

2009



Capacity Assessment Report



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*for Rajasthan Mission
on Skills & Livelihood*

Supported by



Contents

Introduction	1
RMoL initiative for Inclusion	3
Rationale for Capacity Assessment	4
Selected Organizations	5
Capacity Assessment of Bhagwan Mahaveer Viklang Sahayata Samiti	7
Capacity Assessment of DISHA.....	11
Capacity Assessment of Indian Council of Social Welfare	15
Capacity Assessment of Karam Vikas Sansthan	19
Capacity Assessment of Ma Madhuri Brajvaris Sewa Sadan (Apna Ghar)	22
Capacity Assessment of Nav Disha Vikas Samiti.....	26
Capacity Assessment of Prayas.....	29
Capacity Assessment of Rajasthan Mahila Kalyan Mandal.....	33
Capacity Assessment of Umang	37
Comprehensive Table showing Scores gained based on the major parameters (Organizational Criteria and Core competence)	41
Conclusion	44

Introduction

*“Globalization has set in motion a process of far-reaching change that is affecting everyone. New technology, supported by more open policies, has created a world more interconnected than ever before. The potential for good is immense. But we also see how far short we still are from realizing this potential. The current process of globalization is generating unbalanced outcomes, both between and within countries. Wealth is being created, but too many countries and people are not sharing its benefits. They also have little or no voice in shaping the process. Seen through the eyes of the vast majority of women and men, globalization has not met their simple and legitimate aspirations for decent jobs and a better future for their children”.*¹ These were the opening sentences in **World Commission on the Social Dimension of Globalization**. Promotion of equal opportunities and creating a non-discriminating environment for disabled people are the main objectives of the PwD Act of any country that aims to protect the rights of Persons with Disability (PwDs). One such important area is employment and the provisions have been violated time and again by the governments of several countries which include India.

Experience has also shown that mainstream organizations such as government bodies including NGOs have not been sufficiently sensitive to this issue. Employment therefore has remained one of the grave concern for PwDs, given the fact that the world views a person’s success synonymous to his/her economic well being which is attained through gainful and descent employment. To that extent every government, be it Central or State, as well as any international agencies, have to tighten their boots in creating conducive employment and economic opportunities for PwDs.

The experience of PwDs who are jobseekers suggest that in most of the places with possibilities of job, employers tend to see what a PwD cannot do rather than what he/she can do. This creates an attitudinal barrier and trickles down the organization creating a negative image. Government of India has mandated 3% reservation for PwDs in the government services. Out of this 1% each are reserved for visually impaired, hearing impaired and locomotor disability.²

Further the World Bank Report observes, “Despite a 3 percent reservation in public employment, as of 2003, only 10 percent of posts in public employment had been identified as “suitable” for PWD. As a result, the share of PWD in all posts thus remains negligible, at 0.44 percent. A second feature of the quota policy is that it applies only to three disability types – locomotor, visual and hearing - which limits many other disabled people from accessing jobs. A final and broader question on the policy is consistency with good international practice, which in the area of disability

¹ Globalization and its effects on youth employment trends in Asia, Paper presented to the Regional Expert Group Meeting on Development challenges for young people ,Bangkok, 28-30 March 2006

² People with Disabilities: From Commitments to Outcomes”, World Bank Report, 2009

is moving away from quota-based approaches. Even if the quota system is retained, there is significant scope to improve it.

Employment exchanges exist in state capitals, but overall, the link between employment exchanges and establishments in the private sector is weak. As a result, the job placement ratio is very low for both special and other exchanges, 0.9 percent and 0.7 percent of registered PWD respectively in 2003, and has roughly halved over the past decade. The downward trend reflects shrinking job opportunities in the public sector, and a general failure of exchanges to reach out to private employers”.³

With job shrinking more and more in government and public sector specifies where quotas have been mandated, answer seem to be lying in Self Employment which can be achieved through market driven skilled development of PwDs through concerted effort in vocational training. The vocational training has found its place as mixed bag with different ministries across the region. In India for example there are vocational training and rehabilitation centre in every state capital which is under the ministry of Labour. The ministry of Social Justice and Empowerment provides grant in Aide for vocational training of PwDs for NGOs. Council for Peoples Advancement in Rural Technology (CAPART), is an autonomous body under ministry of Rural Development that promotes vocational training for PwDs through grant in Aide programme in the rural areas.

Difficulties noted in this effort are availability of micro finance due to negligible or no interest taken by the banking sector. We do not find note worthy experiences even in developed countries.

The ministry of Social Justice and Empowerment, India has set up National Handicapped Development Corporation (NHFDC) for promoting entrepreneurship development among PwDs. Though the intensions are good the implementation of the scheme has come into much criticism due to its functionality and outreach. The World Bank India Country Report⁴ observes as follows;

“A financial assistance program for entrepreneurs with disabilities exists, but few beneficiaries have been served. NHFDC was established in 1997 to provide financial assistance to disabled entrepreneurs. However, between 1997 and 2005, the number of NHFDC beneficiaries was negligible - only 19,643. Even among the small client base, there is a strong gender and disability bias. In addition, disbursements have been very low, in part due to long lags between receipt of funds and loan disbursement. If NHFDC is to reach more beneficiaries, the structure of the schemes needs to be revised so as to give channelling agencies, MFIs and banks better incentives

³ People with Disabilities: From Commitments to Outcomes”, World Bank Report, 2009

*to participate, together with improved accountability for channelling agencies. Equally, awareness of schemes among potential beneficiaries is very limited”.*⁵

Following the PwD Act 1995, 3% reservation has also been secured in all poverty alleviation programmes. Though this is primarily an inclusive effort, the performance once again in terms of benefiting the PwDs have been a big question mark, i.e. on an average the benefit has reached to less than 0.6% of the PwD population. One of the major reasons for this failure is ignorance on part of implementing agency as well as the beneficiary group regarding the scheme. Hence the scheme being good in spirit & objectives remains underutilized due to operational reasons.

From the UNDP Report⁶, it is understood that the demand for employment generation in Rajasthan calls for massive intervention to increase the livelihood opportunities in meeting the needs of the work force in general. While the planning commission estimates that in the XIth plan, even if the State achieves the projected growth target of 7.4% there will still be a shortage of 7.11 lakh of livelihoods. It is further estimated that around 8 lakh livelihoods needs to be generated every year for a decade to have 0% unemployment in the State.

In the advent of such a scenario it is imperative that organizations such as RMoL take cognizance of the fact that a large number of PwDs living in Rajasthan has the right to be included in the overall effort towards enhancing their livelihood options. It is a well known fact that the visibility of PwDs in the national programmes though have increased due to the PwD Act 1995, it has certainly not made much head way when it comes to providing livelihood to PwDs which is ultimately, the measure booster to the self image and self esteem.

RMoL initiative for Inclusion

Rajasthan Mission on Skill and Livelihood (RMoL) is a state level initiative to promote livelihood on mission mode. In this large endeavor of GoR, the livelihood of PwDs has also been included. However, since RMoL has not directly worked with PwDs, strategies are being built to include PwDs in phased manner. Accordingly, the Annual Work Plan (AWP) of 2009 incorporated creating of Enabling Environment for livelihood of PwDs as prime theme. This includes 3 components;

- 1) Capacity Building
 - a) Livelihood training, for organizations working in the field of PwDs.
 - b) Orientation and skill development training to train PwDs, for the mainstream organizations working in livelihood.
- 2) A national convention on "Disability & Livelihood", which will explicitly bring out various livelihood options for PwDs in both rural and urban areas.

⁵ People with Disabilities From Commitments to Outcomes”, World Bank Report, 2009

⁶State of Livelihood in Rajasthan – An assessment, N. Srinivasan and Girija Srinivasan, UNDP, New Delhi

3) Creating Support Organizations

Rationale for Capacity Assessment

In accordance with the objective 3, detailed Capacity Assessment was planned for 11 organizations out of which 2 did not participate. Consequently, assessment of 9 selected organizations that could be potential support organizations for RMoL was undertaken. The rationale for creating support organization was as follows;

1. While most of the mainstream VTCs who will be encouraged to include PwDs for skill training, will be imparted with specific skills for training PwDs, they will require continuous support & guidance from time to time due to the unique nature within the categories of each PwDs that they might be dealing with. Accordingly, interventions may be required from the organizations working for PwDs on behavior modifications by deputing specialists.
2. Support in pupil centered lesson planning appreciating uniqueness of disability.
3. Preparation and monitoring of progress by specialized methods

It is expected that every district will have at least 4 support organizations. It is also proposed that specific capacity building of the support organizations will be undertaken in the next Annual Work Plan of RMoL. Hence, designing any intervention towards inclusion of PwDs it is essential that a basic capacity assessment to be done given the complexities and diversities associated with disability. While a large majority of PwDs can be included with minimum adaptations and interventions, there are groups whose needs are very special in nature hence requires specialized interventions. In this light a capacity assessment of the 9 organizations was done based on 2 major parameters.

- I. Organizational Criteria – This included the following 7 broad indicators which were further divided into 28 sub indicators;
 1. Governance
 2. Management Practices
 3. Human Resources
 4. Financial Resources
 5. Service Delivery
 6. External Relations
 7. Partnering
- II. Core Competence – This criterion primarily was observational. The observation was made on the basis of meeting with staff, volunteers and board members (wherever available) and transect visit to the facilities and premise. Three major aspects were observed.

- 1) Suitability of premise for vocational training.
- 2) The organization's motivation to engage in livelihood activities.
- 3) Their ability to think beyond routine vocational trades.

A five point scale was used for judging the core competence. 1 – Poor, 2 – Fair, 3 – Good, 4 – Very Good, 5 – Excellent.

Selected Organizations

Following organizations were selected for Capacity Assessment based on the rationale that they were engaged in Vocational training of PwDs and receiving grant from Govt. of India.

1. **Bhagwan Mahaveer Viklang Sahayata Samiti**
S.M.S hospital campus, Jaipur - 302004
Tel. No. : 0091-141-2563063/2522406 fax no. : 0091-141-2522401
E-MAIL : bmvssjpr@datainfosys.net, bmvssjpr@jaipurfoot.org
2. **Disha**
Disha Path, Near JDA Park,
Nirman Nagar-C, JAIPUR- 302019
Phone: 91-141-2393319,2391690
e-mail:- disha@dishafoundation.org, disha_jaipur@hotmail.com web:- www.dishafoundation.org
3. **Indian Council of Social Welfare**
Sector No.6, Heera Path, Mansarovar, Jaipur-302020
Phone : 0141-780809
4. **Jeevan Nirman Sansthan (6th Oct. 2009)**
14, Ashoka Textile Ke Upper, New Sanganer Road, Sodala,
Jaipur. Tel. No. - 9351324466
Though the appointment was fixed, the organization was not open to assessment.
5. **Karm Vikas Sansthan**
Karm Manovikas Sikshana Avan Anusandhan Kendra
B Block, Budh Vihar, Alwar, Rajasthan
Tel. no. - 0144 – 348691
6. **Mahila Bal Vikas Gramodhyog Shiksha Samiti (10th Oct. 2009)**
330, New Pusp Vatika Colony, Fateh pur Sikri Road, Bharatpur, Rajasthan
Tel. no. - 05644 – 27338
Though the appointment was fixed, the organization was not open to assessment.
7. **Ma Madhuri Brajvaris Sewa Sadan (Apna Ghar) (10th Oct. 2009)**
Achhnera Road, Bajhera - Bharatpur-321001, Rajasthan
Tel: 05644 - 224694, Mob.-09414023049, 9950737673 Fax: 05644-227611
Email: mmbvss@gmail.com, apnaghar1@rediffmail.com

Website: <http://www.apnagharbharatpur.org>

8. Navdisha Vikas Samiti

C - 6, Hasan Khan, Mewati Nagar, Alwar-301001, Rajasthan
0144-731673, 731884 fax – 333499
0144-2731673

9. Prayas

J-5A, Jalana Institutional Area,
Jaipur, Rajasthan 302017
Tel: 0141 2711018

10. Rajasthan Mahila Kalyan Mandal

Vishwamitra Ashram, Vill. Chachiyawas, Ajmer – 305002
Tel: 0145-2794482, 3290439 Mobile: 9829140992
email: rmkm.ajm@yahoo.com website: www.rmkm.org

11. Umang

3/4, Kabir Avenue, S.F.S, Mansarovar
Jaipur, Rajasthan Pin Code: 302020
Phone: +91 141 2395099
E-mail: deepa_kalra2002@yahoo.co.in

Capacity Assessment of Bhagwan Mahaveer Viklang Sahayata Samiti

Name of Organization 1: BHAGWAN MAHAVEER VIKLANG SAHAYATA SAMITI

Introduction - Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS), Jaipur was set up in 1975. It is a formally registered society in India. It is a non-governmental, non-religious, non-sectarian, non-regional, non-political society, for helping the physically challenged, particularly the financially weak among them. BMVSS is the largest organization, for the handicapped in the world in terms of fitment of artificial limbs and calipers etc., to the handicapped. BMVSS, being a social organization engaged in humanitarian work, provides all the artificial limbs, calipers, crutches, ambulatory aids like wheelchairs, hand paddled tricycles and other aids and appliances **totally free of charge** to the physically challenged.

Date of Assessment: 6th Oct. 2009

Conducted By: Mr. Samir Ghosh

Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature

A. Governance

3.75

1. Board

4

- a. Board provides appropriate level of institutional oversight.
- b. An excellent and extremely committed board members.
- c. BMVSS under its constitution has an Executive Committee comprising of honorary office bearers, and members.

2. Mission, Goals and Philosophy

4

BMVSS has evolved a social policy and a value system which is sensitive, humane and patient caring. Our foremost concern is to maintain the dignity and self respect of the patients and if possible enhanced

Objectives

The main objective of the BMVSS is the physical, economic and social rehabilitation of physically challenged, particularly the resource-less, enabling them to regain their mobility, self respect and human dignity so that they become self-reliant, normal and productive members of the community.

- Artificial limbs and other rehabilitation aids and appliances to amputees.
- Calipers, modified footwear and other rehabilitation aids and appliances to polio afflicted and other disabled persons.
- Hearing aids to persons who are hearing impaired.
- Special shoes and other aids to persons suffering from leprosy.
- Various types of financial and other support of self-employment and social rehabilitation of the physically challenged.
- Scientific and technical research in developing and improving aids and appliances for the physically challenged.
- Dissemination of knowledge and expertise relating to the manufacture of aids and appliances, care of the disabled by providing training to technicians, doctors etc., by organizing training courses, technical workshop, seminars and publication of technical and social books / reports etc.
- Collaboration with various organizations both National and Inter-national dealing with the handicapped.
- Organizing on-the-spot-limb / caliper-manufacturing-fitment-camps in India and abroad.
- Some programs for the up-liftment and self employment of distressed women, whether physically challenged or not.

a. *Organization's mission is well defined.*

3. Executive Leadership

3

- a. *Executive leadership has a clear vision of organization's mission.*
b. *Currently, the organization has well qualified staff with multiple specializations.*

4. Legal Status

4

- a. *Documentation related to legal status is in order.*
b. *BMVSS is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G and FCRA.*

B. Management Practices

3.17

1. Organizational Structure

4

- a. *Decision making is mostly top down.*
b. *Very well structured organization.*
c. *The Secretary General, managing the Executive Office is supported by Chief Executive Officer (Col. Mahaveer Singh). He is also supported by the Chief Consultant, (Dr. M. K. Mathur, Former Prof. & Head, Research and Rehabilitation Department, SMS Medical College, Jaipur), Research & Development Department.*
d. *The entire management of BMVSS is patient centric, friendly and follows the open door policy. Any patient can visit any time at any of the BMVSS centers for prompt treatment*

2. Information Systems

3

<p>a. <i>Formal in nature with regular structured meetings.</i></p> <p>b. <i>Programme information seems to flow by word of mouth and through telephone communication and official notices.</i></p>	
3. Administrative Procedures	3
<p>a. <i>Administrative tasks are systematized.</i></p>	
4. Planning	3
<p>a. <i>Works mostly on the routine framework by preparing Annual Work Plan</i></p>	
5. Program Development	3
<ul style="list-style-type: none"> • The BMVSS has evolved an appropriate, simple, informal and humane delivery system “THE CAMP APPROACH”, under which artificial limbs, calipers and other appliances are provided easily and free of cost at the camp site. • Jaipur Foot technology revolutionized the prosthetic fitment & delivery system with its quick molding & modular componentary, which enables custom made on the spot limb fitments. Unique high ankle design-human like looks-flexions & functions. • BMVSS has modernized its manufacturing base by acquiring latest machines, tools and by adopting latest fabrication & alignment techniques. • Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS), Jaipur has a well equipped training / re-training center for Prosthetics and Orthotics, with special focus on Jaipur Limb / Caliper Technology. • Economic Assistance – BMVSS believes in a comprehensive and holistic rehabilitation program. <p>a. <i>Need to work on the basis of baseline data</i></p>	
6. Program Reporting	3
<p>a. <i>BMVSS ensures and maintains high quality standards during In-process manufacturing & fabrication, trials, gait training, final checkout and follow up care.</i></p> <p>b. <i>Reporting mostly in quantitative in nature</i></p>	
C. Human Resources	2.75
1. Personnel Management	3
<p>a. <i>The total staff strength at the central office and branches is 207</i></p> <p>b. <i>Well documented organizational staff procedures</i></p>	
2. Diversity Issues	3
<p>a. <i>Organization's work force is diverse.</i></p> <p>b. <i>Fairly good gender balance amongst staff</i></p>	
3. Supervisory Practices	2
<p>a. <i>One to one line of supervision</i></p> <p>b. <i>Supervisory pattern is mostly to do with work completion</i></p>	
4. Salary and Benefits	3

a. <i>Salary levels commensurate with similar organizations</i>	
D. Financial Resources	3.67
1. Accounting	4
a. <i>Accounting practices yield accurate financial data.</i> b. <i>Regular auditing and audit reports available</i>	
2. Budgeting	3
a. <i>Budget process integrated with program planning.</i> b. <i>Capacity building in budgeting required</i>	
3. Financial/Inventory Controls	4
a. <i>Independent audits are an integral part of the financial control system.</i>	
E. Service Delivery	2.67
1. Sectoral Expertise	3
a. <i>Organization need to enhance their experience necessary to accomplish its mission.</i> b. <i>Require specific capacity building in the area of vocational training and livelihood for PwDs.</i>	
2. Constituency Ownership	3
a. <i>Stakeholders has minimum influence in service delivery.</i> b. <i>Ownership of the board members could not be assessed as discussion with board members was not possible.</i>	
3. M&E Systems	2
a. <i>The monitoring system needs improvement to become scientific</i>	
F. External Relations	3.8
1. Constituency Relations	4
a. <i>Organization regards its constituency as a full partner.</i> b. <i>Commands an excellent goodwill from outside society which is actually the pillar of their strength.</i>	
3. Government Relations	4
a. <i>Maintains good relationship with the government</i> b. <i>The government has recognized the work and appreciated through awards</i>	
4. Donor Relations	4
a. <i>Organization has practices and procedures for recognizing donors.</i>	
5. Public Relations	3

<p>a. Organization use multiple channels for attracting support.</p> <p>b. Organization need to develop public relation policy</p>	
6. Media Relations	4
<p>a. Organization maintains diversified contacts with media outlets.</p>	
G. Partnering	2.5
1. Intra-sectoral partnering	3
<p>a. Organization is engage in intra-sectoral partnerships to further mission.</p>	
2. Inter-sectoral partnering	2
<p>a. Organization need to improve in inter-sectoral partnerships to further mission.</p> <p>b. Organization is currently medical oriented. Need to expand its sectoral relationship.</p>	
Core Competence (Facilities, Motivation & Approach to innovation) - 2.5	

Capacity Assessment of DISHA

Name of Organization 2: DISHA

Introduction - DISHA started in 1995 with 18 students as the first centre in Rajasthan to provide all services under one roof for persons with cerebral palsy, other neurological conditions, physical and mental challenges, Disha was visualized with the following mission. Pre-vocational training is currently being provided in the areas of office skills, computers, cookery, tailoring, pottery, arts and craft, printing and Silver Jewellery. Students trained in work training unit have been placed in industries; hotels schools and some have started their own business. At present there are three students who have been employed in Disha; trained in office skills. One of the success stories of our vocational training programme has been COOKERY. Practicals are held thrice a week and 6 students have been trained over the last 2 years to work as Assistant Cooks in our small catering unit. A major area for immediate expansion in the near future is that of vocational training and employment. Five models of employment will be followed:

Open employment
 Supportive employment
 Co-operative employment
 Self employment
 Sheltered workshop

Date of Assessment: 8th Oct. 2009

Conducted By: Mr. Samir Ghosh

Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature

A. Governance	4
1. Board	4
<p>a. Board provides appropriate level of institutional oversight.</p> <p>b. An excellent and extremely committed board members. Total 26 board members comprising of office bearers, members, special invitees and advisors.</p>	
2. Mission, Goals and Philosophy	4

VISION : A Society with equal opportunities for all

MISSION :

- To contribute to the creation of society.
- Which provides equal opportunity to persons.
- With disability, to live with dignity and realize their maximum potential, and for the achievement.
- Of this goal to develop on institute of excellence.
- And support institution building for such persons, their families and providers of support service.

Objectives

- To provide an opportunity for children with physical and multiple disability to discover themselves and develop their potential.
 - To provide suitable and effective education & vocational training.
 - To provide support for living a more meaningful and fuller life.
 - To provide support to parents for management of severely disabled children at home.
 - To provide a platform for advocacy and awareness programme.
 - To provide testing, counselling and support services to children with problems.
 - To provide training programmes in special education for teachers and caretakers.
 - To provide an infrastructural and programmatic input which can be replicated.
 - To conduct research in areas related to disability.
 - To provide community based rehabilitation.
- a. *Organization's mission is well defined.*
 b. *The objectives of the organization as stated match very well with their functional achievements*

3. Executive Leadership

4

- a. *Executive leadership has a clear vision of organization's mission.*
 b. *Currently, the organization has well qualified staff with multiple specializations.*

4. Legal Status

4

- a. *Documentation related to legal status is in order.*
 b. *DISHA is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G and FCRA.*

B. Management Practices

3.5

1. Organizational Structure

4

- a. *Decision making is democratic.*
 b. *Very well structured organization.*
 c. *Clearly defined job responsibilities.*

2. Information Systems

3

- a. *Formal in nature with regular structured meetings.*
 b. *Programme information seems to flow by word of mouth and through telephone communication and official notices.*

3. Administrative Procedures

3

<p>a. <i>Administrative tasks are systematized.</i></p> <p>b. <i>The Executive Director is the chief functionary, though she seeks advice from the founder General Secretary of the organization.</i></p>	
4. Planning	4
<p>a. <i>In addition to routine work, the organization gives high emphasis on innovation.</i></p> <p>b. <i>Work is on the basis of Annual Work Plan with systematic quarterly review</i></p>	
5. Program Development	3
<ul style="list-style-type: none"> • Center for special education • Center for teacher training • Center for work training • Center for home management • Center for research & documentation • Center for physiotherapy <p>a. <i>Need to work on the basis of baseline data to get more global view of the problem</i></p> <p>b. <i>Should work with community</i></p>	
6. Program Reporting	4
<p>a. <i>DISHA ensures and maintains high quality standards during programme implementation.</i></p> <p>b. <i>Reporting is both qualitative as well as quantitative in nature. Well documented reporting system.</i></p> <p>c. <i>Programmes are well communicated.</i></p>	
C. Human Resources	3
1. Personnel Management	3
<p>a. <i>Organisation has adequate and qualified staff</i></p> <p>b. <i>Well documented organizational staff procedures</i></p>	
2. Diversity Issues	3
<p>a. <i>Organization's work force is diverse.</i></p> <p>b. <i>Fairly good gender balance amongst staff</i></p>	
3. Supervisory Practices	3
<p>a. <i>One to one line of supervision</i></p> <p>b. <i>In addition to work supervision emphasis on staff development is a strong point.</i></p>	
4. Salary and Benefits	3
<p>a. <i>Salary levels commensurate with similar organizations</i></p>	
D. Financial Resources	3.67
1. Accounting	4
<p>a. <i>Accounting practices yield accurate financial data.</i></p>	

<i>b. Regular auditing and audit reports available</i>	
2. Budgeting	3
<i>a. Budget process integrated with program planning. b. Capacity building in budgeting required</i>	
3. Financial/Inventory Controls	4
<i>a. Independent audits are an integral part of the financial control system.</i>	
E. Service Delivery	3.33
1. Sectoral Expertise	3
<i>a. Organization has the experience necessary to accomplish its mission. b. Require specific capacity building in the area of vocational training and livelihood for PwDs.</i>	
2. Constituency Ownership	4
<i>a. Stakeholders has high influence in service delivery. Good parent-teacher association. b. Ownership of the board members was very high.</i>	
3. M&E Systems	3
<i>a. The monitoring system needs improvement to become scientific</i>	
F. External Relations	3.2
1. Constituency Relations	4
<i>a. Organization regards its constituency as a full partner. b. Commands an excellent goodwill from outside society which is actually the pillar of their strength.</i>	
3. Government Relations	2
<i>a. Need to establish and maintain better relationship with the government b. The government has recognized the work and appreciated through awards</i>	
4. Donor Relations	4
<i>a. Organization has practices and procedures for recognizing donors.</i>	
5. Public Relations	3
<i>a. Organization uses multiple channels for attracting support. b. Organization need to develop public relation policy</i>	
6. Media Relations	3
<i>a. Organization maintains diversified contacts with media outlets. b. Need to prepare specific media strategies</i>	

G. Partnering	3.5
1. Intra-sectoral partnering	4
<i>a. Organization is engage in intra-sectoral partnerships to further mission.</i>	
2. Inter-sectoral partnering	3
<i>a. Organization need to improve in inter-sectoral partnerships to further mission.</i>	
<i>b. Need to expand its sectoral relationship.</i>	
Core Competence(Facilities, Motivation & Approach to innovation) - 3.8	

Capacity Assessment of Indian Council of Social Welfare

Name of Organization 3: INDIAN COUNCIL OF SOCIAL WELFARE

Introduction

Date of Assessment: 7th Oct. 2009

Conducted By: Mr. Samir Ghosh

Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature

A. Governance	3
1. Board	3
<i>a. Board provides appropriate level of institutional oversight.</i>	
<i>b. Indian Council of Social Welfare has an Executive Committee comprising of honorary office bearers, and members. Total 16 members.</i>	
2. Mission, Goals and Philosophy	2
<i>To support Persons with Disabilities with vocational training and job placement so as to make them economically independent</i>	

Objectives

- To promote exchange of information and experience among social workers, social development agencies and others interested in social work throughout Rajasthan.
- To facilitate and promote co-operation and co-ordination among national and local organizations related to the field of social welfare and development
- To assist, collaborate, co-operate and co-ordinate with local, national and international governmental and non-governmental organizations dealing with various aspects of social welfare and development.
- To promote and encourage the establishment of educational institutions in social welfare and allied fields.
- To lobby in favour of social welfare and development when necessary
- To set up branches in different districts of Rajasthan State and to lay down from time to time the conditions for their affiliation.
- To invite State and National conferences and delegations on social welfare and render necessary courtesies and assistance to such invitees.

a. *Organization's mission is defined.*

b. *The organizational objectives need to be further expanded to specifically include working for PwDs.*

3. Executive Leadership

3

a. *Executive leadership has a clear vision of organization's mission.*

b. *Currently, the organization has adequately qualified staff to carry on the work.*

4. Legal Status

4

a. *Documentation related to legal status is in order.*

b. *ICSW is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G.*

B. Management Practices

2.5

1. Organizational Structure

2

a. *Decision making is mostly top down.*

b. *Semi structured organization.*

2. Information Systems

3

a. *Mostly one to one communication within the organization with occasional formal notice.*

3. Administrative Procedures

3

a. *Administrative tasks are systematized.*

4. Planning

2

a. *Works mostly on the routine framework*

5. Program Development

3

- Vocational Training Centre for Adult PwDs

<ul style="list-style-type: none"> • Old Age Home • Day Care Centre for Senior Citizens • Public Library <p>a. <i>Need to work on the basis of baseline data as well as intensify work.</i></p>	
6. Program Reporting	2
a. <i>Reporting system needs improvement</i>	
C. Human Resources	2.25
1. Personnel Management	2
a. <i>System needs to be developed</i>	
2. Diversity Issues	3
a. <i>Organization's work force is diverse.</i> b. <i>Fairly good gender balance amongst staff</i>	
3. Supervisory Practices	2
a. <i>One to one line of supervision</i> b. <i>Supervisory pattern is mostly to do with work completion</i>	
4. Salary and Benefits	2
b. <i>Salary levels do not commensurate with similar organizations</i>	
D. Financial Resources	2.67
1. Accounting	3
a. <i>Accounting practices yield accurate financial data.</i> b. <i>Regular auditing and audit reports available</i>	
2. Budgeting	2
a. <i>Budget process needs to be developed and integrated with program planning.</i> b. <i>Capacity building in budgeting required</i>	
3. Financial/Inventory Controls	3
a. <i>Independent audits are an integral part of the financial control system.</i>	
E. Service Delivery	2.33
1. Sectoral Expertise	3
a. <i>Organization need to enhance their experience necessary to accomplish its mission.</i> b. <i>Require specific capacity building in the area of vocational training and livelihood for PwDs.</i>	

2. Constituency Ownership	2
<ul style="list-style-type: none"> a. Stakeholders have minimum influence in service delivery. b. Ownership of the board members could not be assessed as discussion with board members was not possible. 	
3. M&E Systems	2
<ul style="list-style-type: none"> a. The monitoring system needs improvement to become scientific 	
F. External Relations	2
1. Constituency Relations	0
<ul style="list-style-type: none"> a. Could not be assessed 	
3. Government Relations	3
<ul style="list-style-type: none"> a. Maintains good relationship with the government b. The government has recognized the work and appreciated through awards 	
4. Donor Relations	3
<ul style="list-style-type: none"> a. Organization has practices and procedures for recognizing donors. 	
5. Public Relations	2
<ul style="list-style-type: none"> a. Organization need to develop public relation policy 	
6. Media Relations	2
<ul style="list-style-type: none"> a. Organization needs to maintain and diversify contacts with media outlets. 	
G. Partnering	2.5
1. Intra-sectoral partnering	3
<ul style="list-style-type: none"> a. Organization is engage in intra-sectoral partnerships to further mission. 	
2. Inter-sectoral partnering	2
<ul style="list-style-type: none"> a. Organization need to improve in inter-sectoral partnerships to further mission. b. Organization is currently medical oriented. Need to expand its sectoral relationship. 	
Core Competence (Facilities, Motivation & Approach to innovation) - 3	

Capacity Assessment of Karam Vikas Sansthan

Name of Organization 5: KARM VIKAS SANSTHAN

Introduction - **Karam Manovikas Sansthan**, started on 14th June 2000-2001. Registered with (RCI) in the year 2000, recognised by Ministry of Social Justice and Empowerment for education, Vocational Training and rehabilitation of person with physical, mental and multiple challenges. **Situated** at B-Block, Budh Vihar, Alwar (Rajasthan). Karam Manovikas is a **Non-profit** secular organization with residential facilities fully equipped with the pre school and school session, providing education and training to all kinds of children and adults with behaviour problem and multiple disabilities like autism, slow learners, ADHD, mental retardation, down syndrome, hearing, speech and visual impairment etc. **Infrastructure** provides to all its staff and students spacious air cooled classrooms, a well stocked library, hi-tech laboratories, comfortable dormitories and staff quarters. **Extra activities** seminars, Vocational Training, Fairs, Family Discussion and more.

Date of Assessment: 9th Oct. 2009

Conducted By: Mr. Samir Ghosh

Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature

A. Governance

3

1. Board

3

- a. Board provides appropriate level of institutional oversight.
- b. Indian Council of Social Welfare has an Executive Committee comprising of honorary office bearers, and members. Total 16 members.

2. Mission, Goals and Philosophy

2

To support Persons with Disabilities with vocational training and job placement so as to make them economically independent

Objectives

- To promote exchange of information and experience among social workers, social development agencies and others interested in social work throughout Rajasthan.
 - To facilitate and promote co-operation and co-ordination among national and local organizations related to the field of social welfare and development
 - To assist, collaborate, co-operate and co-ordinate with local, national and international governmental and non-governmental organizations dealing with various aspects of social welfare and development.
 - To promote and encourage the establishment of educational institutions in social welfare and allied fields.
 - To lobby in favour of social welfare and development when necessary
 - To set up branches in different districts of Rajasthan State and to lay down from time to time the conditions for their affiliation.
 - To invite State and National conferences and delegations on social welfare and render necessary courtesies and assistance to such invitees.
- a. Organization's mission is defined.

b. <i>The organizational objectives need to be further expanded to specifically include working for PwDs.</i>	
3. Executive Leadership	3
a. <i>Executive leadership has a clear vision of organization's mission.</i> b. <i>Currently, the organization has adequately qualified staff to carry on the work.</i>	
4. Legal Status	4
a. <i>Documentation related to legal status is in order.</i> b. <i>ICSW is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G.</i>	
B. Management Practices	2.83
1. Organizational Structure	3
a. <i>Decision making is mostly top down.</i> b. <i>Semi structured organization.</i>	
2. Information Systems	3
a. <i>Mostly one to one communication within the organization with occasional formal notice.</i>	
3. Administrative Procedures	3
a. <i>Administrative tasks are systematized.</i>	
4. Planning	3
a. <i>Works mostly on the routine framework</i>	
5. Program Development	3
<ul style="list-style-type: none"> • Vocational Training Centre for Adult PwDs • Old Age Home • Day Care Centre for Senior Citizens • Public Library <p>a. <i>Need to work on the basis of baseline data as well as intensify work.</i></p>	
6. Program Reporting	2
a. <i>Reporting system needs improvement</i>	
C. Human Resources	2.25
1. Personnel Management	2
a. <i>System needs to be developed</i>	
2. Diversity Issues	3
a. <i>Organization's work force is diverse.</i>	

<i>b. Fairly good gender balance amongst staff</i>	
3. Supervisory Practices	2
<i>a. One to one line of supervision</i> <i>b. Supervisory pattern is mostly to do with work completion</i>	
4. Salary and Benefits	2
<i>a. Salary levels do not commensurate with similar organizations</i>	
D. Financial Resources	2.67
1. Accounting	3
<i>a. Accounting practices yield accurate financial data.</i> <i>b. Regular auditing and audit reports available</i>	
2. Budgeting	2
<i>a. Budget process needs to be developed and integrated with program planning.</i> <i>b. Capacity building in budgeting required</i>	
3. Financial/Inventory Controls	3
<i>a. Independent audits are an integral part of the financial control system.</i>	
E. Service Delivery	2.33
1. Sectoral Expertise	3
<i>a. Organization need to enhance their experience necessary to accomplish its mission.</i> <i>b. Require specific capacity building in the area of vocational training and livelihood for PwDs.</i>	
2. Constituency Ownership	2
<i>a. Stakeholders have minimum influence in service delivery.</i> <i>b. Ownership of the board members could not be assessed as discussion with board members was not possible.</i>	
3. M&E Systems	2
<i>a. The monitoring system needs improvement to become scientific</i>	
F. External Relations	2.6
1. Constituency Relations	2
<i>a. Generally good but require improvement</i>	
3. Government Relations	3
<i>a. Maintains good relationship with the government</i>	

<i>b. The government has recognized the work and appreciated through awards</i>	
4. Donor Relations	3
<i>a. Organization has practices and procedures for recognizing donors.</i>	
5. Public Relations	3
<i>a. Organization need to develop public relation policy</i>	
6. Media Relations	2
<i>a. Organization needs to maintain and diversify contacts with media outlets.</i>	
G. Partnering	2.5
1. Intra-sectoral partnering	3
<i>a. Organization is engage in intra-sectoral partnerships to further mission.</i>	
2. Inter-sectoral partnering	2
<i>a. Organization need to improve in inter-sectoral partnerships to further mission.</i>	
<i>b. Organization is currently medical oriented. Need to expand its sectoral relationship.</i>	
Core Competence (Facilities, Motivation & Approach to innovation) - 2.8	

Capacity Assessment of Ma Madhuri Brajvaris Sewa Sadan (Apna Ghar)

Name of Organization 7: MA MADHURI BRAJVARIS SEWA SADAN (Apna Ghar)

Introduction - Ma Madhuri Braj Varis Sewa Sadan(MMBVSS) is a non-profit association of philanthropic individuals. We as an association believe in humanitarian values and serving mankind beyond reach. MMBVSS is working for the deprived section of the society i.e homeless, helpless, sick, and mentally ill people. Whole concept of MMBVSS was coined by a couple Dr. BM Bharadwaj and Dr. Madhuri Bharadwaj (By profession they are medical practitioners) keeping the aim in mind to serve the suffering humanity with the support of help mates. It has become quite possible for Bharadwaj couple to get millions of smile on the faces of suffering humanity. MMBVSS was registered on 29 June 2000 vide Regd No. 49/BPR/Raj/2000-2001 under Rajasthan Society Registration Act 1958 , under SEction 80 G and FCRA .

Date of Assessment: 10th Oct. 2009	Conducted By: Mr. Samir Ghosh
Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature	
A. Governance	3
1. Board	4

<ul style="list-style-type: none"> a. Board provides appropriate level of institutional oversight. b. An excellent and extremely committed board members. c. There are 18 board members that include 2 Founder members, President, Vice-President, General Secretary, Treasurer, Members and Special Invitees 	
2. Mission, Goals and Philosophy	3
<p>MMBVSS is a concept, a way forward to have an environment where helpless, deprived, sick would never loose their life in harsh painful situation because of lack of help, care and medical assistance.</p>	
<p>b. Objectives</p> <ul style="list-style-type: none"> • To provide shelter and basic amenities to the needy for better living. • To provide access to health service center and medical mobile units in remote areas. • To organize seminars and conferences to sensitize and motivate people especially childless couples for adoption of orphans and providing them with legal support. • To provide education, vocational training and support for rehabilitation. • To provide legal support to discriminated and abused women. <ul style="list-style-type: none"> a. Organization's mission is well defined. b. Though the mission statement and objectives have been defined, the geographical boundary in terms of area of operation is not clear. It looks that the spread could be throughout the country or even outside. Currently, they are working within the limits of State of Rajasthan. 	
3. Executive Leadership	2
<ul style="list-style-type: none"> a. Executive leadership has a clear vision of organization's mission. b. Currently, the organization is being majorly run by board members with their voluntary time. The staff structure is mostly care taker in nature. c. With the vision of expansion the leadership needs to professionalize so as to make a smooth transition from second generation to third generation organization. 	
4. Legal Status	3
<ul style="list-style-type: none"> a. Documentation related to legal status is in order. b. All papers related to financial matters were in order. c. MMBVSS was registered on 29 June 2000 vide Regd No. 49/BPR/Raj/2000-2001 under Rajasthan Society Registration Act 1958, under Section 80 G and FCRA. d. A good number of mentally ill patients are staying under residential care. The organization may also need to take appropriate authorisation under the mental health act. 	
B. Management Practices	
1. Organizational Structure	2
<ul style="list-style-type: none"> a. Decision making is mostly collective. b. Structure of organization is flat. c. Need to create the structure more formal in accordance with the vision of expansion 	
2. Information Systems	2

<ul style="list-style-type: none"> a. <i>Extremely informal in nature within organization.</i> b. <i>Programme information seems to flow by word of mouth and through telephone communication which is effective.</i> 	
3. Administrative Procedures	2
<ul style="list-style-type: none"> b. <i>Administrative tasks are systematized.</i> 	
4. Planning	3
<ul style="list-style-type: none"> • Sharing humanitarian thoughts and ideologies. • Using decentralized and autonomous units of service delivery networks. • Replicating initiatives. • Exploring avenues for sustaining the interventions. • Establish separate units for mental ill and infected. • Establish a separate unit for children and aged people. • Setup of its linkages and expansion of Apna Ghar Sewa Samitis and Mobile Units in all the districts of the state for the expansion of services. • Association with the organizations working on the similar issues and mutual cooperation. <ul style="list-style-type: none"> a. <i>Organization develops operational plans that guide action.</i> b. <i>Most of the plans are made operational</i> 	
5. Program Development	2
<ul style="list-style-type: none"> a. <i>Currently working with a floating population hence difficult to work with a target group having any baseline.</i> b. <i>Since several of their inmates specially PwDs (Mentally Challenged) are living on long term basis, it is essential that program development is done in accordance with need analysis of the target group for sustainable impact.</i> 	
6. Program Reporting	2
<ul style="list-style-type: none"> a. <i>Program reports currently do not accurately reflect strengths and weaknesses.</i> b. <i>The only available reports are audit reports reflecting mostly financial details</i> 	
C. Human Resources	2
1. Personnel Management	1
<ul style="list-style-type: none"> a. <i>Currently lack personnel management practices</i> b. <i>Staff strength very small. Expansion should commensurate with appropriate organizational staff policy</i> 	
2. Diversity Issues	3
<ul style="list-style-type: none"> a. <i>Organization's work force is diverse.</i> b. <i>Fairly good gender balance amongst staff</i> 	
3. Supervisory Practices	2
<ul style="list-style-type: none"> a. <i>One to one line of supervision</i> 	

<i>b. Supervisory pattern is mostly to do with work completion</i>	
4. Salary and Benefits	2
<i>a. Salary levels do not commensurate with similar organizations</i>	
D. Financial Resources	3.33
1. Accounting	4
<i>a. Accounting practices yield accurate financial data.</i> <i>b. Regular auditing and audit reports available</i>	
2. Budgeting	2
<i>a. Budget process needs to be integrated with program planning.</i> <i>b. Capacity building in budgeting required</i>	
3. Financial/Inventory Controls	4
<i>a. Independent audits are an integral part of the financial control system.</i>	
E. Service Delivery	3
1. Sectoral Expertise	3
<i>a. Organization need to enhance their experience necessary to accomplish its mission.</i> <i>b. Working with multiple target group including PwDs. Require specific capacity building in the area of vocational training and livelihood.</i>	
2. Constituency Ownership	4
<i>a. Stakeholders influence service delivery.</i> <i>b. Ownership of all the board members was very high</i>	
3. M&E Systems	2
<i>a. The monitoring system needs improvement to become scientific</i>	
F. External Relations	3.2
1. Constituency Relations	4
<i>a. Organization regards its constituency as a full partner.</i> <i>b. Commands an excellent goodwill from outside society which is actually the pillar of their strength.</i>	
3. Government Relations	4
<i>a. Maintains good relationship with the government</i> <i>b. The government has recognized the work and appreciated through awards</i>	
4. Donor Relations	4

a. Organization has practices and procedures for recognizing donors.	
5. Public Relations	2
a. Organization need to use multiple channels for attracting support. b. Organization need to develop public relation policy	
6. Media Relations	2
a. Organization need to maintain and diversify contacts with media outlets. b. Specific medial strategy should be developed.	
G. Partnering	2.5
1. Intra-sectoral partnering	3
a. Organization is engage in intra-sectoral partnerships to further mission.	
2. Inter-sectoral partnering	2
a. Organization need to engage in inter-sectoral partnerships to further mission. b. Organization is currently treatment and medical oriented. Need to expand its sectoral relationship.	
Core Competence (Facilities, Motivation & Approach to innovation) - 2.8	

Capacity Assessment of Nav Disha Vikas Samiti

Name of Organization 8: NAV DISHA VIKAS SAMITI	
Introduction	
Date of Assessment: 9 th Oct. 2009	Conducted By: Mr. Samir Ghosh
Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature	
A. Governance	2.25
1. Board	3
a. Consist of 8 members	
2. Mission, Goals and Philosophy	1
a. No written down goals or mission was available nor could be explained b. No specific objectives could be found	
3. Executive Leadership	1
a. The leadership had no specific programme to discuss	

4. Legal Status	4
<p>a. Documentation related to legal status is in order.</p> <p>b. Nav Disha is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G.</p>	
B. Management Practices	1
1. Organizational Structure	1
<p>a. Organizational Structure completely missing</p>	
2. Information Systems	1
<p>a. Information system by word of mouth</p>	
3. Administrative Procedures	1
<p>a. Absence of administrative procedures.</p>	
4. Planning	1
<p>a. No Annual Work Plan found.</p>	
5. Program Development	1
<p>a. Currently a school for mentally challenged students is being run with no vocational training although in government record it has a VTC status</p>	
6. Program Reporting	1
<p>a. No reports generated.</p>	
C. Human Resources	1.75
1. Personnel Management	1
<p>a. There are in all 7 staff members including care taker and cleaner</p>	
2. Diversity Issues	2
<p>a. Fairly good gender balance amongst staff</p>	
3. Supervisory Practices	2
<p>a. One to one line of supervision</p> <p>b. Supervisory pattern is mostly to do with work completion</p>	
4. Salary and Benefits	2
<p>a. Salary and benefits extremely poor</p>	
D. Financial Resources	2
1. Accounting	2

<i>a. Not available to comment</i>	
2. Budgeting	2
<i>a. Not available to comment</i>	
3. Financial/Inventory Controls	2
<i>a. Not available to comment</i>	
E. Service Delivery	1.67
1. Sectoral Expertise	2
<i>a. Organization need to enhance their experience necessary to accomplish its mission.</i> <i>b. Require specific capacity building in the area of vocational training and livelihood for PwDs.</i>	
2. Constituency Ownership	2
<i>a. Stakeholders has minimum influence in service delivery.</i> <i>b. Ownership of the board members could not be assessed as discussion with board members was not possible.</i>	
3. M&E Systems	1
<i>a. There is no monitoring system</i>	
F. External Relations	1
1. Constituency Relations	1
<i>a. Could not be assessed</i> <i>b. It had a good relationship at one time but now the goodwill is lost.</i>	
3. Government Relations	1
<i>a. The organization under scrutiny</i>	
4. Donor Relations	1
<i>a. Could not be assessed.</i>	
5. Public Relations	1
<i>a. Documents not available to comment</i>	
6. Media Relations	1
<i>a. Documents not available to comment.</i>	
G. Partnering	1.5
1. Intra-sectoral partnering	2

a. Organization is engage in intra-sectoral partnerships.

2. Inter-sectoral partnering

1

a. Single programme hence cannot comment.

Core Competence (Facilities, Motivation & Approach to innovation) - 1

Capacity Assessment of Prayas

Name of Organization 9: PRAYAS

Introduction - PRAYAS an institute started in 1996 works for the mentally challenged, physically disabled and socially deprived adult children. Based in Jaipur, Prayas is the first Vocational Institute for Mentally Challenged in the state of Rajasthan. Expanding education opportunities for adult children and creating better environment for them is the central goal of PRAYAS. Its endeavor is to help them lead a dignified life by giving them quality education, training and viable vocational skills. Started with 5 children now Prayas is serving 454 children through its 4 centres and indirectly serving 8000 families through different activities: health camps, adult education, vocational training, Bal Clubs and community services. Skills development includes candle making, tie-dye, papier-mâché, stitching, bag making, envelope and folder making and chalk making. The products are marketed and the proceeds are deposited in Children's individual bank accounts.

In order to create awareness about mental retardation and the facilities provided by the government, Prayas organized the first ever Disability Awareness and Sensitization Fair in May 2005. Prayas in accreditation with Madhya Pradesh Bhoj Open University (MPBOU) and Rehabilitation Council of India (RCI) started the "Foundation Course on Education of Children with Disabilities" which is a distance education course for the school teachers. Prayas has trained 240 primary teachers of government schools under the "Sarva Shiksha Abhiyaan". In 2006 PRAYAS in accreditation with the RCI and Manipal University started a two year Diploma in Special Education (MR)

Date of Assessment: 9th Sept. 2009

Conducted By: Mr. Samir Ghosh

Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature

A. Governance

4

1. Board

4

- a. Board provides appropriate level of institutional oversight.
- b. An excellent and extremely committed board members. Total 7 board members comprising of office bearers, and members.

2. Mission, Goals and Philosophy

4

Prayas is devoted to supporting the unlimited potentials of mentally challenged, physically disabled and socially disadvantaged children. Prayas achieves its mission through a humanitarian approach and fights for

the rights of children.

VISION: Equal opportunity for all.

MISSION: Integration of challenged children and people into mainstream society, supporting their growth into becoming self-sufficient individuals.

Objectives

- To provide education and vocational training to disabled and mentally challenged children.
- To support the integration of special needs children into the mainstream through an Integrated Education approach.
- To enhance skills and develop positive attitudes towards self-reliance.
- To provide income generating projects that will enable special needs adults to become economically self-sufficient.
- To develop strategies for marketing the products made by the physically and mentally disabled so that their income can be ensured.
- To provide training, develop entrepreneurial skills, and provide support by involving parents and family members.
- To advocate for Children’s Rights.
- To advocate and network with governmental and non-governmental institutes.
- To provide Home Based Services for children in the profound category.
- To support the community’s learning through Community Based Programs and Women’s Empowerment Activities.

- a. *Organization’s mission is well defined.*
- b. *The objectives of the organization as stated match very well with their functional achievements*

3. Executive Leadership	4
<ul style="list-style-type: none"> a. <i>Executive leadership has a clear vision of organization's mission.</i> b. <i>Currently, the organization has well qualified staff with multiple specializations.</i> 	
4. Legal Status	4
<ul style="list-style-type: none"> a. <i>Documentation related to legal status is in order.</i> b. <i>PRAYAS is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G and FCRA.</i> 	
B. Management Practices	3.67
1. Organizational Structure	4
<ul style="list-style-type: none"> a. <i>Decision making is democratic.</i> b. <i>Very well structured organization.</i> c. <i>Clearly defined job responsibilities.</i> 	
2. Information Systems	3
<ul style="list-style-type: none"> a. <i>Formal in nature with regular structured meetings.</i> 	

<i>b. Programme information seems to flow by word of mouth and through telephone communication and official notices.</i>	
3. Administrative Procedures	3
<i>a. Administrative tasks are systematized.</i>	
4. Planning	4
<i>a. In addition to routine work, the organization gives high emphasis on innovation.</i>	
<i>b. Work is on the basis of Annual Work Plan with systematic quarterly review</i>	
5. Program Development	4
<ul style="list-style-type: none"> • Community Based Rehabilitation • Special Education • Vocational Training • Training of Special Educators 	
<i>a. Need to work on the basis of baseline data to get more global view of the problem</i>	
6. Program Reporting	4
<i>a. PRAYAS ensures and maintains high quality standards during programme implementation.</i>	
<i>b. Reporting is both qualitative as well as quantitative in nature. Well documented reporting system.</i>	
C. Human Resources	3
1. Personnel Management	3
<i>a. The total staff strength at the central office and branches is 57</i>	
<i>b. Well documented organizational staff procedures</i>	
2. Diversity Issues	3
<i>a. Organization's work force is diverse.</i>	
<i>b. Fairly good gender balance amongst staff</i>	
3. Supervisory Practices	3
<i>a. One to one line of supervision</i>	
<i>b. In addition to work supervision emphasis on staff development is a strong point.</i>	
4. Salary and Benefits	3
<i>b. Salary levels commensurate with similar organizations</i>	
D. Financial Resources	3.67
1. Accounting	4
<i>a. Accounting practices yield accurate financial data.</i>	
<i>b. Regular auditing and audit reports available</i>	

2. Budgeting	3
<ul style="list-style-type: none"> a. Budget process integrated with program planning. b. Capacity building in budgeting required 	
3. Financial/Inventory Controls	4
<ul style="list-style-type: none"> a. Independent audits are an integral part of the financial control system. 	
E. Service Delivery	3.33
1. Sectoral Expertise	3
<ul style="list-style-type: none"> a. Organization has the experience necessary to accomplish its mission. b. Require specific capacity building in the area of vocational training and livelihood for PwDs. 	
2. Constituency Ownership	4
<ul style="list-style-type: none"> a. Stakeholders has high influence in service delivery. Good parent-teacher association. b. Ownership of the board members was very high. 	
3. M&E Systems	3
<ul style="list-style-type: none"> a. The monitoring system needs improvement to become scientific 	
F. External Relations	3.4
1. Constituency Relations	4
<ul style="list-style-type: none"> a. Organization regards its constituency as a full partner. b. Commands an excellent goodwill from outside society which is actually the pillar of their strength. 	
3. Government Relations	2
<ul style="list-style-type: none"> a. Need to establish and maintain better relationship with the government b. The government has recognized the work and appreciated through awards 	
4. Donor Relations	4
<ul style="list-style-type: none"> a. Organization has practices and procedures for recognizing donors. 	
5. Public Relations	3
<ul style="list-style-type: none"> a. Organization use multiple channels for attracting support. b. Organization need to develop public relation policy 	
6. Media Relations	4
<ul style="list-style-type: none"> a. Organization maintains diversified contacts with media outlets. 	
G. Partnering	3.5
1. Intra-sectoral partnering	4

a. Organization is engage in intra-sectoral partnerships to further mission.	
2. Inter-sectoral partnering	3
a. Organization need to improve in inter-sectoral partnerships to further mission. b. Need to expand its sectoral relationship.	
Core Competence (Facilities, Motivation & Approach to innovation) - 3.5	

Capacity Assessment of Rajasthan Mahila Kalyan Mandal

Name of Organization 10: RAJASTHAN MAHILA KALYAN MANDAL (RMKM)

Introduction - **Rajasthan Mahila Kalyan Mandal (RMKM)** is a secular, non-political, non-profitable, autonomous voluntary organization, registered under the Rajasthan Societies Registration Act of 1958 & FCRA Govt. of India. RMKM mission is, "To work toward an egalitarian society in a manner that deprived social segments (especially women & children) have their rights established and dignity restored". It intends to focus its efforts on the most vulnerable groups and do so with an underlying value of respect for human potential, also involve in their development process with little external facilitation. RMKM has been working in field of Special Education since last 17 years. Recently it has initiated an inclusive education project named "Pahla Kadam". RMKM is initiating the concept of the inclusion of Mentally Challenged children, perhaps for the first time in Rajasthan, through its long established Special Schools. Focus areas of RMKM: Education, Community & Mental Health, Livelihood Promotion and Capacity Building. Livelihood Promotion area includes interventions such as Micro Finance, Women Empowerment, Income Generation, Animal Husbandry, Agricultural Development and Water Resource Management. Project AWARE (Action for Women Advancement in Rural Environment) developed by RMKM to inculcate entrepreneurship skills in rural women through life skill & vocational training.

The 'Rural Employment Exchange' as the name reflects caters to providing services of employment and enhancing employability opportunities for rural youths. The REX model has been piloted (in 2007) and is operational in the Dausa district for providing employment services to the rural youths. REX has been providing services to industries for youth placements. REX provides pre-counseling, carrier guidance, improving self-confidence, pre-interview counseling, Bio-data services, Photocopy etc.

Date of Assessment: 10th Sept. 2009	Conducted By: Mr. Samir Ghosh
Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature	
A. Governance	4
1. Board	4
a. Board provides appropriate level of institutional oversight. b. An excellent and extremely committed board members. There are altogether 35 members in the	

<p><i>governing council.</i></p> <p>c. <i>7 member executive committee comprising of 5 women and 2 men. The overall diversity of the board is exemplary.</i></p>	
2. Mission, Goals and Philosophy	4
<p>Vision: RMKM visualizes an aware & empowered society capable enough to initiate & manage development processes aimed at sustainable development.</p> <p>Mission: Empowerment of the deprived segments of the society through capacity building measures including awareness and skill building, proper interventions enhanced by applied research and using the highest norms of social work values, ethics and principles.</p>	
<p>Objectives</p> <ul style="list-style-type: none"> • To work towards providing quality of education so that the children achieve full flowering and self-realization. • To provide care & support to the aged. • To work towards the development of the disabled through vocational training, preventive and rehabilitative services. • To create an atmosphere that is conducive to learning & dignified living for disabled children. <p>a. <i>Very well defined vision and mission statement</i></p> <p>b. <i>The objectives of the organization as stated match very well with their functional achievements.</i></p>	
3. Executive Leadership	4
<p>a. <i>Executive leadership has a clear vision of organization's mission.</i></p> <p>b. <i>Currently, the organization has well qualified staff with multiple specializations.</i></p>	
4. Legal Status	4
<p>a. <i>Documentation related to legal status is in order.</i></p> <p>b. <i>RMKM is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G and FCRA.</i></p>	
B. Management Practices	
1. Organizational Structure	4
<p>a. <i>Decision making is democratic.</i></p> <p>b. <i>Very well structured organization.</i></p> <p>c. <i>Clearly defined job responsibilities.</i></p>	
2. Information Systems	4
<p>a. <i>Formal in nature with regular structured meetings.</i></p> <p>b. <i>There are 2 kinds of information sharing. Information in rural areas are shared through SHG meetings, meeting at the Anganwadi and ANM level. In the urban programme, it is through programme staff and volunteer interaction. The organization has an excellent volunteer base.</i></p>	
3. Administrative Procedures	4

<p>a. <i>Administrative tasks are systematized.</i></p> <p>b. <i>Well defined recruitment policy.</i></p> <p>c. <i>Written down organizational code of conduct.</i></p>	
4. Planning	4
<p>a. <i>In addition to routine work, the organization gives high emphasis on innovation.</i></p> <p>b. <i>Work is on the basis of Annual Work Plan with systematic monthly review.</i></p> <p>c. <i>The organization also has a long term perspective plan.</i></p>	
5. Program Development	4
<ul style="list-style-type: none"> • Education for disabled • Women Empowerment • Health & HIV/AIDS Awareness • Environment <p>a. <i>Baseline data collected by the organization guides the programme.</i></p> <p>b. <i>Community need assessment is the prime criteria for diversification of programmes.</i></p>	
6. Program Reporting	4
<p>a. <i>RMKM ensures and maintains high quality standards during programme implementation.</i></p> <p>b. <i>Reporting is both qualitative as well as quantitative in nature. Well documented reporting system.</i></p> <p>c. <i>Programmes are well communicated.</i></p> <p>d. <i>Regular reporting of staff is compiled and feed into the main report.</i></p>	
C. Human Resources	3.75
1. Personnel Management	4
<p>a. <i>Organization has adequate and qualified staff</i></p> <p>b. <i>Well documented organizational staff procedures</i></p>	
2. Diversity Issues	4
<p>a. <i>Organization's work force is diverse.</i></p> <p>b. <i>Fairly good gender balance amongst staff.</i></p> <p>c. <i>Stakeholders also form part of staff.</i></p>	
3. Supervisory Practices	4
<p>a. <i>Organization works on a team method taking rotational leadership format,</i></p> <p>b. <i>In addition to work supervision high emphasis on staff development is a strong point.</i></p>	
4. Salary and Benefits	3
<p>a. <i>Salary levels commensurate with similar organizations</i></p>	
D. Financial Resources	3.67
1. Accounting	4

<ul style="list-style-type: none"> a. Accounting practices yield accurate financial data. b. Regular auditing and audit reports available 	
2. Budgeting	3
<ul style="list-style-type: none"> a. Budget process integrated with program planning. b. Capacity building on different methods of budgeting. 	
3. Financial/Inventory Controls	4
<ul style="list-style-type: none"> a. Independent audits are an integral part of the financial control system. 	
E. Service Delivery	3.67
1. Sectoral Expertise	3
<ul style="list-style-type: none"> a. Organization has the experience necessary to accomplish its mission. b. Require specific capacity building in the area of vocational training and livelihood for PwDs. 	
2. Constituency Ownership	4
<ul style="list-style-type: none"> a. Stakeholders have high influence in service delivery. Good parent-teacher association. b. Ownership of the board members was very high. c. Excellent community mobilisation. 	
3. M&E Systems	4
<ul style="list-style-type: none"> a. Both external and internal monitoring system is practiced. 	
F. External Relations	3.6
1. Constituency Relations	4
<ul style="list-style-type: none"> a. Organization regards its constituency as a full partner. b. Commands an excellent goodwill from outside society which is actually the pillar of their strength. 	
3. Government Relations	4
<ul style="list-style-type: none"> a. Very good relationship with the government. 	
4. Donor Relations	4
<ul style="list-style-type: none"> a. Organization has practices and procedures for recognizing donors. 	
5. Public Relations	3
<ul style="list-style-type: none"> a. Organization uses multiple channels for attracting support. b. Organization need to develop public relation policy 	
6. Media Relations	3
<ul style="list-style-type: none"> a. Organization maintains diversified contacts with media outlets. b. Need to prepare specific media strategies 	

G. Partnering	4
1. Intra-sectoral partnering	4
<i>a. Organization is engage in intra-sectoral partnerships to further mission.</i>	
2. Inter-sectoral partnering	4
<i>a. Organization need to improve in inter-sectoral partnerships to further mission..</i>	
Core Competence (Facilities, Motivation & Approach to innovation) - 4.5	

Capacity Assessment of Umang

Name of Organization 11: UMANG

Introduction - **UMANG** is a recognized and registered secular non-profit/non-government organization. Located in Jaipur, Rajasthan, it is an initiative of parents supported by professionals and is committed to ensure the inclusion of persons with disabilities in every facet of society. Umang strives for an all inclusive society with equal opportunity for all by enhancing the overall quality of life of individuals with cerebral palsy, multiple disabilities, mental challenges, autism and other neurological conditions so as to enable them to achieve their fullest potential and integrate them into mainstream for full participation in the community. Together, with a team of highly experienced and professional staff, parents and volunteers from across the world, Umang offers a range of services to its students, parents, professionals and community.

Date of Assessment: 21st July 2009

Conducted By: Mr. Samir Ghosh

Scoring: 1 = Nascent; 2 = Emerging; 3 = Expanding; 4 = Mature

A. Governance	3.75
1. Board	4
<i>a. Board provides appropriate level of institutional oversight.</i>	
<i>b. An excellent and extremely committed board members. There are altogether 9 members in the board which comprise of experts, parents and people from other professions</i>	
2. Mission, Goals and Philosophy	3
Aim: UMANG strives for an all inclusive society with equal opportunity for all by enhancing the overall quality of life of individuals with cerebral palsy, multiple disabilities, mental challenges, autism and other neurological conditions so as to enable them to achieve their fullest potential and include them into mainstream for full participation in the community..	
Objectives	
<ul style="list-style-type: none"> • Develop skills in education, management, and training for gainful employment of persons with disabilities in any environment • Empower persons with disabilities, families and professionals with knowledge of relevant service provisions, public policies and legal provisions and assist them in order to bring about positive changes in the lives of persons with disabilities 	

<ul style="list-style-type: none"> • Advocate, generate awareness and solicit sustained support through capacity building, networking, legislative advocacy and campaigns for realizing the rights of persons with disabilities. • Contribute to the knowledge base and develop evidence based interventions on the issues of disability through continuous research and documentation and creation of a resource centre. • Reach out to the persons with disabilities, families and community in rural and tribal areas to assist, strengthen and support them, generate awareness on the issues of disability and to promote community participation in caring for persons with disabilities. <p>a. <i>Mission and Vision not specified. However, the aim of UMANG serves currently as their mission statement.</i></p> <p>b. <i>The organization should frame appropriate vision and mission statement so as to have a better long term planning strategy.</i></p> <p>c. <i>The objectives of the organization as stated match very well with their functional achievements</i></p>	
3. Executive Leadership	4
<p>a. <i>Executive leadership has a clear vision and objectives of the organization.</i></p> <p>b. <i>Currently, the organization has well qualified staff with multiple specializations.</i></p>	
4. Legal Status	4
<p>a. <i>Documentation related to legal status is in order.</i></p> <p>b. <i>UMANG is a registered society under Rajasthan Society Registration Act 1958, under Section 80 G and FCRA.</i></p>	
B. Management Practices	3.5
1. Organizational Structure	4
<p>a. <i>Decision making is democratic.</i></p> <p>b. <i>Very well structured organization.</i></p> <p>c. <i>Clearly defined job responsibilities.</i></p>	
2. Information Systems	3
<p>a. <i>Formal in nature with regular structured meetings.</i></p> <p>b. <i>Programme information seems to flow by word of mouth and through telephone communication and official notices.</i></p>	
3. Administrative Procedures	3
<p>a. <i>Administrative tasks are systematized.</i></p> <p>b. <i>The Executive Director is the chief functionary mostly in-charge of all decision making.</i></p>	
4. Planning	4
<p>a. <i>In addition to routine work, the organization gives high emphasis on innovation.</i></p> <p>b. <i>Work is on the basis of Annual Work Plan with systematic quarterly review</i></p>	
5. Program Development	3

<ul style="list-style-type: none"> • Center for special education • Vocational Training • Inclusion in Community • Home management and counseling • Advocacy and awareness • Strengthening other services <p>a. <i>Need to work on the basis of baseline data to get more global view of the problem.</i></p> <p>b. <i>Should work with rural community.</i></p>	
6. Program Reporting	4
<p>a. <i>UMANG ensures and maintains high quality standards during programme implementation.</i></p> <p>b. <i>Reporting is both qualitative as well as quantitative in nature. Well documented reporting system.</i></p> <p>c. <i>Programmes are well communicated.</i></p>	
C. Human Resources	3
1. Personnel Management	3
<p>a. <i>Organization has adequate and qualified staff.</i></p> <p>b. <i>Well documented organizational staff procedures.</i></p>	
2. Diversity Issues	3
<p>a. <i>Organization's work force is diverse.</i></p> <p>b. <i>Fairly good gender balance amongst staff.</i></p>	
3. Supervisory Practices	3
<p>a. <i>One to one line of supervision.</i></p> <p>b. <i>In addition to work supervision emphasis on staff development must be given.</i></p>	
4. Salary and Benefits	3
<p>a. <i>Salary levels commensurate with similar organizations</i></p>	
D. Financial Resources	3.67
1. Accounting	4
<p>a. <i>Accounting practices yield accurate financial data.</i></p> <p>b. <i>Regular auditing and audit reports available</i></p>	
2. Budgeting	3
<p>a. <i>Budget process integrated with program planning.</i></p> <p>b. <i>Capacity building in budgeting required</i></p>	
3. Financial/Inventory Controls	4
<p>a. <i>Independent audits are an integral part of the financial control system.</i></p>	

E. Service Delivery	3.33
1. Sectoral Expertise	3
<p>a. <i>Organization has the experience necessary to accomplish its mission.</i> b. <i>Require specific capacity building in the area of vocational training and livelihood for PwDs.</i></p>	
2. Constituency Ownership	4
<p>a. <i>Stakeholders have medium influence in service delivery. Good parent-teacher association.</i> b. <i>Ownership of the board members was very high.</i></p>	
3. M&E Systems	3
<p>a. <i>The monitoring system needs improvement to become scientific</i></p>	
F. External Relations	3.4
1. Constituency Relations	4
<p>a. <i>Organization regards its constituency as a full partner.</i> b. <i>Commands an excellent goodwill from outside society which is actually the pillar of their strength.</i></p>	
3. Government Relations	3
<p>a. <i>Very good relationship with the government.</i></p>	
4. Donor Relations	4
<p>a. <i>Organization has practices and procedures for recognizing donors.</i></p>	
5. Public Relations	3
<p>a. <i>Organization uses multiple channels for attracting support.</i> b. <i>Organization need to develop public relation policy</i></p>	
6. Media Relations	3
<p>a. <i>Organization maintains diversified contacts with media outlets.</i> b. <i>Need to prepare specific media strategies</i></p>	
G. Partnering	3.5
1. Intra-sectoral partnering	4
<p>a. <i>Organization is engage in intra-sectoral partnerships to further mission.</i></p>	
2. Inter-sectoral partnering	3
<p>a. <i>Organization need to improve in inter-sectoral partnerships to further mission.</i> b. <i>Need to expand its sectoral relationship.</i></p>	
Core Competence (Facilities, Motivation & Approach to innovation) - 4	

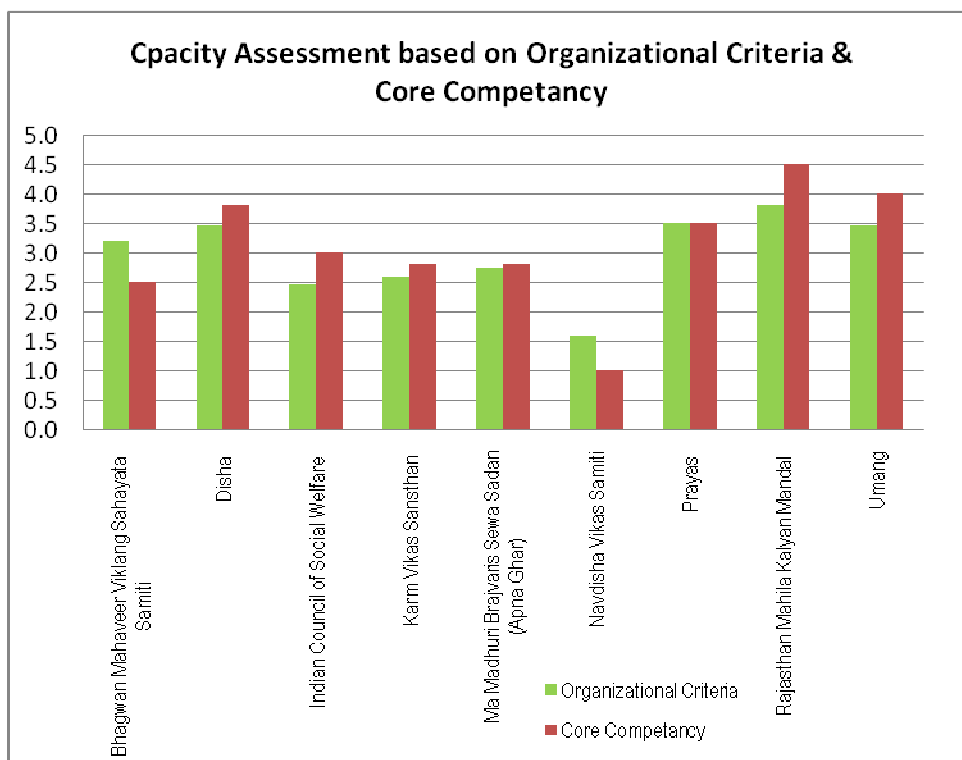
Comprehensive Table showing Scores gained based on the major parameters (Organizational Criteria and Core competence)

Parameters Organizations	Governance	Managem ent Practices	Human Resources	Financial Resources	Service Delivery	External Relations	Partnerin g	Organizat ional Criteria	Core Competence – Disability & Livelihood	Average Score
Bhagwan Mahaveer Viklang Sahayata Samiti	3.75	3.17	2.75	3.67	2.67	3.8	2.5	3.19	2.5	2.84
Disha	4	3.5	3	3.67	3.33	3.2	3.5	3.46	3.8	3.63
Indian Council of Social Welfare	3	2.5	2.25	2.67	2.33	2	2.5	2.46	3	2.73
Karm Vikas Sansthan	3	2.83	2.25	2.67	2.33	2.6	2.5	2.60	2.8	2.70
Ma Madhuri Brajvaris Sewa Sadan (Apna Ghar)	3	2.17	2	3.33	3	3.2	2.5	2.74	2.8	2.77
Navdisha Vikas Samiti	2.25	1	1.75	2	1.67	1	1.5	1.60	1	1.30
Prayas	4	3.67	3	3.67	3.33	3.4	3.5	3.51	3.5	3.51
Rajasthan Mahila Kalyan Mandal	4	4	3.75	3.67	3.67	3.6	4	3.81	4.5	4.16
Umang	3.75	3.5	3	3.67	3.33	3.4	3.5	3.45	4	3.73

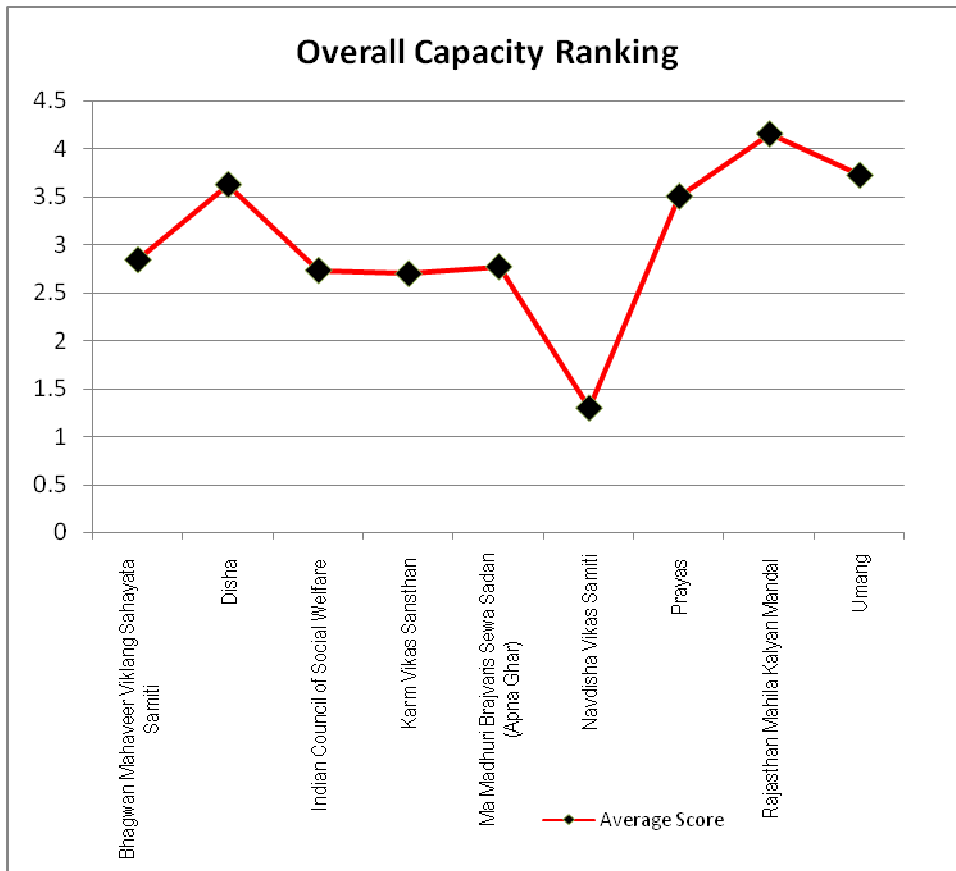
From the table above it is noted that all organizations except Nav Disha Vikas Samiti, the governance structure is either in mature or in expanding stage. In management practices, 3 organizations are in emerging stage and 1 of them is in nascent stage. In human resources, only 2 agencies (RMKM & UMANG) have scored higher ranking. While Umang is in expanding stage, RMKM is close to its mature stage. In financial management, 3 organizations need improvement and better financial discipline. The sector on service delivery, all of them require specific capacity building in the area of livelihood where only one agency (RMKM) scoring 3.67 is close to its mature stage. Similarly, the external relations which gauged both public as well as media relations show that most of them are in expanding stage since none of them have specific public relations or media relations policy. The partnering criteria noted only 3 organizations in the expanding stage and one organization (RMKM) in its mature stage.

Thus in the overall organizational criteria, it is noted that RMKM has scored the highest with 3.81 as average followed by Prayas – 3.51. Disha with 3.46 is slightly more advantages compared to Umang with 3.45.

The core competence criteria notice RMKM in the first position followed by Umang in second and Disha in third. Prayas is close to Disha with 3.5. Indian Council of Social Welfare scored 3 where it was noted that their vocational training is being run very successfully with the instructors using innovative methods to train the slow learners. The graph below show the comparison between two major parameters across organizations.



Taking the average of the two major parameters into account, the overall ranking is depicted in the graph mentioned underneath.



Accordingly, the ranking of the organizations is as follows;

Sr. No.	Organizations	Rank
1.	Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS)	5
2.	Disha	3
3.	Indian Council of Social Welfare (ICSW)	7
4.	Karm Vikas Sansthan (KVS)	8
5.	Ma Madhuri Brajvaris Sewa Sadan (Apna Ghar)	6
6.	Navdisha Vikas Samiti	9
7.	Prayas	4
8.	Rajasthan Mahila Kalyan Mandal (RMKM)	1
9.	Umang	2

Conclusion

The exercise of assessment of the organizations was done with an idea to understand their capacity in being a support organization for RMoL to carry out its agenda on inclusion of PwDs for livelihood. It may however be noted that all the organizations except Nav Disha has potential of being support organizations for the mainstream VTCs. The ranks obtain are relative and comparable within the organizations were visits had been undertaken. The organizations attitude towards their work differs from organization to organization depending upon the leadership. Whereas RMKM, Umang, Prayas and Disha strongly believe in rights based approach. BMVSS, ICSW, Apna Ghar and KVS believe more in the welfare approach.

All except RMKM did not have a strong rural base and understanding of multisectoral government programmes from where linkages could be established. The community mobilization and rural presence of RMKM gives them an edge over the other organizations in their suitability to work as support organizations for both rural and urban areas.

It is strongly recommended that all the organizations need to undergo capacity building in the field of livelihood. In addition separate training needs to be designed to equip them to become support organization. It is further recommended that careful drafting of ToR needs to be done so that there is no ambiguity of role required to be played as support organization. Accordingly, training need to be designed after drafting the ToR of support organization.