



## **Project Design and Management Document**

### **HST Vision, Mission and Theory of change**

#### ***Vision statement***

“Holistic approach to rights and health of sexual minorities and promoting rational attitudes towards sexuality.”

#### ***Mission statement***

“Strive for the human rights and social wellbeing of sexual minorities and provides them with comprehensive healthcare services.”

#### ***Theory of Change***

“If we work for the human rights and health of sexual minorities who are LGBT and provide them services, then this work will lead to acceptance and equality of sexual minorities and a healthier community”

## **Introduction**

The Humsafar Trust (HST) is India's first community based organization (CBO) of self identified homosexual men, MSM, Hijras and LBT persons that started in April 1994. The organization was registered with the Bombay Commissioner of Charity as a non-profit organization. The board of the Humsafar Trust comprises of five trustees, the board formally meets once in three months. HST's community work started in 1994 with the free distribution of condoms at two of the Men having sex with Men (MSM) sites in Mumbai. In 1998 the HST with its first grant from the Directorate of Health Services in Mumbai conducted a mapping study in Mumbai and identified 77 sites where MSM meet regularly either to seek partners or socialize and exchange information. As a result of persistent and effective advocacy with different government hospitals in Mumbai, the Medical Superintendent of LTMG (Sion) Hospital agreed to examine MSM clients in the hospital OPD. In addition, resident doctors from the hospital were deputed at the HST for sensitization on MSM issues. With support from the LTMG hospital, MDACS and BMC, HST started its own in-house VCCTC on 26<sup>th</sup> June 1999.

## **Background**

The HST was awarded the first pilot project to 'Motivate Safer Sex among MSM at Selected Sites in Mumbai Metro' supported by MDACS in April 1999. Since February 2001, USAID/ FHI under its IMPACT project supported HST, which scaled up the MDACS project. This project upgraded ICTC infrastructure, doctors working honorary on the project were hired to work part-time. The HST implemented four phases of the intervention project, extending its services to 127 MSM and transgender sites in Mumbai and its surrounding areas. This project resulted in setting up a 'HUB' within HST that took a holistic approach towards the needs of the MSM and Tg communities in Mumbai Metro. HST currently manages 6 projects on prevention, care, support and treatment reaching out to over 9,000 MSM and Transgender in Mumbai Metro.

## **HST Capacities**

HST has institutionalized its various capacities by developing a Human Resources Policy, Child Protection Policy, Operations Manual, MIS, Strategic Business Plan 2014 -2017, BCC Strategy and a National Advocacy Plan titled 'Mission Azaadi Document' for LGBT groups, Institutional Review Board (IRB) for research projects, it has developed four guidebooks to provide ongoing support to community based organizations, a recommendation language manual 'Sanchar' for the print and electronic media to indicate correct language on LGBT reporting's and a Hijra health manual for health care professionals. HST has evolved a model of training community people and has a second rank leadership in place that manages targeted interventions, research, advocacy and capacity building programs. HST has sound financial systems in place and manages a funding support of around 200 million rupee through a broad base of agencies. HST continues to seek support from within the community to raise funds for areas that remain unfunded and 2% of its funding support comes from within the community.

HST offers training to its office staff and outreach workers. These are reinforced by regular workshops to upgrade staff knowledge and skills, combined with on job support and supervision. HST has created a model of intervention, care and support and treatment to the MSM and Hijra community that can be easily replicated. HST

HR Policy of the organization provides a minimum of 20% job opportunities or HIV positive MSM and Hijras. HST has been documented by USAID AIDSTAR One project in 2009 and has become the first community based organization to set up its own IRB (Institutional Review Board), an ethic review committee that has been registered with NIH and awarded the Federal Wide Acceptance (FWA) certificate.

HST has its core competence in networking strongly with MSM and Hijra groups in 17 states through INFOSEM and organizing community, providing capacity building for setting up and management of TIs. HST has expertise in syndromic management of STIs for MSM and Hijras. HST has strong linkages with the five ART centres of Mumbai and has long experience of setting up and managing referral systems in public health care settings. HST has developed sound management information systems to gather quality data on interventions.

HST has competent and qualified staff that includes the Chair, CEO, Director Programs, Clinic and counseling teams, Research Director, Researcher Associates, Capacity Building Director, manager and officers, Finance Manager and Officers and an excellent team of outreach workers and peer educators. This team of 314 individuals working on 18 projects have years of experience and expertise to deliver high quality projects and strive for excellence in service delivery to its communities.

*The management of HST follows the guidelines as laid down in the document enumerated as under.*

#### **Project plans and budgets**

- a. Project/Department-wise plans & budgets will be prepared by heads of the departments.
- b. Project plans will be prepared within January of each year based on the overall approved project plan of each donor.
- c. Project plans, as finalized by the project-in charges, is then discussed with the Director Programmes, finalized and shared with the CEO for final review, feedback and approval.
- d. Within 15 March each year, the CEO in consultation with the Director Programmes will finalize the project plans.
- e. During the process of finalizing and approving the plan, the CEO will involve the finance team to finalize the budget.

#### **Organization plan and budget**

- a. Project / department plans will form the basis of preparing the overall organization plan and budget.
- b. In discussion with the finance department, the CEO will consolidate all department plans to prepare the overall organization plan.
- c. The finance team will, under the guidance of the CEO, put together the overall organizational budget, which will include all individual project budgets as well.
- d. The organization annual plan and the budget will be ready within February each year and will be presented to the Board in its March meeting for discussion, modifications if required, and approval.

### **Organizational Policy review and update**

HST has a set of organizational policies and procedures, which guide the operations of the organization. It is important that all such policies and guidelines are responsive to the emerging needs of the organization and hence need to be periodically reviewed and updated. The following procedures shall be followed if any revisions or updates are needed in these documents:

- a. Every staff has the right to provide suggestions on the manuals.
- b. All such suggestions will be notified to the respective Department heads. Suggestions for modification will have to be backed by strong rationale for change.
- c. The management team shall review all such suggestions on an ongoing basis in its management meetings.
- d. The CEO will be responsible for finally reviewing all such suggestions on an ongoing basis.
- e. Unless, the suggestion is extremely important and may have a critical impact on the functioning of the organization, all such suggestions, if found acceptable, will be compiled and presented to the Board on an annual basis for approval based on which the respective policy documents / guidelines will be modified.
- f. However, the proposed changes are significant and the management team unanimously decides that the change be brought about instantly, the CEO will be responsible for taking it up with the Board and seeking concurrence.
- g. Else, all issues taken up in the annual board meeting
- h. During the annual review, even if there is no update in the manuals, the same will be documented and the date of last review and update on the manual will be updated.

### **Acquisition of projects**

Proposal design and submission forms one of the first major steps in any project acquisition exercise. HST will follow the following steps for project design and proposal submission:

- a. For each project opportunity where a proposal needs to be submitted, the CEO will constitute a design team of 3-4 people from within HST staff.
- b. The design team will review the project opportunity / Request for Application / Request for Proposal document and determine whether any external technical expertise will be needed for writing the proposal.
- c. The design team will nominate a focal person within the team prepare who will be responsible for the preparing first draft of the proposal (with inputs from other team members as and when required) keeping in mind that:
  - i. The proposal is based on a through understanding of the TOR.
  - ii. The proposal builds upon the past progress / achievements of HST wherever applicable.
  - iii. The proposal is well researched and provides strong evidence for supporting the proposed activities.

- d. HST has its own template within which the first draft of the proposal will be developed irrespective of the format in which the donors has asked the proposal to be submitted.
- e. The design team may also decide the share the responsibilities for different sections of the proposal to different members in the design team. Even under such circumstances, it will be the responsibility of the focal person to ensure coordination among all such members and be responsible for ensuring that the first complete draft is ready for submission to the CEO for review and feedback.
- f. Members of the design team and the CEO will start providing feedback on the draft proposal.
- g. Simultaneously the Finance Unit of HST will prepare the first draft of the budget in the HST template, irrespective of the format in which the donor expects the budget to be submitted.
- h. Based on all the feedback and the budget inputs from the finance unit, the Design Team submits the final draft of the proposal (in HST templates) to the CEO for final review and sharing with the Chairperson of the Board.
- i. The final approval for submission will be provided by the Chair of the Board.
- j. Once approved, the Design team adapts the proposal and the budget to the template prescribed by the donor if any.
- k. CEO will be responsible for ensuring that the in the process of adaptation there deviation and that the pre-submission checklist is filled up.
- l. The checklist will include:
  - i. Budget figures based on historical financial data and assessment of local current market rates: Yes/No
  - ii. Format of the technical proposal strictly as per the prescribed format: Yes/No
  - iii. Format of the financial proposal strictly as per the prescribed format: Yes/No
  - iv. All documents as required by the donor are annexed.
  - v. Number of copies to be submitted are as per the request
  - vi. Soft copy submission required: Yes/No
  - vii. Chairperson's approval: Yes/No
  - viii. All unit costs based on historical data apportioned to current prices: Yes/No
  - ix. Unit costs aligned to the existing unit costs/rates of similar line items
  - x. Inflation factored in: Yes/No
  - xi. Evidence of quotes / search for unit rates: Yes/No
  - xii. Adequate range & margin for oft fluctuating lines like air fares
  - xiii. Overhead costs included: Yes/No
  - xiv. Budget lines matched with activity list / work breakdown structure: Yes/No
  - xv. All sub-totals & totals checked: Yes/No
  - xvi. All potential taxes factored in: Yes/No
  - xvii. Compliance to all other RFP requirements: Yes/No
  - xviii. Any certificate required: Yes/No
  - xix. Any reference required: Yes/No
  - xx. Any project completion certificate required: Yes/No

- xxi. Any other past project document required: Yes/No
- xxii. CEO has finally vetted the final adapted versions: Yes/No

### **Negotiations/Contracts / grant agreements**

During negotiations, the HST focal person should:

- a. Ensure that if budget negotiations take place, they will not affect the activities and outputs. If this is likely to happen, then negotiations should take place on the activity matrix and the project targets as well to ensure that they are fully aligned.
- b. Ensure that during budget negotiations, unit costs are not negotiated to an extent where it creates disparity with similar budget lines across different projects in HST.
- c. Ensure that the draft agreement is thoroughly reviewed to assess if there are any clauses or obligations, which HST may find it difficult to comply with. All such clauses will need to be negotiated to the mutual comfort level of both the parties.

### **Launching the project**

- a. HST will plan a launch meeting with the donor to arrive at a common understanding of the work plan, client expectations and the contractual obligations.
- b. After the launch meeting with the client, HST will prepare a detailed plan for recruiting the project team if external recruitments are required or re-designate existing staff, if that is a part of the plan.
- c. Once the key project positions are filled up including the Project In charge / Team Leader/Project Director, HST will plan a detailed orientation workshop of the project team.
- d. The orientation workshop will include but not be limited to:
  - i. Briefing about HST (if there are new team members) – vision, mission, projects undertaken, major achievements
  - ii. Organization structure, policies and procedures
  - iii. About the project: goals, objectives, activities, outputs
  - iv. Project management procedures and guidelines
  - v. Financial management of the project
  - vi. Monitoring
  - vii. Quality assurance
  - viii. Reporting obligations and minimum standards
  - ix. Develop a micro plan for the first six months
- e. Project In charge / Team Leader/Project Director will be the lead person responsible for planning and coordinating the orientation workshop.

### **Project Management**

- a. Project In charge / Team Leader/Project Director will be responsible for ensuring day-to-day project management.
- b. Project will be managed as per the work plan agreed upon with the donor.
- c. A detailed work break down structure shall be prepared to operationalize the project work plan with clearly assigned responsibilities and time frame.
- d. Any deviations from the work plan will be brought to the notice of the Director Programme in HST.
- e. The Project Director shall develop a project specific risk register which will have an inventory of anticipated or current risks, date of identification, level of risk (low, medium, high), strategies proposed to be adopted for managing / reducing the risk and update.
- f. The risk register will be reviewed monthly by the Director Programme.
- g. The project will be monitored based on the project indicators and targets and monthly performance against target statement will be prepared for analysis by the management team.

### **Financial Management**

- a. Financial management of the project will take place within the provisions of the HST Finance Manual.
- b. The Project In charge / Team Leader/Project Director will be responsible for ensuring compliance to the provisions of the HST Finance Manual in the implementation of project activities. She/he will be adequately supported by Manager HST in this function.
- c. All expenditure will take place strictly as per the project budget guidelines and as per the policies of HST.
- d. Monthly budget versus expenditure variance analysis will form the basis of monthly project reviews.

### **Project closure**

- a. All project obligations are met
- b. All project reports are compiled and final project end report is prepared.
- c. All project accounts are reconciled and available balances, if any, is clearly indicated supported by statements certified by the Chartered Accountant and bank statements.
- d. Agreement with the donor about disposal of assets procured under the grant, if any.
- e. Entire closure process is documented
- f. All donor requirements are met in a timely manner upto the satisfaction of the donor.
- g. A closure report is prepared and submitted to the donor along with request for a close-out letter.
- h. Follow up for the close-out letter which states that all contractual obligations, project activities have been successfully completed and all finances related to the project are reconciled and settled between both the parties and that there are no pending obligations on behalf of HST.