the Government have been enormous towards the rehabilitation process of trafficking victims. Besides this the Government has undertaken special measures for rapid identification and protection of victims while creating specialized cells at the Central, state and district levels for rescuing victims. Protective and rehabilitation Homes are set by the Government in which basic amenities are provided to the survivors.

A review mapping on care and support system of the survivors of trafficking.

1-INTRODUCTION –

Demography

Situated in the northern part of the country, UP has 70 districts and more than 112,000 villages. U.P. has 1/6 of India's population (about 18 crores) but 1/13th of its land (2.40 lakh sq.km). There is heavy demographic pressure (700/sq.km) that is growing at over 2% per year. The state has one of India's fastest growing populations. The sex ratio is adverse at 898. Literacy rate is hovering around 60% with gender inequality in this respect being very marked. The special areas of attention distinctly are poverty alleviation, social and food security, child and maternity health, empowerment of the weak, effective democratic decentralisation, removing of serious physical and social infrastructure shortages and speedily improving the quality of governance.



Gender and Poverty: The relative deprivation of women in the state expresses itself in a number of ways – poorer health and education outcomes, insecurity, domestic violence, segregation, higher work burden and concentration in low paid or unremunerative work. Women often engage in the lowest paid activities – casual labor in fields, gathering firewood and dung to sell in nearby towns, piece-work and construction activities in urban areas

2- District Profile

S.No	State	Profile
1.0	Hardoi	Districts Hardoi stand at the 62nd ranks of the overall composite development index out of a total 63 districts (UP Development Report - 2000). Hardoi is known for high ratio of scheduled caste communities in comparison to other districts in the state. Sociologists indicate that high prevalence of scheduled caste communities, and they being repeatedly denied to access the facility, indeed, are in deed the key factor for poor development status of the overall district
2.0	Lakhimpur	Social – economic backwardness, poverty, illiteracy, feudalism, violence against women, high MMR, unviable agriculture less-availability of irrigation facilities, social evils like preparation and consumption of liquor, gambling, nexus of local money lenders, poor infrastructure and poor access and availability of state services are some of the critical problems of the area. In spite of the constitutional provisions Panchayat Raj System [Local Self Governance] is generally unaccountable and irresponsible to the poor rural communities. The combined effects of the entire social, economic and political backwardness resulted in increasing vulnerability among rural women. There is a need to organize vulnerable rural communities, capacity building of the representatives of the Panchayat Raj Institutions and building effective linkages between community, line departments, market and external institutions including financial institutions for the improvement in quality of life.
3.0	RaiBareilly	In district Raebareli women and children are lagging behind on social indicators such as education and health. Sex ratio shows 862 females per thousand males. 64.2% girls are married below 18 years of age. Infant mortality rate is 97 per thousand whereas birth rate is 33.30 per thousand in the district. High mortality rate is significantly linked with health services available in the district. Data reflects that only 38.60% children have access to immunization services. Literacy rate in the district is 49.12% including 61.02% among males and 35.08% among females. Gross enrollment ratio of the children in primary schools is only 41.70% in the district. It reflects on poor social conditions, among women and children, prevailing in the district. Agriculture is a major determinant of socio-economic condition of the people. Majority of the rural population derives its sustenance from the agriculture. Over the years, growing population and continuous fragmentation of land have contributed in pressure mounting on land and thereby reducing majority of the farm households to small and marginal category. 84.2% of the population derives its substance from agriculture.

3- Protection Homes and Short Stay Homes

These Homes were primarily established to meet the needs for women and girls in distressed conditions. The changing pattern of life, the rapid urbanization and industrialization and the resulting migration from rural to urban areas and the break-up of social institutions like the joint family contributes considerably in creating problems of adjustment for women and young girls.

These Homes provide help and guidance to the survivors to regain confidence in themselves for meeting the disturbing situations and gain the required skills to become self reliant and re-establish their status in society. In these Homes institutional services like counseling and guidance, medical and psychiatric check-up and treatment, facilities of development of skills and relationships are provided to the survivors. The effort facilitates the rehabilitation with due period of time.

4- OBJECTIVES OF THE STUDY-

The research strengthening mapping aimed to map the existing victim support systems, care providers and Non Government Organizations working with the victims of trafficking. Besides this the study reviewed the quality of care provided to them by the Government Shelters and NGOs contracted by the Government.

The study will suggest new ways to develop training modules and capacity building programs in order to improve the victim care system and support mechanisms and will provide increased access to care and alternative livelihood options for the survivors. The research findings will lead to the new ways for providing-

- Ensuring care/support to victims within their rights perspectives.
- Increased capacity among care providers, and NGOs in dealing survivors of trafficking within their rights perspective.
- Increased access to care and alternative/ sustained livelihood options for survivors of trafficking.

5- MAPPING OF THE AREA PROFILE-

The area profile of the research study includes the Government Home/ Short Stay Homes located in six districts of r Lucknow Commissioner. In the research three Government and three Short Stay Homes were undertaken for detailed study.

DETAILS OF GOVERNMENT HOMES/ SHORT STAY HOMES VISITED

S.No	District	Govt. Home/Short Stay Home
1.	Lucknow	<ul style="list-style-type: none">Preventive Home (Women, Pragnarain Road (Under ITPA)Observation Home (Girls), Motinagar (Under J.J.Board)
2.	RaiBareilly	<ul style="list-style-type: none">Government After Care Home, Nirala NagarSabla Short Stay Home, C-6, Indra Nagar, Court Road
3.	Hardoi	<ul style="list-style-type: none">Short Stay Home under Shri Matadeen Memorial Samiti, Khanjanpurwa
4.	Lakhimpur	<ul style="list-style-type: none">Short Stay Home under U.P. Bhartiya Grameen Vikas Sansthan, Moh. Shahpur Kothi, Head Post Office, Lakhimpur

RELATED INFORMATION OF THE GOVERNMENT HOMES/ SHORT STAY HOMES VISITED

S.No	Govt/SSH home visited	Total service providers	Strength of inmates	Infrastructure available	General observations
1.0	SSH, Lakhimpur Kheri	Superintendent- (1) Counsellor- (1) ,Trainer-(1),Clerk-(1) Guard-(1)Peon-(1)	30	1 office, 4 rooms, 2 verandah, 1store, 1 bathroom	The advertisements for admissions to these homes are made through advertisement in the newspaper. Sometimes the information is given by Gram Pradhan of Appointment of full time medical staff should be done.
2.0	SSH,Hardoi	Warden,Counsellor-(1) ,Rehabilitation Officer-(1)Part Time Doctor- (1),Clerk-(1)Guard-(1),Peon-(1),Weekly Doctor-1	30	1 office, 6 rooms, 2 verandah, 1store, 2 bathrooms	The trainings to the victims is done on stitching, embroidery, typing, papad making, music, mehendi, beauty parlour and NTT (Nursery Teacher's Training). Education to the victims is imparted upto intermediate. Training of the staff is done in NIPCEED (Lucknow & Delhi), University of Lucknow & Officials of Social Welfare Department. The training period is mostly of seven days duration. Appointment of full time medical staff should be done.

3.0	SSH, Raebareilly	Superintendent-1, Counsellor-1, Rehabilitation Officer-1	24	1 office, 4 rooms, 1 training hall, 2 bathrooms	Fund allocation is not done timely. Traits on which training is imparted are very old and limited..
4.0	Govt. Home, Raibareilly	Superintendent-1, Clerk-1, Stitching teacher-1, Nursery Teacher-1 Nurse-1	47	Office rooms-2, Store rooms-2, Training hall-1, Bathrooms-4, Kitchen -1, Rooms-5	Most of the survivors are under Indian Penal Code Few girls are under ITP, destitute and orphan category Rehabilitation process needs to be hastened
5.0	Govt Home, Women, Lucknow	Superintendent-1, Dep. Superintendent-1, Clerk-1, Stitching teacher-1, Teaching faculty-1, Part time doctor-1	72	Office rooms-1, Store room-1, Bathroom-2, Kitchen-1	Age group of the victims is 8-18 years of age . After that they are send to Afetr Care Home, Raibareilly Good educational facilities are available
6.0	Govt. Home Girls, Lucknow	Superintendent-1, Dep. Superintendent-1, Clerk-1, Stitching teacher-1, Teaching faculty-1, Part time doctor-1	66		

6- METHODOLOGY Adopted-

A- LIASIONING WITH THE GOVERNMENT DEPARTMENTS-

The network and liasioning with the Government Department continued in the whole process of the project. The various steps followed in the liasioning process are as under-

1- First of all liasioning was done with Directorate Women & Children Welfare through proper channel. The purpose was to get permission for visiting the Government Protection Homes. The purpose of visit was individual meeting with the inmates, counseling and further capacity building.

In response to that a Order 312-13/M.K/Prob/2008-09 was passed on 23rd of May 2008 by the Directorate to District Probation Officer for cooperating the organization for the above mentioned objectives and directing the Superintendents for cooperating in the task.

2- In the same line the name of Dr.Mazhar Rashidi was suggested as member for the Non Government Advisory Board constituted under the section 13 of Immoral Trafficking Prevention Act- 1956. The order 314-15/M.K/Prob/ 2008-09 followed for sending the proposal to the District Magistrate for constitution of Committee.

3- The next Order 982-84/ Dis Prob/ 2008-09 dated 29-5-2008 followed from the office of District Probation Officer to the Superintendents for emergency meeting with Pratinidhi's representatives. Accordingly meeting was held at DPO's Office on 4th of Jun 2008. (Minutes Enclosed)

4- The permission of visiting the Govt. Homes was granted via Order **1453-55/ DPO/Visit/2008-09/ Dated 25-6-08**

B- PREPARATION OF QUESTIONNAIRE

The process of forming the Questionnaires followed intensive discussions and research. Various experts gave their valuable suggestions and were involved in the discussion process. During the course of Strengthening Mapping exercise points for inclusion in the questionnaires were discussed. Visit was also carried to Short Stay Homes for getting more idea about the life conditions of the girls residing over there. The following steps were carried for this whole process-

1- Discussion on the probable questions-

An intensive discussion was carried with the experts, academicians, people from social sector and other agencies for prioritizing the questions to be asked to the victims. The points thus emerged were included for giving shape to the questionnaire. Experts from various fields Mr. Amit Dwivedi, Media, Ms. Kirti, Nirman Sansthan, Allahabad, Dr. Omkar Nath Tiwari St. Stephon's College Gorakhpur, Ms. Beneca State Coordinator, CRY Mr. Ashish Chakravorthy visited the organization from time to time for imparting their views on preparation.

2- Field Testing of Questionnaire-

The questionnaire was tested at Govt. Protection Home Prag Narayan Road Lucknow. It was felt that the questions asked should be little modified to suit the demands of the victims and get an insight for their rehabilitation plan.

3- Remodification of Questionnaire-

Accordingly the modification was done and new questions were framed.

Giving final shape to Questionnaires- The meeting of core group was organized for preparing final shape to the Questionnaire. The questionnaires were prepared at two levels – one at the level of stakeholders and the other at the level of victims. The various stakeholders involved Care Providers, NGO, Media & Political and religious leaders.

C- DESIGNING OF PARTICIPATORY TOOLS

Pratinidhi has been involved in participatory research and studies in rural and urban areas . Poverty assessment, capability assessment of SHGs, stakeholder analysis, socio-economic assessment and impact analysis are the key areas of our expertise in participatory research. The participatory research is carried as an integral part of our projects to analyse existing situation of people in terms of their problems, ways and means of solving the problem, existing resources and requirements.

Participatory Assessment for designing of tools

Participatory Assessment is an integral part of the whole project implementation process and a pre-requisite to respond to the issues contributing in trafficking related issues. Hence, detailed Participatory assessment was carried out for need based planning and provides necessary inputs in order to address the problem of trafficking and subsequent rehabilitation of victims prevailing in the project area.

Assessment included analysis of needs and priorities of trafficking victims, issues contributing to the plight of trafficked women, existing resources and opportunities, ways and means of addressing the problem and issues and gaps requiring to be bridged. This assessment will itself initiate the process of empowerment and thus rehabilitation of trafficking victims and generate the feeling of ownership among the people right from the beginning. Simultaneously the project team will also try to develop individual case profiles and develop need and capacities of the victims. This will facilitate an atmosphere of trust and credibility which is crucial to facilitate the active involvement of the target group and initiate dialogue.

D- Participatory Assessment Framework

S. NO.	Methods/Tools	Information
1.0	Focussed group discussions	Impact Analysis, role of institutions, Need Identification and prioritization, Livelihood, categorization,
2.0	Problem tree	Problem diagnosis, Cause and Effect Analysis, contributory factors in the problems, community based mechanisms.
3.0	Collarge	Depiction of similar story as of victims life through pictures on a big chart paper for getting into the insight of the problem. The story as same to their life will strike their emotions and give their insight in the real life stories.

E- DETAILS OF PARTICIPATORY TOOLS APPLIED

I- Focused Group Discussion-

The tool uses four or five prepared questions to encourage discussion. The focus group is usually made of six to ten individuals who are of similar status and age. Different views of different groups and victims are taken about the issues regarding trafficking. The exercise enhances understanding on the reasons of dispute or disagreements on a particular issue.

Information achieved-daily routine

- Perceptions of different victims on various aspects of rehabilitation.
- The existing dynamics in a particular home.

II- Problem Tree- The problem tree helps to diagnose the problem, their causes and affects and the root causes of problems.

Information Achieved-

- Present scenario of the trafficked victims.
- Root causes of their present state.
- Effects of problems.
- Rehabilitation strategies required by the victims.
- Degree of importance of various stakeholders.

III- Collage- Collage tries to portray real life situation as felt by the victim through pictorial presentation of story. The method is very effective to imagine the real feelings of the trafficking victims.

Information Achieved-

- Relative picture of the condition of victims. alternative
- Rehabilitation practices adopted around their preferences.

IV- Questionnaires- The questionnaires are useful to know the real situation by putting forward a set of questions. The questionnaires were forms at the level of stakeholders and victims.

7- COUNSELING TO GOVERNMENT PROTECTION HOMES

Now the visits were conducted to the respective Govt. Homes & Short Stay Homes located in the project intervention area of Lucknow Commissioner. A systematic procedure was adopted before moving to the fields. The process includes-

1- **Formation of visiting team-** A 8 member team constituting of Project Staff & Volunteers was formed for visiting to Homes in all the six districts. The team included the following members-

- Mr. Irshad Hasan Khan
- Mrs. Manisha Srivastava
- Ms. Manju Shahi
- Ms. Nishi Singh
- Ms. Shiwangi Singh
- Ms. Shilpi Singh
- Ms. Kirti Srivastava
- Ms. Varsha

2- **Division of Responsibilities-** The team was divided in three parts and different roles were assigned to each group. The groups were formed as under-

- **Irshad, Kirti-** The responsibility entrusted included overall discussion and collecting information on related issues with Media, NGOs & Political leaders.
- **Manju , Varsha & Manisha-** Their role was kept on discussion with Care Providers
- **Nishi, Shilpi & Shiwangi-** Holistic discussion with the inmates. **Male female advisory committee gender influence**

8- Formation of visit plan-

A visit plan was decided to the respective Districts. The visits covered all the six districts of Lucknow Commissioner.

Committee-1 , committee-2

No. of Days	Place of Visit	Visiting Team	Name of The Govt. Home

Utilized			
8 Days	Lucknow	Irshad, Manisha Shiwangi, Nishi, Manju, Shilpi	<ul style="list-style-type: none"> Govt. Protection Home (Woman) Prag Narayan Road Govt. Observation Home (Girls), Motinagar
4 Days	Lakhimpur Kheri	----do----	Short Stay Home under U.P Bhartiya Grameen Vikas Sansthan, Shahpur Kothi
6 Days	Raebareli	----do-----	Government After Care Home, Nirala Nagar

9-Strategies for Qualitative study

For qualitative study, all the steps of the study were very important and they were followed in a strict way for successful results. The questionnaire development was done keeping in view all the possible aspects of the rehabilitation plan. The teams for the field survey were also selected with the same view.

10-Findings

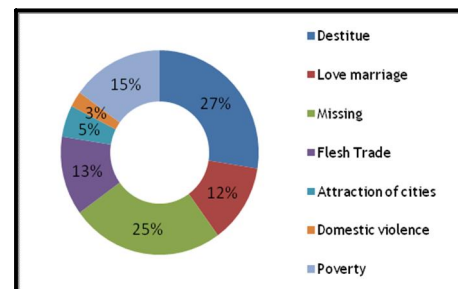
Related problems of the staff observed as during the field visit

The attitudes of the staff and the manner in which the services are delivered to the inmates have a huge impact on the rehabilitation programme and the reactions of the inmates. In the absence of family or support structures, the inmates are totally dependent on the staff for ideal role models and to learn how to deal with various situations based on their observations and the evidence of the staff. The inmates are also dependent on the staff for social interactions and they seek help to learn the importance of discipline and proper social behaviour.

As adult members in the institution, the staff not only has to deliver services and look after the various needs of the inmates but they also need to provide emotional and mental support by genuinely caring for and respecting the inmates. Burnout due to the stress of work is not uncommon and staff turnover among those who have adequate job options (such as counsellors) seems to be very high. Staff who are forced (for personal reasons) to continue working with these children may show negative behaviour and attitudes, which can prove very counterproductive to the endeavour of rehabilitating the children.

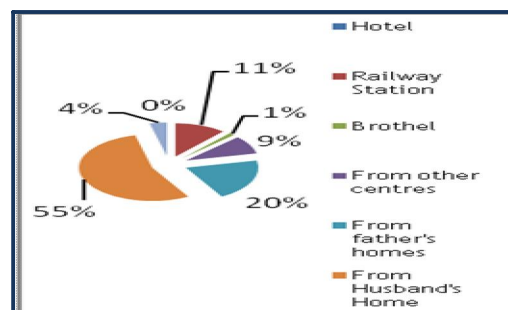
1- Main reasons that compel the survivors to Protection Home

The study of the graph readily shows that most of the victims that 27% of the victims are destitute. Most of them are missing and also lured by the attraction of cities. Poverty has also played an important role towards compelling the survivors into flesh trade.



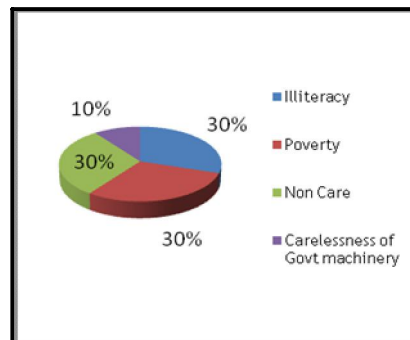
2- Places from where the survivors have arrived to these homes

In the study Government Protection Homes and Short Stay Homes were covered. Mostly the victims in the Govt. Homes were under Indian Penal Code whereas mostly the cases of women in difficult situations were encountered in Short Stay Homes, Nearly 55% of the cases were observed of matrimonial disharmony. Next to these 20% of the survivors ran away from their parents home due to unfavourable family circumstances,



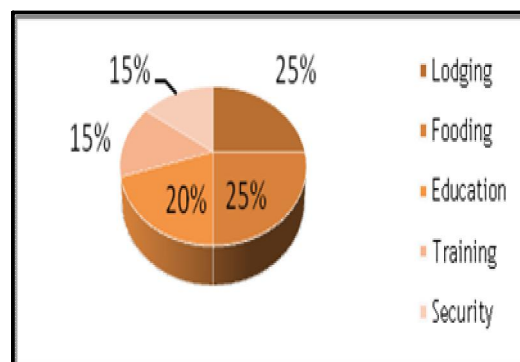
3- What are the main problems confronted during the rehabilitation of trafficking victims?

During the research study it was observed that Inefficiency of the care system, poverty and arelessnessness of the Government machinery are the main problems confronted during the rehabilitation of the victims.



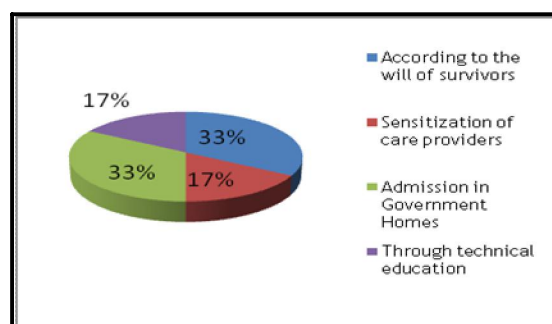
4- What facilities do the Govt. offer to the survivors staying in Protection Homes and Short Stay Homes?

During the strengthening mapping of care and support system it was observed that the facilities provided to the victims mainly include lodging, fooding, education, training facilities and security to the survivors.



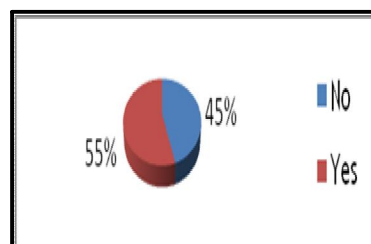
5- According to you what measures should be taken to improve the overall situation of the survivors?

During the strengthening mapping exercise it was found that imprting technical education and sensitization of care providers emerged as the foremost options for improving the holistic situation of the survivors.



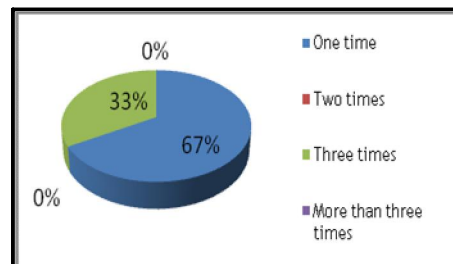
6- Are the care providers being trained during their due course of working?

Nearly 55% of the respondents were of the view that they were trained during the course of their job while the remaining responded in negation.



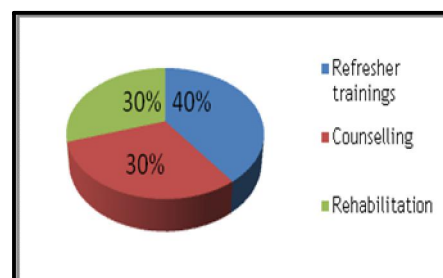
7- If yes then how many times in a particular year?

The frequency of the training observed was only one time during the whole tenure of job span of the staff members working in Govt. Protection Home and Short Stay Homes. As clearly observed from the graph that the number of these trainings is very less as compared to the requirement of the staff.



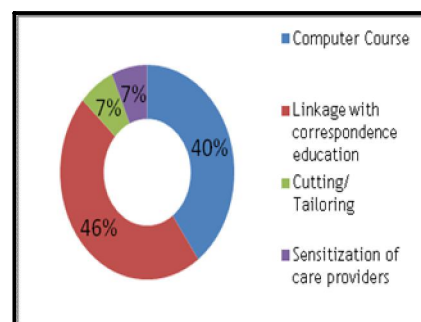
8- What are the topics covered during the trainings?

Counselling and rehabilitation are the main topics covered during the trainings of victims. Current trends for rehabilitation should be included to update these trainings.



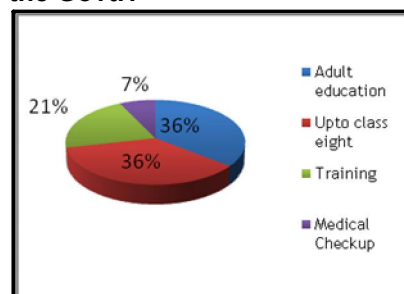
9- What are the efforts being done by Govt. for ensuring livelihood to these victims?

Correspondence education emerged as one of the most preferable choice for connecting the survivors to the educational system. During the visit it was observed that the victims also laid emphasis on cutting of clothes. Beauty parlour and training of the fashion designing was also one of the preferred trends as observed by the survivors. Linkage with correspondence education and know



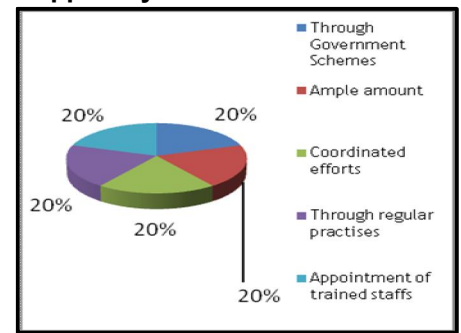
10- What are the educational facilities being provided to the victims by the Govt.?

For strengthening the educational system Government has provided the facilities of technical education, skill training and adult education. A new trend of skill training education needs to be incorporated in their curricula.



11- What measures should be undertaken for strengthening the care and support system meant for survivors?

The care and support system can be strengthened by appointment of trained staffs suited to meet the needs of this demanding job. Coordinated efforts of Govt, civil society organizations and other stakeholders is must for Strengthening the care and support system.



1- RECOMMENDATIONS OF STRENGTHENING MAPPING EXERCISE

STAFF ATTITUDE AS OBSERVED IN THE GOVT. PROTECTION HOMES/ SHORT STAY HOMES

A- Organization of staff development meetings

- Staff meetings should be organized every week.
- Staff meetings if held in the premises of the institution could be more convenient and all staff members would be able to attend.
- The structure and content of the meetings can be flexible and should, in fact, vary so that staff can keep getting and giving new inputs.

Suggestions of topics to discuss during staff meetings:

- Day-to-day problems and frustrations.
- Recreation or meditation programmes.
- Inputs from other staff members that can lead to constructive problem-solving and sharing of ideas.
- Inputs on recent/upcoming issues in the news, recent happenings in the world, recent legislation or strategies employed for rescue and rehabilitation of minor children in prostitution, discussion on effective methods to deal with problem children.
- Inputs on topics that would enhance effectiveness of functioning.
- Sharing tips on dealing with stress.

B- Organizing motivational programs for the staff

The staff members are the human component of the programme and also the most essential and approachable to the child victims. It is important that the staff feel for the children and contribute their best.

- Encourage the staff to maintain a diary of events that have disturbed them or that they have liked through the week and to share the same with others.
- Provide development courses such as language, communication, and literacy programmes (if some staff are illiterate) to provide them areas and resources to develop.
- Picnics for staff and day visits can be a lot of fun and help to relieve stress.
- Staff complaints or demands need to be heard, and attempts made to address these complaints, empathise with their problems, take proactive measures, and express limitations if it is at all not possible to take the desired actions.
- Respect staff and show appreciation for their work and commitment. Be transparent in operations and functioning of the institution.
- Have realistic expectations remembering that staff are personnel who have personal lives and problems and yet at all times they attempt to put in their best in a stressful environment.

C- Arrangement of timely trainings

Staff needs specific training on a number of issues and they must all take the opportunities for training. Such training should provide regular inputs with feedback and entertain the queries and comments of the staff members. The training should cover facts and not confuse them with popular beliefs, understanding, or concepts of morality.

D- Formulation Of Good Personal Policy

The institution may consider the following points to assess whether a good personnel policy is in place:

- **Vision:** All staff should have clearcut understanding of the institutional vision. This may help them to foresee and believe in the end-goal of their work.
- **Time-out:** A personnel policy spells out stipulated holidays, weekends, shifts, casual leave, sick leave, annual leave, availability of substitutes (volunteers), breaks/recesses and overtime (if the staff members are not residents).
- **Staff development:** Apart from salaries, provisions are needed to update staff knowledge or gain more skills. Such provisions could include information related to their work, workshops and in-service training facilities for initiating them in their roles, making counsellors available to tackle staff burnout, and refresher courses.
- **Conflict resolution:** With a personnel policy in place, the staff may be able to approach the designated people for conflict resolution and redressals. The management could then assess the levels of adjustment and teamwork that the staff is able to contribute.

- **Performance appraisal:** The staff's motivation increases immensely if regular appraisal from senior management helps them to get feedback on their work and conduct in the institution. Appraisals may take the form of monthly reports, and group and one-to-one meetings to evaluate performances. Evaluations serves as a tool for salary reviews, incentives to work (like medical/travel allowances) or bonus awards.
- **Quitting work:** The policy should mention, in clear terms, the conditions, costs or benefits of termination or resignation, and the notice period. For example, the entitlements or damages may be different for each staff member but a general rule in the event of termination or resignation may be charted.