

**Service and Research institute on Family and
Children
(SERFAC)**

**Evaluation Report Covering 25 years:
August 1987 to September 2012.**



SERVICE AND RESEARCH INSTITUTE ON FAMILY AND CHILDREN (SERFAC)

NO. 1/157, Manimangalam Road, Varadharajapuram, Chennai - 600 048.

Tel : 00-91(44) 64625913, 65150118.

Email : dirserfac@gmail.com; serfacworld@gmail.com

Website : www.familyserfac.org; www.familycentre.org

Dedicated To :

- *Sister Christian Morand, Superior General of The Sisters of The Cross of Chavanod, for her far sightedness in giving me her blessings and support to carry forward my interest and initiative in 'Working for Families'*
- *To (Late) Arch Bishop R. Arulappa, Archbishop of Madras – Mylapore, for the welcome to start Service and Research Institute on Family and Children, (SERFAC) in the Diocese and gave Unhesitating and all out support to this initiative.*
- *To the Donor Agencies Who helped SERFAC come into existence :
Propaganda fide, Rome, Missio Aachen, Kirche in Not, Missio Munich, Archdiocese of Munich, Kindermissionswerk, Misereor, Archdiocese of Koln, Diocese of Rottenberg. These agencies are from Germany, AMA from Holland and Irish Aid-Irish Embassy-India*
- *A Special word of gratitude to:
Missio Aachen, Missio Munich, Kirche in Not, Archdiocese of Koln, Kindermissionswerk, from Germany, who continue to support the pioneering work of SERFAC till date.*

SR, Dr. Catherine Bernard, MBBS, MS

Chennai, India

Founder-Director of SERFAC

December 2013

Acknowledgements

This evaluation report is based on the responses received from the staff of SERFAC and from persons around the world who know and have been associated with SERFAC over the years. Their kind assistance and support to SERFAC is acknowledged. Dr. H.B. Danesh from Canada, Prof. Victoria Thoresen from Norway, Dr. Caroline from the Philippines, Dr. John Shea from USA, Mrs. Joan Clements from Australia, Dr. Kim Khoo Choo of Singapore, Dr. Ethyl Quayle and Dr. Max Taylor from Scotland Mrs. Manel and Mr. Sus Abhyrathna of Sri Lanka, Prof. Ida D'souza, India, and Dr. Salma Saluddhin, India who shared their expertise and experiences at various times and under various circumstances, some of them even making several visits to SERFAC – Thank you all!

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This evaluation report spans 25 years of SERFAC since its registration on August 17, 1987, and places on record the appreciation of the many professionals, advisors, resource persons, participants at various programs, beneficiaries and well-wishers who have contributed to and/or been part of its programs, making SERFAC what it is today.

Dr. Catherine Bernard, MBBS, MS
Founder Director – SERFAC.

Overview of the Evaluation

Introduction

This evaluation report presents an overview of the work of the Service and Research Foundation of Asia on Family and Culture (now known as Service and Research Institute on Family and Children - SERFAC) during the last 25 years (1987 -2012). As an aid to the reader, SERFAC's vision, mission and role are presented at the outset.

Vision

Revitalizing the fabric of humanity by fostering stable marriages and healthy family life, thereby empowering these twin institutions of marriage and family to exercise their transforming role in a rapidly globalizing and technologically dominated world order

Mission

- To identify contemporary trends of social engineering and human morphing, and uphold the value of human life while protecting the individual through all stages of life.
- To identify and name causes of the weakening of democratic systems and governance and the breakdown of democracy, and strive to create societies of justice, integrity, equality, equity and mutual gender respect, thereby minimizing exploitation in human relations.
- To identify and name precipitating factors of social aberration, sources of unrest and festering wounds locally, nationally and internationally, and work towards promoting mutual understanding, acceptance and a violence-free, peaceful and sustainable society.

Role

In effect SERFAC touches the core of human issues and concerns. It does so with the realization that human development is a fundamental human right and is not limited to economic growth vs. the elimination of poverty. SERFAC contributes important ingredients to human rights by creating systems that bridge the gaps between gender, religious affiliations, social status and human development. Realizing that the challenge today for most leadership groups is the need for clean governance, SERFAC leaves no stone unturned to incorporate ingredients essential for minimizing corruption, taking into account the views of all peoples, especially minorities, ensuring that the voices of the poor and most vulnerable of society are heard in all decision-making processes. By doing so, elected representatives become responsive to present and future needs of society.

SERFAC's proactive approaches are educational, long-lasting and effective because they deal with the source of problems and not merely their periphery. SERFAC's clientele are multi-sectorial. Its Millennium Development Projects focus on rural families living in poverty. Its remedial interventions are through its education, guidance and counseling programs. On global, regional and national scales, SERFAC offers platforms and opportunities for grass root activists and leadership groups to meet on common ground, share and learn from one another about what ails society and what to do about it individually and collectively.

SERFAC's message and image as a pioneering organization on Family and related social and pastoral issues have spread in India, Asia and in several countries of the world. It has also gained recognition among professional circles for revitalizing the fabric of society through its family-centric approach, which is indeed an innovative way of understanding human and social problems and working towards solutions from its identifiable sources.

SERFAC is a social revitalizer, catalyst and transformer.

How it all began

The origins of SERFAC can be traced back to 33 years when the first Family Life Center was opened in 1976 in a town named Tiruchirappalli, located in South India. It began with the switching of my profession from a medical doctor to a Family Life Professional because of my interest in social and behavioral sciences, particularly in Natural Family planning and specifically the Billings Ovulation Method of Natural Family planning. (BOM-NFP).

I was offered a scholarship to go to Australia for studies on the Billings Method. On my return I implemented the program in a rural hospital in Madurai, South India. At this time the Government of India made it mandatory for all couples with more than two children to be sterilized, failing which penal action in various forms would be taken. It was at this time that the Bishops of the Region (Tamil Nadu) requested my services and I was appointed as the First Secretary of the newly established Family Life Commission and Director of the Tamil Nadu Family Development Centre (now known as Society for Family Integrity and Development) in Tiruchirappalli. With a typewriter donated by the NFP group of Australia and a small donation from Drs. John and Lyn Billings, I started my work from the grassroots in teaching couples NFP and maintaining a follow-up so that they would not come under the sharp knife of the Government's sterilization program. When a new Government was voted to power, compulsion for sterilization was relaxed. Having by this time trained over 120 full-time workers to teach and follow up with couples using the method, I was able to be engaged in multi-center field trial research projects with the Indian Council of Medical Research in India - all of which continued to stimulate my interests in the dynamics of human behavior in the context of sexuality. I later moved into the domain that beckoned me - the Family. During this time I also pursued my studies in religion and religious education at Fordham University in New York.

By this time, my travels with the work on Natural family Planning had taken me to over 30 countries, to numerous organizations and institutions in the Eastern and Western hemispheres, presenting papers at International forums, engaging in research, particularly multi-cultural research in Natural Family Planning and related areas in Asia and several other countries of the world, which added to my insights and experiences. During this period, through the generous financial assistance of Propaganda Fide in Rome, Missio – Aachen, Kirche in Not and Misereor all from Germany, the work on natural family planning became stabilized and expanded to over one lakh couples in a span of five years.

As the years moved along and society changed, I became sensitive to change as it affected relationships in the family and felt the need of bringing together larger global players to reflect on the Family. The first International Conference. *'Family at the Service of Human Life'* was held in Madras, India, in January 1983.

It was at this Conference that the Asian participants requested the organizers to set up an Asian Family Service Centre. The request was granted, and for three years I handled the two offices, one in Tiruchirappalli and the other in Chennai, which during this time functioned as a clearing house. During this period, an International Workshop *'The Family in a Technological Society,'* was held in Madras. Discussions at this conference indicated clearly the need for a more professional setting that worked on Family issues and would be of service to the interests of the Asian community.

At this stage I felt the need to set up an independent entity that would be of service to the Asian community irrespective of religious affiliation, social status or background, and began taking steps for its formation and establishment. Wide consultations took place between Church authorities and civil society and initiatives began taking shape. At this stage I felt I needed to break loose of structures that did not facilitate what humankind is most in need of -- love, trust and understanding, the basic ingredients of human relationships which are learnt, taught and caught essentially in the family. It was at this time the World Congress on *'Family and Culture'* was held and Service and Research Foundation of Asia on Family and Culture was inaugurated on 1st. November 1986. Again, the beginning was limited to my commitment and minimal funding. My continued travels enlarged the circles and nature of interaction and dialogue with individuals and groups around the world. These experiences offered more insight on issues and social trends that were seriously affecting the family at its micro level and enabled me to generate necessary funds.

It has, over these last several years, reached a stage where the urgency of the matter has come to the attention of social and religious institutions because of the extent of social drifting, violence, family breakdown and human casualty. Further growth of the movement will require stakeholders from all walks of life to be engaged, through United Nations, governments, religious groups, donor agencies and corporate communities, to fund much-needed and urgent projects.

The renaming of the Foundation as *Service and Research Institute on Family and Children (SERFAC)* took place in January 2009 after the World Congress *'Giving Children a Voice: The Transforming Role of the Family'* was held in New Delhi. The approach to Family was widened and also became more inclusive of children and the

dialectical process of nurturing children in the family began to draw our attention. The focus on Family still remains central but approaches are more diversified in terms of activities, publications and research.

Organizational Development

SERFAC was registered as a Society in the State of Tamil Nadu India on August 17, 1987. SERFAC is an autonomous organization which developed from ground level primarily through funding from donor agencies and a few well-wishers.

There are six major program disciplines within SERFAC through which this development has taken place. They are:

- 1. Program**
- 2. Project**
- 3. Publication**
- 4. Representation at the United Nations and the Vatican**
- 5. Advocacy and Networking**
- 6. Research**

All activities of SERFAC are interlinked, interconnected and integrated/flow from one another. Each activity has its own target audience linked to the ultimate target group 'Family' as a social institution and an entity by itself. However, it has often been difficult to identify and connect with individuals who have worked for several years in this area or to find people who show interest in and understand the need for working with families. It needs to be noted that family life programs have become almost the exclusive domain of Christian (Catholic) churches as there are no other religious groups or organizations working in this area. Furthermore, it needs to be noted that these programs are programmatic in nature and limited in scope such as pre-marriage guidance, youth programs and similar activities. What makes SERFAC unique is its service to 'Family' as a unit and a human institution deserving human attention. Therefore SERFAC ensures that 'Family' as an institution must be central to any mainstream activity. SERFAC's survey in 2004 in India and two surveys in Asia in 2006 and 2008 indicate that most family life programs are based on personal or institutional initiatives which are part of other programs. Therefore, many of SERFAC's programs and other programs on Family lack funding/financial support because of a paucity of or complete lack of money.

It is of course possible that since the surveys mentioned, other avenues for the promotion of family life have been charted over the years.

Some Important Milestones

It needs to be placed on record that SERFAC has crossed several milestones during the last 25 years, some of which are mentioned in this evaluation and have made their mark in several ways on the Global Agenda:

SERFAC obtained SPECIAL Consultative Status to the Economic and Social Council (ECOSOC) of the United Nations and made several written statements and presented oral statements at the Annual Commission for Social Development meetings in New York. The UN Secretary General has referred to the work done by SERFAC and mentioned it by name in reports. SERFAC has also made several contributions and inputs to the Family Focal Point of the United Nations. SERFAC was awarded 'Patron of the International Year of The Family' (IYF) in 1994 and 1995 in Malta and Vienna respectively. SERFAC was requested to be one of the Authors to the 20th Anniversary Volume "Families Future" to be released in 2014 at the United Nations Headquarters in New York.

SERFAC has also presented several reports on the Family in Asia at meetings convened by The Pontifical Council for The Family in The Vatican, Italy.

SERFAC was invited to conduct workshops on 'Pastoral Care of the Family' during the Assemblies of The Federation of Asian Bishops' Conferences held in Bangkok-Thailand, Manila - Philippines and Seoul - South Korea.

SERFAC has organized in India and abroad thirteen International/Global Conferences on themes relating to 'Family', each one relevant to a contemporary social issue.

SERFAC's publications have caught the attention of International publishers Cambridge Scholars Press and Sage Publications, and two books have been published by Cambridge Scholars Press, UK, and Sage Publications Pvt. Ltd. during 2013.

A special acknowledgement to all who have supported SERFAC

It is to be recognized and placed on record that all faculty members of all Conferences held, authors of articles and consultants have offered/contributed their energy, time and talents to SERFAC on a goodwill basis, (for which we are deeply grateful) and thereby enhanced the cause of the Family. They have always and at any time been willing to assist and support the cause. SERFAC has reimbursed only their travel and boarding and lodging expenses.

An overview of the contents of this Evaluation

Unlike most social service agencies where programs are remedial, SERFAC's approaches are pre-emptive and proactive. Aware that all religions hold marriage as sacred, SERFAC promotes and works to protect marriage as a monogamous and life-long institution. This is in contrast to prevailing social trends in India and abroad, such as live-ins, trial marriages, wife swapping, homosexual unions, easy divorce, contraception and abortion which have come to stay. Hence in many quarters there is

sometimes apathy and even a negative attitude by both Catholic and secular funding agencies to support programs that are not in line with current trends.

This is the basic issue SERFAC has refused to compromise on (from a social perspective) and which in many ways accounts for the lack of funds for its work.

For the last 25 years, support was provided by Propaganda Fide in Rome, Agencies in Germany, Mission Aachen, Mission Munich, Archdiocese of Köln, Kirche in Not, Archdiocese of Munich, Kindermissionswerk, Misereor, Diocese of Rottenberg, and AMA Holland. Since all these are Catholic agencies, all projects needed to be recommended by the local Bishop or the Bishop Chairman Commission for the Family in India. The sums allocated till date were for construction, furniture, programs, projects, conferences and amenities and were directly received by SERFAC through a bank account that has been registered with the Government of India-FCRA.

While the donor base over the last five years has shrunk to only the German agencies of Mission Aachen, Mission Munich, Kirche in Not Kindermissionswerk and the Archdiocese of Köln, given the global financial crunch, future funding from even these agencies is uncertain. Alternative sources of funding are being explored. Efforts have been on for several years to touch donor sources such as CSR allocations of corporate groups and research agencies in India and abroad. Web searches have yielded no returns because 'Family' is not on the radar of society almost out of everyone's agenda and is not an area of conscious concern.

However, despite all setbacks the organization has moved forward.

Professional Challenges

1. There are no roadmaps, signposts or blueprints for working with families.
2. A serious lack of knowledge about the significance of Family exists at all levels of society, including governments, religious groups and donor agencies. Research indicates that there exist extensive lacunae in the area, lack of adequate dissemination of information and almost an absence of funding.
3. Professionals who have specialized in family-centric issues are not easily available.
4. Social Institutions and individuals easily engage in disaster management approaches which are easy and sometimes quick but results are short-lived. Unlike these approaches, SERFAC engages in an approach which is proactive, builds on the strengths, is educative, calls for initial investment and proves in many cases to be effective and lasting.
5. Unlike most programs which look for quick results and have strong economic bearing in terms of investment and returns, SERFAC'S approach is invisible. It focuses on human and social values and non-materialistic lifestyle, which make finding sponsors difficult.

6. The Family as a subject has not yet been recognized as a formal academic topic for education and training. Hence there are no certification programs in India and Asia.
7. Recruiting competent people for the organization has been a continual challenge. New recruits are trained by the Director, which takes time and investment. Meanwhile, other tasks are slowed down or kept in abeyance. There is also a high turnover of staff for the reason that they do not know what 'family' is when they are recruited and perseverance to learn on the job is lacking.
8. Investing in organizational capacity has been a continual challenge, affecting SERFAC's effective and efficient performance, and thereby, its mission. Hence capacity building for the staff has been stayed and most of the heavy workload is being shouldered solely by the Director, which in many ways raised the organization's profile operationally and programmatically but not enough for financial stability,
9. There are lacunae around the world in core areas of family life and social relationships. Due to divergent philosophies, there are many hurdles to be dealt with.
10. Government funding to non-profit organizations for the purpose of social research is limited and is insufficient for carrying out professional research.
11. Research studies on families and children and information on related topics are also limited.
12. Uncertainty about future funding hampers present services and long-term planning and research efforts and reduces the capacity of the organization.
13. **Social Constraints**
 - I. Lack of education, absence of knowledge, divergent philosophies, social trends and lack of interest create a negative atmosphere among social agents that are crucial to supporting such initiatives.
 - II. Minimal collaboration among NGOs and family-related organizations.
 - III. Inadequate infrastructure and inadequate financial resources prevent social agents from seeking training, attending seminars and conferences and other forms of updating.
 - IV. The number of full-time workers is extremely low in India, Asia and the world at large.

In the light of professional challenges and social constraints, the following recommendations were made:

Personnel:

1. New recruits will need to be inducted to achieve greater impact, which will depend on their ability to understand society, social settings and the importance of the 'family' as its basic unit, as well as issues facing the family in a rapidly changing society. The recruits should be interested in the work and should have the patience and courage to persevere because results are slow in coming.
2. The new recruits should demonstrate competency in research methodology / proposal writing / statistical tools, as adequately trained staff is a top priority for funding decisions.
3. Leadership/personnel development programs need to be adequately oriented and executed and recruits should realize that there are no commercial gains and be willing to commit themselves to the cause.
4. Recruits should be emotionally strong and balanced enough to handle the negatives in their own lives and in society, as SERFAC deals with such issues in its work.

Financial

1. In spite of limitations, minimum required standards and procedures should be established.
2. Fund-raising capabilities and capacity needs to be enhanced by helping funding agencies understand the needs, priority and the significance of Family
3. Funding agencies should be enabled to become aware of the different experiences, resources and limitations that organizations dealing with Family have to work with
4. A donor/foundation base should be identified and broadened, and the search for those interested in family-related issues renewed, as seeking on-going funding is very important to grow and secure the future.
5. Even small funding opportunities should be pursued.
6. Corporate Social Responsibility (CSR) can be a good source of support for human relationship initiatives. Corporate sponsorship should be coordinated and funds solicited from these companies.
7. Brainstorm of strategies and opportunities should be done to develop a plan for fund-raising.
8. Media attention needs to be effectively aroused as this helps fund-raising.
9. Good relationship should be maintained with past and current donors.

Research

1. Identify lacunae in Family Studies and prioritize them for research and work towards raising funds for carrying out research.
2. Research to be stepped up, reports produced and published and made available to institutions, key leadership and religious groups and policy makers.

Management

1. Induct into the Boards members who are professional, interested and committed to the cause of SERFAC.
2. And finally, the very idea of 'Family' has to become more commonly understood and people need to be educated in healthy family life as it is an asset to social living.

The Evaluations

Data on The Evaluation of Service and Research Institute on Family and Children (SERFAC) are presented as follows:

Introduction

The Service and Research Institute on Family and Children (SERFAC) is an India-based, autonomous, International Non-Government Organization which has Special Consultative Status with the Economic and Social Council (ECOSOC) of the United Nations, New York. SERFAC was registered as a Society on 01.11.1987 under the Tamil Nadu Societies Registration Act, 1975. SERFAC is a Global Research Institute for Family and Child Policy and functions as both an academic and a service center. Since its establishment, SERFAC has been working towards the wellbeing of the Family and larger society in India, Asia and the world as a whole. SERFAC's agenda is '*to revitalize the fabric of society*' and it believes that '*family is the missing link*' in the human development process. Hence SERFAC's energies address these two major directions through research, seminars, workshops, consultations, conferences, publications, projects and services.

Objectives of the Evaluation:

This evaluation report covering 25 years (1987-2012) is to:

1. Clarify the goals
2. Assess strengths, achievements, successes and best practices
3. Identify weaknesses and gaps
4. Explore future opportunities
5. Prepare a strategy and roadmap for the next 5-10 years.

Legal Address of the Organization :

No: 1/157, Manimangalam Road, Varadarajapuram, Chennai 600048.

Name of the chief functionary :

Dr. Catherine Bernard, MBBS, MS.

Date of evaluation: September 2013

Evaluation Team:

Internal evaluators: SERFAC staff team

External evaluators: People from various countries who are familiar with the work of SERFAC.

Method of evaluation:

In this process of evaluation, both internal and external evaluations were conducted systematically. The objectives of both evaluations were the same, but the tools used were different.

The Internal evaluation was conducted by the staff team of SERFAC. An evaluation instrument was designed to facilitate a participatory assessment. The team assessed the organization's ability to meet its goals and objectives through its resources and services, identify problems and design effective solutions to improve existing activities and achieve better results. The evaluation examined the input component, including the human, administrative and financial resources. The process components include service delivery, follow-up activities and the output component. In other words, it assessed activities in terms of number and effectiveness. It also offered suggestions and recommendations. An attempt was made to solicit as many opinions as possible from persons employed in and/or involved with SERFAC.

For **The External evaluation**, questions were framed on the achievements, successes, best practices, strengths, areas to improve, innovations and external environment. A questionnaire was sent by mail to 12 persons in India, Australia, Philippines, Thailand, Canada, USA, Scotland and Norway, as well as to others who are familiar with the work of SERFAC. This questionnaire formed the base for the evaluation. Their views, opinions and remarks were collected by mail and put together under different headings. Suggestions and recommendations of the respondents will help the organization to prepare its roadmap for the remaking of SERFAC for the next 5 to 10 years.

The evaluation report is divided into three parts.

Part I explains the observations and findings of the internal evaluation

Part II deals with the responses of the external evaluators

Part III contains impressions and directions for the future – a basis for remaking SERFAC – a process for the next 5-10 years.

Part I : Internal Evaluation

Preamble

Given the nature of the work of SERFAC, the outcomes are not quantifiable because it deals with human issues. Unlike social programs where physical data is easy to evaluate and prove measurably simply because they are visible, in cases of human services this is not possible because there are no objective criteria or standard measurements that can be applied to determine the conditions of human behavior or arrive at findings other than what is determined by behavior patterns and the nature of relationships within a family over a period of time, and which varies from family to family.

By its nature of work, there are no specific target groups. The Family is a unit and a target entity by itself and the environment within the family determines whether it is healthy, dysfunctional or broken. Within the unit there are specific groups. Considering age groups and genders separately nullifies the purpose of the project itself. However, there are target groups for seminars, training and conferences which cut across different age spans, gender and geographical territory.

I. Governance

Methodology of Internal Evaluation: This involved verification of Bye-laws / Brochures / Annual Reports / List of Board Members/ Minutes of Governing and Advisory Committee Meetings/ Records/ Resources

The Bye Laws of SERFAC are broad, non-discriminatory and inclusive. SERFAC's services are

1. Promotion of stable marriages and healthy family life
2. Education in family economics, pre-marital guidance, marital remedial interventions and similar services
3. Promotion of culture, cultural interactions and cultural enrichment
4. Research and Consultancy services

Observation:

The Constitution and the role of the Governing Board are available at the office for reference. As per the Constitution, the Governing Board meets at least twice a year, more often if necessary. The Board receives the annual report, annual statement of accounts and plans the annual programs, projects, undertakings and budget for the calendar year, and approves new undertakings and initiatives. Detailed records of discussions / minutes book for the last 25 years are available.

- The composition of the present Board is diverse and members are professionals from fields such as research, human rights, medicine, public health and social work. They are: Dr. Catherine Bernard, (President), Dr. Salma Saluddhin, Ph.D Principal (Retd.) S.I.E.T College, Chennai, (Vice-President), Dr. M.K. George,

- Ph.D, Director, Indian Social Institute, (Secretary), and Dr. Shymala Balasubramanian, M.D, Prof.Padma Subramanian, Consultant, Chennai, Prof. Ida D'souza, Professor, Manipal University, Manipal, and Mr. Terrance Shenoy, Corporate Consultant, Chennai (Members).
- The Founder-Director, who is accountable to the Board, manages the day-to-day activities of SERFAC. She gives all her time and energy towards the cause and SERFAC achieving its objectives. She regularly conducts weekly and monthly planning / review meetings with the staff and is involved in every activity of SERFAC.
- The organization has established a separate International Advisory Board which is functioning but it has not held meetings in the last four years due to financial constraints. The members are: Archbishop Emeritus Antony Soter Fernandes - Malaysia, Bishop Laurence Pius, Chairman of CBCI Commission for Family - India, Professor Victoria Thoresen, Norway, Dr. Caroline de Leon, Ph.D, Philippines, Manel Abhyrathna, Sri Lanka, Sus Abhyrathna, Sri Lanka, Dr. Brian Kelty PhD, Australia, Mary Kelty, Australia, Dr. John Shea Ph.D.MSW, USA,
- The Think Tank Task Force and Planning Committees members ; Dr. H.B Danesh, MD, FRCP, Founder- President of The International Institute for Peace-Canada, Prof. Victoria Thoresen, Associate Professor of Education, Hedmark College University - Norway, Dr. Caroline de Leon, Dean of the College of Education, Guidance and Counseling Department, Miriam College - Philippines, Dr. John Shea, Retd. Professor of Pastoral Care and Counseling, Boston College-USA.
- The National Advisory Board was formed in 2012 with professionals from the field of education and from the corporate community. Mr. Pooran Chandra Pandey, Executive Director, UN Global Compact Network India, New Delhi, is Chairman, Dr.Lalit Kumar, Ph.D, Advisor, Planning Commission, Govt. of India, Mr. Sudir Sinha, Corporate Head-CSR Cipla Ltd, Mumbai, Col. Prakash Tewary, Vice-President CSR and Education, Jindal Steel and Power, New Delhi, Mr. Paresh Tewari, Chief Sustainability Officer, Jindal Mansion, Mumbai, Dr. Reeta Sonawat, Ph.D. Professor & Head, Human Development, Mumbai, are the members.

The organization seeks assistance both from national and international professionals. Often, consultations are held with committee members over the telephone and via mail. Minutes of these meetings are available in the office.

The team observed that: SERFAC has made all-out efforts to keep true to its Vision, Mission and objectives in all its undertakings and remained unwavering despite the many obstacles that have been part of its pioneering process and efforts.

II. Resources:

Infrastructure

- SERFAC has its own campus, excellent infrastructure and residential amenities for its programs and retreats. Situated in an idyllic and homely setting, it offers an ideal environment for conferences, seminars and training programs.

Academic Resources:

SERFAC has a well-established library with over 4000 titles on the subjects of marriage, family and children and related topics like population, culture, sociology, spirituality, women, research, counseling children and youth. The library also contains important documents on the Family from the Vatican Council for the Family, Federation of Asian Bishops' Conferences and the Social and Economic Council of the United Nations (ECOSOC), apart from other important documents from the UN.

- SERFAC has a documentation center which has more than 30,000 articles related to marriage and family. There is also an excellent collection of 450 video and 200 audio cassettes on the subjects of family, women and children. Compilations of the proceedings of all international conferences, world/global congresses, consultations, workshops and seminars held are also available in both print and audio-visual form.
- A data bank has been established, with over 10,000 global co-ordinates of resource persons and institutes working on family, children and related issues.
- The research center of SERFAC is an exhaustive reference point for research scholars and academicians. The organization subscribes to more than 25 journals on the subjects of marriage, family and children. It welcomes students, scholars and academicians to avail of this valuable information in their research.

Archives: Contains original documents for the last 37 years covering all activities, correspondence, photographs and other official documents.

- It was observed that the utilization of the resources by research scholars, academicians and others was minimal.

III. Administration

Methodology: Scope of Work / Advertisements / Appointment Orders / HR / Recruitment Policy / Guidelines / Appraisal Forms / Attendance and Leave Registers / Organization Policies / interaction with staff

Observation: Staff:

- SERFAC has limited human resources. While there is an organogram at the management level, there is no structured organogram for the office and staff pattern.
- Under the leadership of the Founder-Director, the Programs, Research, Administration and Accounts units are functioning and each unit is coordinated by a professional in the particular field. They work as a team.
- The organization has a transparent recruitment policy. Vacancies are advertised on the website; candidates are shortlisted based on their qualification and experience; shortlisted candidates are interviewed by the Director with the assistance of a SERFAC technical staff. It was observed that no external persons are involved in interviews. It was also observed that staff selection was purely on merit and competence and not by recommendations.
- All staff members are issued Appointment Letters and given a job description.
- Roles and responsibilities of staff are also discussed during the final interview and on appointment.
- There is no gender policy available for the organization. Recruitment is based on the capacity of the candidate and curriculum vitae. Nevertheless, there is no gender inequality observed in staff appointments.
- On appointment, a week-long orientation program is made available to staff, to familiarize them with the organization and nature of work. Apart from this, the periodic capacity-building classes conducted by the Director every week and participation at seminars / workshops / training programs help the staff to improve their knowledge in various fields. It was also noticed that to improve the abilities of the accountant, he was sent for a month's training in accountancy.
- The organization does not have a staff welfare policy that provides insurance, maternal / paternal benefits etc. It is not necessary to have these benefits because the number of staff in SERFAC is less than the base number for such policies. Other benefits such as casual leave, sick leave and earned leave are available to the staff.
- The organization has a system for staff motivation. The daily reports and weekly/monthly reviews and weekly capacity building classes help the staff to evaluate themselves and enhance performance and motivation. The system of yearly increment based on the appraisal and incentives after successive programs also increase motivation. Weekly staff meetings are conducted.

- Attendance and leave registers are available, well-maintained and minuted systematically.
- There is a documented staff appraisal system in place. Based on the staff reports / reviews, a confidential performance report on each staff member is maintained by the Director and updated on a monthly basis.
- Currently there are 14 fulltime staff members working with SERFAC, including 8 non-technical personnel who are qualified, skilled, experienced and committed. This is the strength of the organization. However, attrition is seen in the program and research units, though it is minimal in the other units.
- Other than the fulltime staff, SERFAC hires the services of consultants / resource persons and visiting faculty for the seminars / conferences and training programs it conducts.

IV. Knowledge management:

Methodology Involved: Verifying Program Schedules and Correspondence / Project Reports / Evaluation Reports / Research Data / Publications / Interaction with Director / staff

Observation:

The organization has more than 25 years of experience in working with multiple sectors, creating awareness, sensitizing, educating society and focusing on conducting conferences, seminars and training programs on Family, children and related social issues. Each event has a well-planned program in place, correspondence with participants, program notes, supplementary reading materials and well documented baseline and outcome evaluation forms.

A comprehensive post-event report and list of participants and their coordinates are filed and archived.

- Program coverage and outreach is not limited to a particular/defined area/locus. Conferences and seminars conducted by SERFAC cover local, national and international participation, either as participation in SERFAC or outreach.
- Five rural projects that were carried out between 1987 and 2005 were limited to the block level and focused on poverty eradication and family stability using a family-centric approach.
- A research wing was recently revived to scale up research in the above and related fields.
- The team observes that in spite of major obstacles, SERFAC accomplished extensive and credible work.

Activities:

Conferences / Seminars / Workshops / Training / Research / Publications / Initiatives and Recognitions

- SERFAC has organized in India and abroad 13 international conferences / world / global congresses attended by 3420 participants from 98 countries.

The Conferences are:

Jan. 26–Feb.2, 1983	The Family at the Service of Human Life-Chennai, India
Dec. 4-8, 1984	The Family in a Technological Society, Chennai, India
Nov. 7 – 12, 1986	World Congress: Family and Culture, Chennai, India
Mar. 4-9, 1991	Family at the Threshold of the Twenty First Century, Chennai,India
Aug. 9-14, 1991	Family, Builder of a New Society, Chennai, India
Aug. 6-15, 1999	Asian Seminar for Bishops Chairmen Commission for the Family in the Countries of Asia, Chennai, India
Aug. 16-22, 1999	The Church at the Service of the Family in the New Millennium, Chennai, India.
Mar. 4-9, 2001	Asian Seminar: The Role of the Family in Religious Vocations, Chennai, India
Aug. 3-26, 2001	International Seminar and Training Program for Family Life Coordinators in Family Centered Services, Chennai, India
Nov. 1–6, 2003	World Congress: Families Facing Globalization, Building Stable Marriage, Nurturing Families and Caring Communities, Chennai, India
Jan. 2-6, 2006	World Congress: Restore Family Life and Sustain World Peace, Chennai India.
Jan. 4-8, 2009	World Congress Giving Children a Voice: The Transforming Role of the Family in a Global Society, New Delhi, India.

June. 11-16, 2011

Global Conference: In Defense of the Family: Family,
Children and Culture, Bangkok, Thailand.

- 14 Asian seminars and workshops were held, and were attended by 328 delegates from India, Sri Lanka, Bangladesh, Pakistan, Nepal, Philippines, Hong Kong, Indonesia, Malaysia, Singapore, Thailand, Papua New Guinea, Fiji, Mauritius and South Korea.
- 122 Regional seminars and workshops were conducted in the States of Tamil Nadu, Andhra Pradesh, Gujarat, Maharashtra, Delhi, Pondicherry, West Bengal, Uttar Pradesh, Karnataka, Kerala, Goa, Madhya Pradesh, Rajasthan and North East India. 2920 persons participated.
- 260 National and local seminars were conducted in Tamil Nadu, in which approximately 3970 persons participated.
- 8 Asian training programs were held, attended by 600 Family Life coordinators from India, Malaysia, Singapore, Bangladesh, Pakistan, Nepal, Thailand, Indonesia, Sri Lanka, Philippines, and South Korea.
- Specialized Programs were carried out for the Armed Forces - Navy and Air Force, Corporate sectors - Human Sexuality Programs in Schools and Colleges in Chennai, India, Asia, USA and several European countries.

Projects

- Millennium Development projects and Family, covering approximately 2000 families in five villages (Nemilicherry, Mapedu, Manivakkam, Otteri, Perangalathur) in Kancheepuram District were carried out in 1999-2003
- Family development projects on Poverty Eradication were carried out in Bharathi Nagar, and Manimangalam Villages in 2003-2009.

Research:

- Indian Council Of Medical Research (ICMR) Government of India Projects:
 1. Reproductive morbidity among rural women in South India.
 2. Multi-center Field Trials on The Billings Ovulation Method of Natural Family Planning through Government Hospitals were carried out in the Hindi-speaking belt in North India.
 3. All India Survey on the Prevalence of Scientific Natural Family Planning-Billings Ovulation Method in India.

4. Review of Literature available in India on Scientific Natural Family Planning.
5. Assessment of the Reproductive Health of Women in five selected villages in Tamil Nadu, South India.
6. Cross-cultural Research on Acceptors of Natural Family Planning: In Collaboration with the Ovulation Method Research Centre, Bethesda, Maryland, USA a multi- centre research project Involving India, South Korea, and USA was carried out.

Surveys conducted by SERFAC:

- Parents and the time they spend with their children - New Delhi
- Addictions among male students in Manimangalam and Perangalathur schools Chennai
- Employee-employer satisfaction in 10 corporate companies in Sriperumbudur, Chennai (in progress)
- Use of television and its impact on family life – Chennai
- Survey on books children prefer to read – New Delhi

Publications: Books and Articles edited/authored BY SERFAC:

- Publications: Conference Proceedings of its International / Global conferences, Statements and Declarations of all Conferences, and major seminars and workshops,
- Publication for Pre-Marriage Guidance, Natural Family Planning, Remedial Intervention in cases of Abortion, Children and Family, Sexuality education, Family – A vital Source for the Child, The Millennium Development Goals of the United Nations, Proceedings of its International and Global Conferences, Concluding Statements of these Conferences / Congress, Protection of Children and Vulnerable Elderly and several others.
- Two Publications by the International press: 1) Family - Heart of Humanity by Cambridge Scholars Press, UK and 2) Nurturing Families Around the World, by Sage Publications Pvt. Ltd.
- Numerous articles in Asian journals and periodicals.
- Seventy papers presented at international forums.
- Press and Television interviews with the Director were held in India, different countries in Asia and Africa, Europe, USA, Canada and Central America.

- Interviews and Press conferences were held with the Director and teams at different times and during International events. These clippings are available with SERFAC.
- Bi-monthly electronic newsletter, 'Giving Children a Voice' and 'Family Focus' are circulated in different parts of the world.

Initiatives and Recognitions:

Partnering in several events with major world / global players such as UN Family Focal Point, UN Global Compact Network India, National Foundation for Communal Harmony - Government of India, Pontifical Council for Culture - Vatican, Habitat International - Bangkok, International Institute for Peace - Canada, Pearl - Norway, Times Foundation, India International Sociological Institute, Belgium and Research and Reference Centre of The Billings Ovulation Method in Australia

Recognized and invited by Government of India, Ministry of Human Resources Development, to participate in the First UN World Day of Families in 1994

Requested to host a two-week seminar for Asian Bishops, Commission for Family and attended by 17 Asian Bishops and The President of The Pontifical Council for the Family, Vatican, in 1999

Received 21st Century Award for Achievement in the Field of Social Sciences – from International Biographical Centre, Cambridge, England, 2001

Inclusion in International Who's Who of Professional and Business Women, American Biographical association INC, North Carolina, USA, 1999

Received SPECIAL Consultative Status to The Economic and Social Council of The United Nations (ECOSOC) in 1998 IYF Patron for distinguished contribution in the International Year of The Family, 1994 and 1995 World Award in Leadership in Natural Family Planning, London, UK, 1990

Approved Fellow in Family Planning by International Council on Sex Education and Parenthood of the American University, Washington DC, USA 1986

Appointed to International Advisory Committee, Department of Medical and Public Affairs of the George Washington University Medical Centre, Washington DC, USA, 1987

V. Planning, Monitoring and Reporting:

Methodology: Verifying monitoring and reporting system formats / minutes of the reviews of meetings / Action Taken Reports / Follow-up Reports / Progress Reports / Staff interaction.

Observation:

A system of planning, monitoring and staff evaluation is in place.

- Systems of Planning are exercised at all levels and are participatory. The Governing Board plans programs, projects, and budgets for every year.
- The organization has set up separate planning committees for its major programs.
- Within the organization Projects / Programs, staff, budget and other resources are planned by the Director along with the staff at the time of preparing proposals or initiating projects.
- There is a well-established system of program/project monitoring, reporting and reviewing.
- Staff submit daily worksheets with work plans, activities and details of completed and pending work to the Director, who reviews the work process and provides feedback on a regular basis and at weekly review meetings.
- Field monitoring is carried out and observations are documented; program reports, progress of each project and outcome of programs and projects at rural areas are assessed.
- Each program has an assessment / evaluation procedure. Specific questionnaires are prepared and the evaluation reports are consolidated and maintained systematically.
- Based on evaluation, corrective action is taken by the organization. This is evident.
- Archival records show that the organization has collected addresses and e-mail IDs of all participants at all its programs and regular follow-up is attempted. However, responses from participants seem very poor.

VI. Fixed Assets:

Methodology: Verification of Assets Register / Inventory / Policies and Systems

Observation:

1. The organization has developed a system of collecting at least three quotations and making a comparative statement of the competitive quotations. However, it was noted that it is not carried out.

2. Assets register and purchase vouchers are maintained regularly and systematically and purchases are codified.
3. There is an Inventory Control System in place.
4. There are no purchase policies and procedures available in the organization.
5. Stock maintenance system providing physical inventory is in place but is not updated regularly.
6. There is a periodic monitoring mechanism to track inventory and plan for purchase.
7. Inventory of capital assets is maintained and the inventory records are updated on an annual basis.

VII. Financial Management Systems

Methodology: Verification of Audit Reports / Bank Passbooks / Financial Manual / Guide / Financial System / Mechanism for Payment / Receiving funds / Discussion with Accounts / financial team / Verification of sample original documents (random)

Observation:

Audit Reports/Financial Statements do not indicate any qualifications or weaknesses and there is an accounting system for each program and project.

The routine procedures of accounting are maintained by a fulltime accountant. He is a degree holder with a diploma in Finance and Accounting. Routine office accounting procedures are followed by SERFAC, such as maintaining a Day Book, Cash Book and Ledgers for all programs. A printed, serialized voucher system is followed and there is a bank account operated by one signatory i.e. the Director. All receipts and payments are properly documented and accounted for. All payments above Rs 500/- are paid by check except the salary of non-technical staff. Technical staff salaries are paid through bank transfer or check, others by cash.

A system of Bank Transfer is adopted for receiving donations and grants.

The internal control processes is adequate and maintained regularly.

SERFAC depends for the most part on external funding. The proportion of funds from government / donor sources is in the ratio of 10:90. It is noted that the trend of financial inflow during the last three years is interrupted.

A regular annual audit system is in place. Tax returns are filed on time and FCRA documents are submitted on time to the Ministry of Home Affairs, GOI.

VIII. Collaboration and Support

Methodology: Discussion and review of Related Papers / Membership lists

Observation:

SERFAC has Special Consultative Status with ECOSOC (Economic and Social Council) of the United Nations New York, since 1998.

- The organization has an International Advisory Board consisting of specialists in the area of Marriage and Family and a recently-formed National advisory Board.
- SERFAC has documents explaining its experience of involving different stakeholders such as civil society organizations, Government Departments, United Nations and the private sector, in its work.
- SERFAC was Advisor to Misereor and German Social Service Society and USAID for all India NFP projects during 1986-1995.
- In 1995-2005, SERFAC was Chief Coordinator for Research projects and Advisor to Indian Council of Medical Research (ICMR) for Natural Family Planning in India.
- In 1997, SERFAC was appointed to the International Advisory Committee, Department of Medical and Public Affairs, of the George Washington University Medical Centre.
- Was consultant to Family of The Americas Foundation for developing a worldwide NFP project and multi –country Training programs in NFP.
- It has been actively influencing and lobbying on behalf of policies in favor of family. The Founder-Director has participated in UN events, including major events such as the Millennium Forum and UNICEF Prep.Com, where she lobbied for family-centric policies in the final document.
- SERFAC is a member of Global Compact Network, India, the International Sociological Association, Belgium and WOOMB International, Australia.
- SERFAC is not involved in committees formed by Government of India Departments.

IX. Visibility of SERFAC

- The name of the Founder-Director is well known in India and around the world as a pioneer in the areas of working for marriage and family.
- SERFAC's work has high visibility among key policy makers and stakeholders.

- SERFAC's presence has spread around the world through presentation of papers and participation at various programs, contacts and mails to resource persons and participants of all conferences.
- SERFAC has participated in Vatican events, UN events, and many international events in over 45 countries, where the centrality of the family was emphasized.
- Invited by Friedrich Neumann Stiftung to participate in a dialogue session in Cambodia on drawing up a Socio-Economic Road Map for Asia for the next 5-10 years.
- Planning Commission members, Chairpersons of Welfare Boards, Secretaries to the Government, Ambassadors from different countries, Members of Parliament, religious leaders, University Vice-chancellors, representatives from different countries, Governments and UN Agencies, Vatican representatives and IAS and IPS officers have inaugurated/presided over/attended SERFAC's conferences and seminars and partnered with SERFAC.
- SERFAC has organized a seminar for National Foundation for Communal Harmony - Ministry of Home Affairs, Government of India, on the 'Role of Family for Building Communal and National Harmony.
- The Ministry of Women and Child Development funded a Third World Congress on 'Giving Children a Voice and Transforming Role of The Family.
- Ministry of Health, Government of Maharashtra, sought the expert advice of SERFAC regarding ethical issues involving abortion carried out for rape victims and Ministry of Technology, Government of India, sought advice on the technicalities of an All India Natural Family Planning project.
- SERFAC was invited by the Municipal Council of Madras to train health workers in Natural Family Planning.
- It was invited by the Madras Medical College to speak to nurses and doctors on Natural Family Planning as part of Community Health Practice.
- It was invited by UNICEF to offer training in counseling to volunteers working in Tsunami affected areas in south India.
- SERFAC was asked by the Government of India to present a paper at the United Nations First World Day of Families in New Delhi.
- Representatives from donor agencies in Germany and the Vatican visited and applauded the work and the infrastructure of SERFAC.
- SERFAC has been recognized by the International Press and offers were made to handle SERFAC's publications.

Impact of Socio-Economic Reality on SERFAC's Global Initiatives

An increase in social unrest, manifested in rising incidences of co-habitation and live-in arrangements, gay marriages, freedom for use of contraceptives and abortion, divorce rates, wife swapping, trial marriages, pre-marital sex etc., has certainly had a subtle impact on the work of SERFAC, which promotes a culture that revolves around monogamy, natural family planning, pre-marital chastity, a positive life culture and spirituality of Marriage and Family.

The financial crises of the present decade have placed financial constraints on travel amid escalating costs of living have minimized travel both to attend and organize conferences and has affected the prominence of SERFAC's international presence during recent years.

X. Best Practices

- The family-centric approach itself is original, innovative and pioneering
- No barrier exists in SERFAC. It brings people together without any form of discrimination: gender, social status, age, race, nationality, caste, class or religion. SERFAC treats all human beings equally. This seems to be the significant best practice adopted.
- It was also observed that the organization is not commercially-oriented or influenced.
- SERFAC minimizes any form of wastage.
- It is lobbying with Governmental Agencies and the United Nations to establish a Charter of Rights for the Family.
- It has submitted several written and oral statements to the United Nations and at its Assemblies, highlighting the indispensable role of the Family in society.
- Working with 'Family' implies working in all sections of society in every country of the world. As a 'Family-centric organization' SERFAC works with individuals and families from poor to rich, children to old members, healthy or broken families, with the focus on or in relationship to Family as a unit by itself.

XI. Major Donors

SERFAC had been funded by multiple donor agencies, organizations and individuals from Rome, Germany, Holland. At present, the fund flow has been narrowed down to Germany. The majority of SERFAC's programs have been funded by Germany. However due to global conditions, SERFAC is looking to diversify its donor base. Many planned programs were affected due to paucity of funds. Global leadership consultancy and SAARC leadership consultancy were two special programs on leadership which had to be cancelled at the last minutes due to the limitation of funds for travel.

Part II: External Evaluation

Findings and Suggestions:

1. Strengths, Achievements and Best Practices

a. Infrastructure

- Owns a spacious and well-laid-out campus, beautiful buildings with excellent accommodation, good environment, well-established office and library facilities.

b. Human Resources

- Committed and vibrant Director who is a Catholic nun, a medical doctor and trained family life professional.
- Its human resources are limited in terms of personnel for the jobs to be accomplished.
- Availability of exceptionally competent, globally recognized, experienced, and widely-travelled resource persons in India and abroad.

c. Organizational Capacity

- People are highly impressed by the noble objectives, cause and broad plans and everyone appreciates the good organizational skill for conducting successful seminars and conferences.
- SERFAC is accepted as a well-known, internationally- recognized organization; its programs are carefully chosen, well-scheduled, meaningful and organized meticulously to benefit children and families. It has gathered support from significant organizations in its conferences. Its social networking connects people around the globe.
- SERFAC works hard to call the attention of Governments, UN Agencies, Church bodies, international and donor agencies to the need to help Family reclaim its central role in Society and to treat it as the missing link in human development.
- It has demonstrated capability at different times to bring together representatives from Governments, the United Nations, the Vatican, religious leaders, representatives of major professions at its events, especially its conferences and congresses.

d. Areas to be Strengthened

- SERFAC to be listed among NGOs in India that offer services to women and children.
- Competition for funds is severe, and SERFAC is unable to secure/compete for secular or government funding because the area of Family does not figure in their thinking and planning and is brushed off as unimportant and insignificant. Work with/on Family is little understood by others and hence is not integrated in other contexts, or in social or academic learning. It is also not listed among donor agencies.
- The core areas of the organization need to be promoted in such a way which contrast it from social service agencies and is unable to produce quantifiable results in specific time periods.
- There is difficulty in reaching out to students, teachers and business people, because all educational institutions and business organizations are not open and do not understand the needs of the students in contemporary times.
- SERFAC's plan to continue pursuing/extending a post graduate degree program on Family and Child counseling under National University Recognition remains unclear.

2. Suggested Action:

- To focus on one or more of its specific and promising objectives
- To move from awareness creation and education to identifying entry points for actual provision of social service, coupled with marriage and family education
- To strengthen further research with agencies/organizations outside India
- To enhance networking and partnerships with Indian and global organizations

3. Relevance of SERFAC in this changed atmosphere and environment

All respondents agree that SERFAC's relevance is obvious, needed, and that there are enormous opportunities. Approaches and strategies were suggested that need to be evolved, with the right people to back the leadership efforts of the Founder-Director. They acknowledged that SERFAC has the energy, enthusiasm and resources to understand the problems families and children face.

4. What SERFAC can do in this rapidly changed /changing environment to be relevant

In order to ensure the continued presence of SERFAC, the respondents recommended the following:

- 1) Working with multi-national companies to support SERFAC's international campaign as a part of their company's CSR
- 2) Identifying grassroots-level organizations and implementing institutional ideas and missions through them
- 3) Designing training modules which are suitable for inclusion in the government policy and programs, especially those relating to women and child development, and which church-related institutions, NGOs, universities, colleges schools, and corporate agencies can also adopt
- 4) Formulating small modules of working with families and children
- 5) Taking up research studies on the present changing trends and arranging for sharing and dissemination of findings and information at the widest possible levels
- 6) Conducting short courses and workshops for national and international groups
- 7) Establishing counseling centers and child guidance clinics as most sought- after programs
- 8) Initiating international research bases on issues facing the family, focusing on qualitative research methodology
- 9) Maintaining a vibrant on-line presence
- 10) Making the website professional, up-to-date, and readily accessible via major search engines, because donors will look for evidence of sound management and financial security
- 11) Focusing on one or a few aspects of intervention that yield tangible benefits in the short term
- 12) Clearly defining needs and intervention using family centric approaches in a bid to be able to measure change
- 13) Planning a second rung of leadership after the Director

5. External environment in which SERFAC is working

The respondents understand that dysfunctional and broken families are on the increase, values are losing significance, often resulting in violence and crime even among children. Given reports of family violence and family breakdown everywhere in the world, India included, the gender bias against women and girls takes its toll on society. They also recognize that SERFAC's work is largely in Asia and not generalized to include other countries. Some respondents feel that the local organizational networking of SERFAC is not well-established and the financial environment hinders further expansion.

However, all were of the opinion that the work of SERFAC is most relevant, timely and much needed.

6. How to disseminate knowledge about SERFAC in the market

Suggestions given by respondents regarding the dissemination of knowledge about SERFAC are:

- i. Increasing tie-ups with other NGOs, collaborating with them, associating with them in research and studies as well as providing guidance to foreign universities conducting workshops, seminars and conferences
- ii. Producing documentary films on issues facing the Family
- iii. Seeking the services of a skilled and competent web administrator to manage online development
- iv. Publishing articles in the print media
- v. TV talks – Good serials with family values and the dangers of neglecting the family
- vi. Conducting seminars and workshops for different groups
- vii. Rather than working independently, increasing the capacity to disseminate information by seeking partnership with other international bodies and organizations

7. SERFAC's Innovative Methods of Placing the Family at the Center of Human Relationship.

While SERFAC is underpinned by Christian values, the way in which different cultural and religious groups have been engaged through conferences, programs, publications and activities is commendable. Another innovation of SERFAC is the social network that connects people around the world through its seminars and

conferences. SERFAC works to create equal platforms and level playing fields for experts and people to meet, share experiences and learn from one another about the cause of the Family to which they are all committed. Another innovation is SERFAC's family-centric approach to poverty eradication, reducing domestic violence, especially against women and children, and reducing child abuse within families.

Impression:

With 25 years of experience of working in multiple sectors with diverse groups of children, youth, couples and families in India and around the world, creating awareness and sensitizing society to the reality of 'Family' being the foundation of society, SERFAC has had an impact and accomplished much work in India, Asia and Globally. These efforts have been sustained, consistent and focused. This has been accomplished by effectively conducting various programs, projects, its many publications, presenting statements at the United Nations, representation at several meetings at the Vatican and vigorous networking and advocacy to have a '**Charter of Rights of the Family established by the United Nations**'. SERFAC has scaled up its research activity to a *Global Research Institute for Research on Family and Child Policy*, identified lacunae and has set to work to fill gaps in contemporary research and understanding of Family, and notes it as 'the Missing Link in Human Development'

SERFAC has demonstrated outstanding organizational skills for conducting successful seminars and conferences. Its programs are carefully chosen to directly benefit children and families. It is capable of bringing together representatives of major religions to congresses and conferences, enlisting cooperation of various groups at all levels. It has the ability to gather support from significant organizations in its conferences. It is strong on social networking - connecting people around the world.

Despite the absence/dearth of trained/professionals for subjects on "Family" and paucity of financial support SERFAC has stood the test of time and circumstances and has emerged from these crisis with renewed vigor and zeal because its believes in the vitality of the Family as the foundation of society and corner stone of civilization.

Recommendations from Internal and External Evaluator Combined:

- To strategise and develop mechanisms that embody the mission of the organization in specific and measurable aspects of intervention that yield tangible benefits in a short term. Intervention needs to be clearly defined.
- Persons who will be active in participating in programs, addressing issues and networking with stakeholders and committed to the cause of SERFAC to be inducted into the Governing Board in course of time
- A second rung leadership to be developed which will enable the Director to decentralize more of the work for more effective functioning. A good team of like- minded thinkers is needed to continue the movement

- SERFAC library, documentation center, information center and other infrastructure to be opened for research scholars, academicians, governments and corporate bodies for maximum utilization
- Human resources play an important role for success and continuous development of any organization. More staff to be deployed
- More funds to be sought for financial security. Partnership with the like-minded institutions, civic, religious and governmental bodies to open doors for raising funds
- High-level training programs and workshops to be conducted by well-known experts. Fees to be charged, to earn income for the organization
- Work with multi-national companies to support SERFAC's international campaign as a part of CSR
- Collaborate with other NGOs working in the same line and join Government bodies and also committees formed by other Institutions to gain better visibility
- Have a more visible presence on the Internet; articles to be published in the print media, TV talks to be conducted and good serials showcasing family values and dangers of neglecting the family to be telecast
- Rather than working independently, grassroots-level organizations to be identified and institutional ideas and mission implemented through them; to partner with international bodies and organizations; both will enhance the capacity to disseminate information
- Training modules to be designed which are suitable for inclusion in programs of the government as well as of church-related institutions, NGOs and educational institutions, and to work along with them, especially in the areas of women and child development; social workers to work with families and children; short courses and workshops to be conducted at the national and international levels; counseling centers and child guidance clinics to be established, which will be very beneficial when families are stressed regarding children
- To focus on qualitative research; to take up research studies on the present family dynamics and changing trends and arrange for sharing and dissemination information at the broader level.



Through the kind invitation of Dr. Catherine Bernard, Founder Director of SERFAC, I had been associated with SERFAC (*Service and Research Foundation of Asia on Family and Culture*) for over 30 years.

I was privileged to have participated in various meetings and programmes during these years.

The World Congress on Children and Family held in New Delhi, India from January 2-6 2009 is one event that deeply impressed me. The relevance of the theme, the diligent preparation, the expert speakers, the participation of children and families from the different continents, the meticulous movement of the whole Congress directed by Dr. Catherine Bernard was a source of great joy and blessing to all.

I always looked forward to the Advisory Board Meetings which were held periodically. The members cherished the presence of one another and, I believe, enabled Dr. Catherine Bernard to make the necessary decisions which were fruitful.

Indeed, “**Building family, heart of the home, nation, world, humanity**” is the Vision and Passion of Dr. Catherine Bernard.

As I thank Dr. Catherine Bernard for enabling me to be associated with SERFAC, I also assure her of my continued prayers for SERFAC and all the collaborators for the progress of SERFAC.

With best wishes,

Most Reverend Anthony Soter Fernandez
Archbishop Emeritus

26 September 2013

Conclusion

All respondents (both in-house and external) agreed that SERFAC is abundantly relevant, there are enormous opportunities, but resistances are plentiful and still persist in the area of Family. They acknowledged that SERFAC has the energy, enthusiasm and resources to tackle the problems that face families and children. They also recognized that SERFAC's work is at different levels on a global scale, much of its work is focused on Asia and in India in particular, and that it is of service to all social groups from poor to rich, the unmarried, married couples and families, and families that are broken or hurting.

All respondents agreed that while these efforts are pioneering, it is a herculean and the counter cultural endeavor that SERFAC has engaged itself. SERFAC has stood the tests of time, change, financial limitations and inexperienced personnel and has always maintained a poise and composure that is reassuring, optimistic and hopeful.

All respondents agreed that SERFAC and its dynamic Founder-Director stand out as beacons of hope in our troubled and insecure times, when families are falling apart, social relationships are torn to shreds, the fabric of society and almost all social safety nets are shredded and nations are at war with one another, SERFAC's Vision and Mission are indeed the need of the hour.

For more information contact:

Ms. Chitra George,
Research Coordinator, SERFAC

SERFAC's New Web sites:

www.familyserfac.org

www.familycentre.org



SERVICE AND RESEARCH INSTITUTE ON FAMILY AND CHILDREN (SERFAC)

NO. 1/157, Manimangalam Road, Varadharajapuram, Chennai - 600 048.

Tel : 00-91(44) 64625913, 65150118.

Email : dirserfac@gmail.com; serfacworld@gmail.com

Website : www.familyserfac.org; www.familycentre.org