Partner Selection Guidelines

Effective 01 Apr 2014

Collective action for Basic Rights Foundation
(CBRF)
Promoting Disability Rights

Delhi

CONTENTS

Section 1

INTRODUCTION TO THE MANUAL

1.1 Purpose of the manual

Collective action for Basic Rights Foundation (CBRF) receives funding from various sources for the implementation programs at the community level. These programs are implemented through selected Non-Government Organizations (NGO) partners. The primary objective of every program is to build the capacity of DPOs so that they can lobby and advocate for their entitlements and rights.

Selection of partners, who would be able to achieve the desired results, is an important aspect and critical to success. The choice of the partner with appropriate strengths and capacities will enable the implementation of any program with minimum delay and lag from the time the grants are approved.

Partner selection involves choice from available alternatives. It also implies the ability to assess the technical and organizational capacities to implement the intended program in view of yielding the maximum value for the resources deployed.

In order to facilitate uniform understanding of selection criteria that has been laid down, this manual intends to define the criteria to be applied and the process of applying the same. Through this manual the users will also understand the process of assessing the technical and institutional capacities of probable implementing agencies.

The purpose of the manual is:
- (a) to clearly outline the process of selection of partners
- (b) to make the entire process a transparent one
- (c) to minimize subjectivity in the process of selection.

1.2 Intended Users of the Manual

The intended users of this manual are the staff, the evaluators, the PSC and the Board of CBRF – all of whom are involved in the assessment of the capacity of the partners as implementing agencies.

1.3 Document Explanatory Map

This document has been developed to facilitate CBRF:
1. to handle the partner selection for the different programs being implemented by CBRF;
2. to orient partners to carry out a needs assessment in the geographic area with the target group and to prepare a proposal;

3. to evaluate the proposal and to carry out a technical and institutional appraisal of the short-listed organizations.

The guidelines provided are generic and need to be appropriately used for specific programs.

1.4 Objectives

The objectives of this manual are:

(a) To clearly capture the process involved in:
  - **a.1** partner identification,
  - **a.2** short-listing,
  - **a.3** appraisal
  - **a.4** contracting
  - **a.5** capacity building and
  - **a.6** evaluation.

(b) To capture the steps involved in each of the processes and to outline a set procedure.

(c) To enable the respective departments to establish procedures for the different steps, by adapting them to specific contexts.

(d) To be useful as resource material for programme personnel in partner selection.

(e) To establish transparency in the selection process.

1.5 Scope and Organization

(a) This manual is only meant to serve as a guideline and provide the purpose and principles but needs to be modified to suit the situation and the specific context.

(b) This manual outlines the steps in the cycle from partner identification to being contracted for the first time.

(c) It serves as a guideline for scaling up the project activities.

(d) It describes the statements and documents that need to be submitted by the potential partner organizations at the initial stages.

(e) It outlines the processes that can be adopted for evaluating the documents received and criteria adopted for short-listing.

(f) It outlines the processes required for evaluation of proposals and carrying out organizational and technical appraisal for selection.

Section 2

COLLECTION OF INFORMATION, DESK APPRAISAL

2.1 Selection Process

(a) An initial selection and shortlisting of probable partners is made by staff of CBRF. While selection of probable partners is made through various means like recommendations of existing partners, promotional workshops and/ or through visits to NGOs, shortlisting is done on the basis of set criteria. Training Centres also give their feedback (in the case of continuation proposals).

(b) Recommendation of possible NGO partners however, is made by Resource Persons of Collective action for Basic Rights Foundation (CBRF) after they visit the field area of the prospective NGO Partner.

(c) The Project Section Committee and the Board of CBRF makes the final decision on selection of partners, after considering the information received from various sources: staff of CBRF, Resource Persons and Training Centre Personnel (in the case of continuation proposals) and, in some instances, from the staff of the NGO Partner itself.

2.2 Information Requirement for Desk appraisal:

The strategy of working with partner NGOs through managed networks is one of the options to work with DPOs at the grass root level. CBRF needs to understand the profile and possibility of availability of partner organizations who could work with it in this manner. It is therefore necessary to compile a data base of possible partner organizations. In order to develop this data base, it is required that CBRF solicits information, obtains the same and then processes it for short-listing potential partners.

The following information would be required for this purpose:

(a) Core strength of the organization.

(b) The status of the organization (i.e. registered society, Trust, Part of a Faith Based Organization etc.).

(c) The geographic area covered by the current work of the NGO and the nature of work being carried out.

(d) Details of staff members and a brief profile of core staff involved and their length of service with the organization.

(e) Whether FCRA registration number is available.

(f) Whether 12A registration is available.

(g) Summary of audited accounts (FC3) for the past three years (or for the number of years it has been in existence if it is less than three years).

(h) A brief profile of the significant projects handled by the organization providing a narrative of nature of work and the method of execution.

(i) Funding sources of the last five years with details of contact addresses and contact persons (or for the number of years it has been in existence if it is less than five years).

(j) Time period and services provided, categorizing experience in terms of advocacy, awareness raising, organizing community, forming Groups like SHGs.

(k) If there is experience in community mobilization/ advocacy/ lobbying then narrate experience providing a brief description of the areas/issues addressed.

(l) List training conducted in the last six months providing coverage, period, recipients of training input, resource faculty (internal & outside).

(m) Organization of the Management and Governance Body with details and profile of members.

(n) A detailed profile of the applicant/Chief Functionary of the organization.

Section 3

FIELD LEVEL SCREENING PRIOR TO COMMENCEMENT OF PARTNERSHIP

Following a desk appraisal, CBRF commissions a field level screening which is done by Resource Persons of CBRF. Such a study is meant primarily to assess the organization and its capacity to achieve the desired results of the intended programme. This screening will involve conducting:

a) A Technical Appraisal to identify the capacity of the organization to manage and implement the technical strategies for the project in the areas of services proposed.

b) An Organizational Appraisal in view of determining :
- The potential of the organization
- The areas requiring capacity building
- The primary areas requiring attention
- The overall recommendations and suggested future steps.

3.1 Technical Appraisal

1) General

The technical areas and ability to manage projects have to be examined taking into account whether any of the following approaches have been used:

i. Participation of stakeholders in planning, implementation and monitoring.
ii. Building capacity of the community to become self-sufficient.
iii. Ability of the organization to appreciate gender based needs and priorities including the ability to implement the projects using gender sensitive approaches.
iv. Processes used for mobilizing community.
v. Ability to identify and involve community leaders/Other NGOs/Government agencies/institutions/ networks with other civil society agencies.
vi. Ability to appreciate the needs of the various segments of the target group and design interventions to meet their needs.
vii. Plan for program sustainability and enabling DPOs / other CBOs to carry forward their own agenda.

2) Specific Project Management

i. Approach to project management.
ii. Past track record of the representative of the proposed project in managing projects.
iii. Ability to adapt project strategies according to the needs of the beneficiary audience and the stage of the intervention.
iv. Ability to incorporate learning from the community and manage the technical intervention strategies.
v. Ability of the organization to plan and deliver locally appropriate services vis-a –vis the area/site and the needs of the various segments of the target population.
vi. Availability of systems to keep track of progress, results, training needs identification and capacity building.

3) Behavior Change Communication (BCC)

i. Understanding process of BCC and significance of peer education as an intervention strategy to support behavior change.
ii. Understanding linkages between awareness and typical behavior that contribute to the issue and the need to perceive this linkage in order to address the issue/problem.
iii. Availability of appropriate communication materials and trained staff for carrying out the BCC.
iv. Understanding of dynamic segmentation of the audience and ability to modify communication strategies appropriately to suit the situation at hand.
v. Availability of skilled staff to assess knowledge and information requirement and appropriately pitch communication.
vi. Understanding the attitude of the beneficiary groups towards issue/problem and ability to adapt communication strategies to address the same.

4) Peer Education

i. Experience in adopting peer education as a strategy.
ii. Philosophy of the organization regarding peer education.
iii. Ability of the organization to identify, train and sustain peers.
iv. Roles that have been assigned to peers.

5) Service provision strategies

i. Strategies adopted in the past and the evaluation of success including the appropriateness of the strategies.
ii. Availability of qualified and trained staff for providing services.
iii. Attitudes of providers.
iv. Appropriateness of setting for service delivery.
v. Nature of complementary service provision.
vi. Arrangements to maintain privacy and confidentiality.
vii. Assessment of other modes of service delivery through alternative approaches.
viii. Assessment of linkages established with other complementary service provisions.
ix. Assessment of service quality systems in place.
x. Systems available for transparent choice of beneficiaries of services.

6) Creating an Enabling Environment

i. Understanding the issues that effect and bring about problems.
ii. Knowledge regarding stakeholder analysis and stakeholder segmentation.
iii. Who are the different stakeholders who can facilitate, who can disrupt and who need to be involved?
iv. Has there been a stakeholder analysis carried out?
v. What advocacy strategies have evolved and been adopted by the organization?
vi. What are the issues to be addressed in order to bring about a facilitating/enabling environment?
vii. Experience of the organization in carrying out such campaigns in addressing the issues identified.

3.2 Organizational Appraisal:

1) Organizational Assessment

(a) Its legal status

A check needs to be made on the legal status of the organization:

i. Are all its legal documents in place – Registration certificate, 12 A, FCRA?
ii. Has it met all statutory obligations in the last 3 years? Reporting to Registrar, FCRA, IT etc.?

(b) Age and Expertise of the Organization

Age and length of existence of the organization with active involvement can be an indication of the sustainable nature of the organization. However, this need not be a decisive indicator because the age of the organization is only a surrogate indicator of experience / expertise. The organization may have experience but expertise may be lacking if the personnel responsible for the successful functioning of the organization are new and older personnel have left the organization. Again, the organization may be new but may consist of a team of individuals with high expertise. Therefore the age of the organization needs to be adjusted with the availability of personnel with expertise. This is an area where considerable judgment would be required.

(c) Structure of the Organization

The nature and spread of work carried out can provide a broad spectrum of sectors which the organization is capable of handling. An examination of the organizational structure with respect to the organogram and the activities can provide information on whether the organization has been able to structurally organize itself. If there are no groups in the organization for each unrelated set of activities, then it indicates that the organization is not gaining expertise but is spreading itself thin. On the other hand, if the organization has been able to structurally organize itself to work in the different areas, then it indicates strengths of a mature organization.

The availability of roles and responsibilities in a written form for key positions is indicative of the culture that the organization believes in having clarity of roles at different levels and the same may be expected to permeate into the project that it would execute.

(d) Profile of Governing Body

i. Composition of the Governing Body
ii. Profile of its members
iii. Functioning of the Governing Body

This is used to access the profile of the people on the Governing Body and their commitments. If the Chief Functionary is a Government Servant or if the Governing Body consists of political members or retired bureaucrats/officials then these are indications that the organization may be more opportunistically oriented rather than one committed to a long term cause. However, this need not be used as a thumb rule but needs to be evaluated more closely - because there can be exceptions. Judgment needs to be exercised here. Therefore, the composition of members of the Governing Body needs to be carefully scrutinized. The presence of a community representative is likely to be indicative of the organization's commitment for community participation. The presence of professional social workers is also likely to be indicative of the organization's philosophy towards social welfare.

This needs to be correlated with the information on the mission statement accompanying the society registration document. The purpose for which it came into existence would be able to provide the reasons why certain of the governing body members were included. Through this analysis one can establish the credibility and commitment of the organization. The parameters that can be used are:

- Motives
- Whether members are related (in personal relationship)
- Whether retired government officials are part of governing body?
- Whether they are politicians / or related to them?
- Whether it is a breakaway group?
- Whether members are professional social workers?

As regards their functioning, an analysis needs to be carried out from the following perspective:

- Whether they are able to provide leadership?
- How frequently do they meet?
- What responsibilities do they have in managing programs undertaken?
- Whether the program implementation is reviewed by the Governing Body? Level to which it is reviewed?
- What are the other roles defined for the Governing Body in overseeing the functioning of the organization?

(e) Staff Profile

Staff profile is another important element that needs to be examined while evaluating an organization. Their qualification and the length of experience with the organization can provide information on the following attributes:

i. If the staff have good background, qualification and experience it indicates that the organization has the potential to attract and retain talent.
ii. If the profile indicates that the staff have been with the organization for a considerable length of time it indicates:
    a. ability of the organization to retain people;
    b. the commitment of the staff;
    c. if a core set of staff have remained with the organization then it would be worthwhile to examine the core functions that have developed within the organization over a period of time.
iii. If there is a high turnover of staff, then it indicates that the organization has not been able to retain people - and therefore it needs to plan from project to project at all levels. This needs to be correlated with the core set of staff that has remained with the organization. Though the turnover cannot be considered a weakness (as the turnover is generally high in the NGO sector) it can be considered as a pointer to the absence of/ weak personnel policies.
iv. If the organization has systems in place to train and capacitate its staff and there is scope for vertical growth for the staff within the organization.

v. If the organization has balance with respect to gender, appointment of PwDs across the activities and management of the organization.

(f) Correlation of activities with mission

The mission statement provides the purpose of existence of the organization. If the activities are derived from the mission then one can consider this to be a consistent approach. However, if the organization has moved in different directions due to the availability of funds, this indicates an opportunistic position without consideration of their relative strengths and weaknesses. The attributes one needs to examine are:

- Focus in limited (core) sectors
- Consistency of choice of social sector of work in the light of its mission
- Relatedness of social sector to the strengths of the organization.

(g) Key strengths of the organization

If the organization has provided adequate information it would be possible to ascertain the areas of core competence such as:

- Skilled staff
- Community mobilization
- Training
- Sectoral areas
- Urban/ rural based.

(h) Quantum of funds/ Sources of Funding/ Audited Accounts / Proper utilization of funds/ Signatories for Cheques

These aspects are analyzed to understand the organizations experience in grant management and whether they have received funding from donors – local and international. The total quantum of funds handled by the organization provides an idea regarding the systems that may be available in the organization. The sources also suggest the credibility that the organization enjoys with the funding and donor agencies.

The audited accounts (if available for a period of time) provide a comparative picture of the organization's functioning. The audited accounts, read along with the notes to accounts and the annual report can provide a linkage between the physical activities and finances. It can give an integrated picture of the program management capabilities.

The sources and uses of funds provide the information on:

- Liquidity
- Funds management capability
- Dependence on certain type of sources
- Whether the organization has broad based its resource structure
- Extent of reliance on own funds and external funds.

The above information can provide a picture of the level of operations, depth & variety of the financial / resource base of the NGO. It also speaks of the level of accountability of the NGO.

2) Systems in the Organization

The systems available within the organization can be examined from the point of view of the following:

a. Planning system
b. Personnel System
c. Financial Management System
d. Inventory System
e. Monitoring and Information System
f. Assessment of External Relationships.

a) Planning Systems

The answers to the following questions can provide the assessment of the existence of planning system within the organization:

i. How does the organization visualize planning and the importance provided to this function?
ii. How is planning carried out for each project in terms of human resources, financial resources and other resources within the organization?
iii. How does the organization link up its strengths and weaknesses and weave it into the planning?
iv. Are there any mechanisms or exercises carried out to identify the strengths and weaknesses of the organization?
v. Is there any long-term plan developed for the organization?
vi. Is planning considered by the organization as one time piecemeal effort or a continuous interactive and ongoing process?
vii. Is the process of planning a participative one or does it follow a top-down perspective approach?
viii. Is the organization committed to involve various stakeholders in particular the primary stake holders (for eg; PWDs) in the planning process?

b) Personnel Systems

The functioning of an organization in the long-run hinges on the type of personnel policies practiced. This can enable an organization to negotiate with the donor/ funding agencies regarding the nature of the job, the policies followed and hence the compensation package that it feels applicable. The assessment can be carried out using the following sets of questions:

i. Are there job descriptions available for each position?
ii. Has the organization developed core functions?
iii. What is the recruitment policy? Are the candidates for each position chosen based on responses to open advertisements adopting a selection process or through references or through promotions or a combination of these?
iv. Are the skill level, qualifications and experience necessary for each position defined?
v. Are the salaries fixed according to grades, experience and skill requirements?
vi. Are personnel files maintained for each staff?
vii. Are staff meetings held regularly and periodically?
viii. Are the career progression paths defined for each level?
ix. Are the personnel appraisal systems in place?
x. What are the mechanisms for identifying training needs?
xi. How is training provided?
xii. Is there a system of induction training?
xiii. Are there staff development plans available?
xiv. Is there a system of gender sensitivity in employment? Of disability sensitivity?
xv. Are there rules and regulations governing staff working clearly written and made available to staff?
xvi. What are the staff welfare measures adopted?
xvii. Judgment of office accommodation, ambience and working environment and the overall organizational climate.

c) Financial Management systems

This is a key system and needs to be examined in detail. The receipt of funds and the method of maintaining accounts is a key aspect for managing the project. Since, the implementation would be carried out through NGO Organizations, the capacity of NGO organization to record and maintain the financial transactions and correlate it with the activities is an important aspect to be critically evaluated. The assessment can be carried out through the following:

i. What is the accounting system being followed?
ii. Are vouchers, cash book and the ledger being maintained?
iii. Examine the voucher-contents, and process of drawing up the voucher and payment being effected including the preparation, authorization and acknowledgement of receipt.
iv. Maintenance of cash book and the frequency with which it is balanced.
v. Posting into the ledger and correlation of entries in the other books.
vi. Process of preparation of receipts and payments accounts and the balance sheet.
vii. Examine the balance sheet and the sources and application of funds.
viii. Examine the single largest project handled and the sufficiency of the systems and their infrastructure to determine the maximum volume of the project that the organization can handle.
ix. The examination of sources and application of funds can provide an insight into grant management abilities of the organization.
x. The total volume of funds that has been handled by the organization can provide an idea regarding the systems that may be available within the organization.
xi. The sources of funds also suggest the credibility that the organization enjoys with the donor and funding agencies.

xii. The examination of the audited accounts (if available for a few years) provides a comparative picture of the organizations financial strengths/ weaknesses. The audited accounts read along with the notes to accounts and the annual report can provide a linkage between the physical activities, their levels and financial linkages. This can provide an integrated picture of the financial management capabilities.

xiii. The analysis of the sources and uses of funds can provide information on:
   - Liquidity.
   - Funds management capability.
   - Dependence/ diversification.
   - Narrow or broad based nature of the resource structure.

xiv. The other aspects that need to be examined are:
   - Maintenance of separate books of accounts for each project.
   - Process of bank reconciliation and periodicity.
   - Whether internal audit takes place.
   - The level and adherence of internal control principles.
   - Capital assets available within the organization.

d) Inventory Systems

The maintenance of stock and the assets are an integral part and requirement for managing a project effectively. The system can be assessed through the following:

i. Is a stock maintenance system in place which provides physical inventory and accountability?
ii. Are there mechanisms to keep track of the inventory and plan for purchases in order that the stock out situations do not occur?
iii. Is the Assets Register being maintained and the form in which it is maintained?
iv. Are purchase policies and procedures in place?
v. What are the mechanisms in place to update the inventory?

e) Monitoring and information System (MIS)

Monitoring is essentially an internal exercise and external factors only facilitate the process of monitoring. Further, monitoring also needs to be used as a learning system in order that the strategies can be revised periodically. This can be assessed through the following:

i. What is the system used to monitor the projects?
ii. What are the mechanisms to log data and collate, analyze and report them for periodic use and learning?
iii. How effective have the systems been in learning regarding the progress and effectiveness of strategies?
iv. How have the learning systems been utilized to re-strategize and re-plan?
v. Is the system adequate to cater to the requirements of the project?
vi. What are the areas for improvement and capacity building?

From the reports and documentation available examine the reporting structure and the team work that exists. Further, the minutes of the monitoring meetings can also provide details regarding the effectiveness and participatory nature of the approach. These aspects can be examined through:

i. Discussions with key staff
ii. Detailed perusal of the report
iii. Site visits
iv. Coherent presentation and capacity and ease with which the staff talk about the project.

In the case of all the above systems availability of written documentation needs to be examined.

f) Assessment of external relationships

This needs to be assessed in respect of the ability of the organization to forge relationship with:

i. External agencies
ii. Government
iii. Other NGOs/ Civil Society partners
iv. With private/ public sector
v. Community.

This would require discussion with other stakeholders apart from detailed discussions with staff.

3.3 Mode of scoring

The scoring for each factor is carried out on a 1-5 scale. A score of 1 represents a low score on that factor and 5 represents the best score. The scoring needs to be carried out based on the individual's judgment after following the process described above. If there is a certain amount of knowledge available about any organization and its functioning then that can be taken into account while scoring. A cut off score can be fixed for short-listing. The organizations falling above this cut off point can be considered for partnership.

Suggested table for scoring:

Criteria		Weightage	Score	Weighted Score	
A.	**Technical Appraisal**				
				Possible Score	**Actual Score**
a)	Specific Project Management	**4**	**2**	**20**	**8**
b)	Behavior Change Communication	**5**	**3**	**25**	**15**
c)	Peer Education	**5**	**2**	**25**	**10**
d)	Service provision strategies	**3**	**1**	**15**	**3**
e)	Creating an Enabling Environment	**5**	**3**	**25**	**15**
B.	**Organizational Appraisal**				
	☛ Organizational Assessment				
a)	Its legal status	**5**	**4**	**25**	**20**
b)	Age of the Organization	**2**	**5**	**10**	**10**
c)	Structure of the organization	**5**	**4**	**25**	**20**
d)	Profile of Governing Body	**5**	**4**	**25**	**20**
e)	Staff Profile	**5**	**4**	**25**	**20**
f)	Correlation of activities with mission	**5**	**2**	**25**	**10**
g)	Key strengths of the organization	**3**	**2**	**15**	**6**
h)	Quantum of funds/ Sources of Funding	**3**	**2**	**15**	**6**
i)	Audited Accounts / Proper utilization of funds/ Signatories for Cheques	**5**	**3**	**25**	**15**
	☛ Systems in the Organization				
a)	Planning Systems	**5**	**3**	**25**	**15**
b)	Personnel Systems	**5**	**3**	**25**	**15**
c)	Financial Management systems	**5**	**3**	**25**	**15**
d)	Inventory Systems	**3**	**1**	**15**	**3**
e)	Monitoring and information System	**5**	**3**	**25**	**15**
f)	Assessment of external relationships	**3**	**2**	**15**	**6**
Total Score		**86**	**56**	**430**	**247** **57.44%**

Judgmental Comments (if any**):**

Section 4

SELECTION AND CONTRACTING

The partner organizations that score more than a certain cut off point will qualify for selection. The organizations that qualify for selection will be contracted to carry out the work in the project intended. The Technical and Organizational assessment will provide the areas that require strengthening within the organization and appropriate steps needs to be taken to strengthen the areas of concern.

A standard Grant Approval Letter and the Project Agreement will be signed by the organization selected and CBRF (See Grant Manual (F4), Section 3 for details).

Section 5

CAPACITY BUILDING TO TAKE FORWARD THE PROGRAMME

Once selected, CBRF needs to accompany the NGO partner to ensure that results are achieved. Currently CBRF does so through training imparted by its official training centres and by its staff members.

5.1 Objectives of Needs Assessment and Capacity Building during the period of partnership:

Collective action for Basic Rights Foundation (CBRF) commences its partnership with an NGO with a one year programme intended:

i. to enable the partner to conduct a detailed Needs and Resources Assessment of the area and
ii. to commence the process of building the capacity of the field team and management to carry forward the intended project.

Carrying out of Needs Assessment would enable the Partner Organization to:

i. Map intended beneficiaries & other community services in the project area;
ii. Draw up a profile of the community, identify leadership & key decision makers;
iii. Identify other existing resources/organizations/structures which can facilitate in developing the design for implementation of interventions.

The overall objective of the first year of capacity building is:

- to commence the process of building the technical capacity of the field team to carry forward the intended programme and
- to facilitate the potential partner organization to develop a proposal in collaboration with the DPOs to take forward their struggle to realize their rights.
- to provide information on the project and to share mutual expectations (CBRF's/ Partner NGO's and DPO's) regarding the proposal.

The specific objectives of this year of partnership are:

i. To provide a rationale and understanding of the necessity for conducting a needs assessment study and its subsequent use for designing an effective intervention;
ii. To enable partner organizations to conduct a needs assessment based on understanding of the different methodologies (qualitative, quantitative, PRA, stake holder analysis etc.);
iii. To build in-house capacity to carry out such assessments;
iv. To provide the field team with the first module of technical expertise required to take the programme forward.

The plan for capacity building during the first year is detailed in the ***Training Handbook***[1]. The initial 40 day training programme spelt out in this handbook is given during the first two years of partnership.

5.2 Objectives and proposed coverage of Reflection Workshops during partnership:

Certain NGOs may have capacity to carry out an intervention directly if they have prior experience of working in the area of disability and CBR or with Disabled People's Organizations. However, most will need guidance in:

- following the project planning cycle,
- upgrading of skills to work with DPOs striving to attain their rights and
- preparing a well conceptualized proposal which will answer the felt needs at ground level.

The overall objective of the Reflection Workshop held during the first year of partnership is:

- To impart conceptual understanding on:
  - The mode of involving DPOs / their family members and community members in the process of drawing up a plan to realize their rights and involving them in the monitoring and evaluation of the same;
  - Essentials of Project Management.

Specific Objectives

i. To review primary and secondary data and completed analysis of the same in view of planning for the future.
ii. To ensure that DPOs / their family members and community members play an active part in the designing of the project.
iii. To strengthen skills in designing projects.
iv. To strengthen skills in budgeting, monitoring, evaluation and managing projects.
v. To share information about expectations from proposals.

The capacity building areas suggested for coverage during the Reflection Workshop:

i. To provide background information on the project to bring all the organizations to a uniform level of understanding of the project.
ii. To enable the participants to understand the expectations of **Collective action for Basic Rights Foundation (CBRF)** and the process of proposal evaluation and acceptance.

[1] *This Handbook has been published by ADD India – prepared in collaboration with CBRF and Sanchar AROD.*

iii. To be able to visualize the requirements of intervention as arising from the Needs Assessment or from the Reflection Workshop.
iv. To build the capacity of the participants to utilize the Project Planner format of **Collective action for Basic Rights Foundation (CBRF)** effectively.
v. To provide an idea regarding budgeting as a planning tool and about its use in planning and managing the project. This would facilitate Partners in understanding the linkage between activity planning and resource planning and the use of the format for preparation of budgets.
vi. To develop a detailed Activity Plan and Budget for the continuation of the Project.

Section 6

EVALUATION - PARAMETERS AND CRITERIA

6.1 Parameters for evaluation and assessment at the end of the first year of partnership

The parameters suggested for evaluation are as follows:

a) Reflection of the understanding of the needs of PWDs
b) Capacity to plan realistically and utilize the approved formats (Planner and Budget):
c) Organizational capacity.

6.2 Criteria for assessing proposals at the end of the first year of partnership

a) Reflection of the understanding of the needs of PWDs

The proposal should be prepared based on the Needs and Resources analysis conducted and needs to clearly bring out the following:

i. A clear understanding of the specific characteristics of the beneficiary groups.
ii. The demographic profile of the groups.
iii. Identification of awareness, knowledge, behavior and attitudes of the beneficiary groups to certain issues confronting them.
iv. Perception of impact that the problem/ issue at hand is having on their lives.
v. Awareness/ knowledge of factors and actions that cause the problem/ issue.
vi. Barriers to change in behavior (myths and misconceptions prevailing among the beneficiary groups).
vii. A mapping of the existing services, and providers along with other public programs that can mitigate the issue/ problem and possible linkages with them.
viii. The perceived needs of the beneficiary groups that need to be addressed.

The clarity and establishment of the above is quite critical to derive the needs and design the intervention.

b) Capacity to plan realistically and utilize the approved formats (Planner and Budget):

i. An understanding of the technical strategies and their integrated nature.
ii. Their plans to mobilize / meet the beneficiaries, the methods of information provision such as one to one, one to Group, use of local & mass media and the locations where these are expected to be carried out; suitability and appropriateness of needs to be examined.
iii. Whether the organization is intending to use peer education as a strategy; if the organization is planning to use peer education then clarity on the choice of peers, the roles to be assigned, the training to be provided and mode of monitoring their activities needs to be ascertained.
iv. The organization's justification for requirement of the services after taking into account services available in and around the area of work, the organization's own experience and technical ability to manage the proposed services and the feasibility of providing the required services in the area. The organization's visualization of which services they can offer directly and which services they need to network with other providers can be assessed if such an identification has been made.
v. The extent to which the organization intends to work with secondary stake holders and the community in and around the area.
vi. Mobilization of community to increase participation in project.
vii. Develop gender sensitive approaches.
viii. The impact & outcomes follow from the technical strategies outlined.
ix. The impact - outcomes - outputs - activities - whether clear and logical.
x. Whether the activities are in logical sequence and whether achievement of the activities will lead to achievement of outcomes needs to be established.
xi. Experience in advocacy and lobbying - how the staff of the organization was trained to address issues.
xii. Methods/ strategies that were adopted for implementation the programme during the first year of partnership.
xiii. Approach to community mobilization & resource generation.
xiv. Experience of working with other institutions/ civil society organizations.
xv. Whether indicators are measurable.
xvi. Whether the derivation of the plan follows from the strategies presented in the proposal.
xvii. The appropriateness of time plan in the proposal.
xviii. Assessment of reasonableness of volume of activities to be handled within the time frame and the personnel plan provided.
xix. Assessment of proposed internal monitoring plans to involve stakeholders in periodic review.

c) Organizational capacities

i. Does the personnel plan suit the activity plan presented?
ii. Is the profile of personnel identified for the project appropriate?
iii. Are there plans to provide training / capacity building for all levels of personnel?
iv. Has the organization been able to assess its strengths and capabilities and link the same to the range of services/ capacity building that it wishes to offer?
v. Whether the organogram of the project is adequate in reflecting the roles and responsibilities at different levels?
vi. Sufficiency of the staff recruitment plan, induction training plan - an assessment of the details which have been provided.
vii. Whether the organization has presented ideas regarding sustainability of the project - such as cost recovery, working and bringing in private-public interface, etc..
viii. Their clear plan for monitoring the project.