



# Rambhau Mhalgi Prabodhini

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## Rambhau Mhalgi Prabodhini's Institution Building Support Scheme (IBSS) 2007-2008 Supported by Sewa International and India Development Relief Fund (IDRF)

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### A Report

#### Preface

Institution Building Support Scheme (I.B.S.S.), a unique scheme aimed at helping selected Voluntary Organisations (VOs) in their capacity building for a more professionalised functioning was launched in May 2007 with an assured support from some well-wishers, mainly from abroad. Seva International supported this scheme financially.

IBSS focuses on three principal aspects of functioning of the VOs. This entire concept is mainly aimed at streamlining the overall functioning of the VO, with thrusts upon :-

1. Better administration, legal and financial discipline.
2. Better Human Resources and result oriented functioning
3. Better visibility through an effective mechanism for publicity and public relations

Under this scheme, which is being operated on trail basis currently five VOs are selected in the initial batch. The pilot-run of this scheme will be completed exactly after one year that is in May 2008. Following is the brief mid-course report of this scheme.

#### Announcement and selection

IBSS was announced through by an advertisement published twice in *Saptahik Vivek* (a Marathi weekly, known and acknowledged as RSS journal in Maharashtra). This advertisement contained concept of IBSS with an appeal to the VOs to send applications.

Rambhau Mhalgi Prabodhini (R.M.P.) with the help of RSS and Seva Vardhini formed a selection team in which various experts related to the voluntary sector were included. The selection panel comprised members as follows:

1. Chandrashekhar Vaze (C.A. and president of Maharashtra Seva Sangha),
2. Shashank Tilak ( Management and IT expert)
3. Pramod Kulkarni (Co-ordinator, Seva Vardhini)
4. Smt. Lalita Gauri Trailokya (Social activist)
5. Jayesh Joshi (Advertisement professional and social activist)
6. Sharadmani Marathe (social activist)
7. Sangita Navre, (taxation Expert) Delhi.
8. Vinay Sahasrabuddhe, Director General, RMP,
9. Ravindra Sathe, Executive Director, RMP.
10. Milind Arolkar, RMP functionary acted as co-ordinator.

Uday Joglekar (RSS pracharak, Prant Seva pramukh) also guided the process of selection.

### Response

In response to our advertisement and campaigning amongst NGO sector, RMP got applications from 21 voluntary organizations based in Maharashtra.

### Scrutiny

After proper scrutiny of the applications by the selection team, 11 VOs were short listed for further selection process. They were as follows:

Table 1

| No. | Name of institution                                       | Location          |
|-----|---|-------------------|
| 1   | Pragati Prathishtan,                                      | Jawhar, Thane     |
| 2   | Surajya Sarvangin Vikas Pratishthan                       | Yeravada, Pune    |
| 3   | Mahatma Phule Krushi Prathishtan                          | Aurangabad        |
| 4   | Late Anant Oak Vanoshddhi Sanshodhan & Sanvardhan Sanstha | Karjat, Raigad    |
| 5   | Jan Adhar Sevabhavi Sanstha                               | Latur             |
| 6   | Sheti Parivar Kalyan Sanstha                              | Aatpadi, Sangali  |
| 7   | Janbharti Nyas  | Kolhapur          |
| 8   | Bhagirat Gramvikas Prathishtan                            | Zarap, Sindhudurg |
| 9   | Keshav Seva Sadhana                                       | Phonda, Goa       |
| 10  | Udyog vardhini  | Solapur           |
| 11  | Mata Balak Utkarsha Pratishthan                           | Sangola, Solapur  |

Representatives of all the short listed organizations were invited to make presentations to explain the work and mission of their respective VOs. The selection process was held at RMP's Knowledge Excellence Centre at Bhayander. The representatives explained their area of work, projects, social impact created by their existence, problems faced by them.

The agreed criteria for selection included reasonable

- longevity of the work
- desire and ability to work more professionally
- leadership and
- social relevance as well as impact of the work.

After the presentations made by VOs' representatives, selection panel members unanimously selected five organizations mentioned below:

Table 2

| No. | Voluntary Organisation          | Location          | Work Area                          |
|-----|---------------------------------|-------------------|------------------------------------|
| 1   | Jan Adhar Sevabhavi Sanstha     | Latur             | Waste management                   |
| 2   | Bhagirat Gramvikas Prathishtan  | Zarap, Sindhudurg | Rural development and rural health |
| 3   | Keshav Seva Sadhana             | Phonda, Goa       | Hostels for tribal children        |
| 4   | Udyog vardhini                  | Solapur           | Women entrepreneurship             |
| 5   | Mata Balak Utkarsha Pratishthan | Sangola, Solapur  | Upliftment of women/ children      |

### **On-the-spot study of the VO's work**

To understand and observe and assess the overall functioning of selected organizations, five observation teams were formed to visit the VOs. These three member teams included an expert each in organisational affairs, management/administration, media and advertisement. These Observation Teams visited all VOs in the August and September 2007.

Table 3

|   | <b>Voluntary Organisation</b>   | <b>Location</b>      | <b>Observation team members</b>   |
|---|---------------------------------|----------------------|---|
| 1 | Jan Adhar Sevabhavi Sanstha     | Latur                | Milind Majalkar (Organisation)<br>Atul Sathe (Management)<br>Ms. Manaswini Prabhune (Media) |
| 2 | Bhagirath Gramvikas Prathishtan | Zarap,<br>Sindhudurg | Anil Valsangkar (Management)<br>Pramod Kulkarni (Organisation)<br>Jayesh Joshi (Media)      |
| 3 | Keshav Seva Sadhana             | Phonda, Goa          | Ravi Sathe (Organisation)<br>Vinod Pawar (Media)<br>C. N. Vaze (Management)                 |
| 4 | Udyog vardhini                  | Solapur              | Mrs. Ujwala Karambelkar<br>(Organisation)<br>Atul Joshi (Media)<br>Ajit Pendse (Management) |
| 5 | Mata Balak Utkarsha Pratishthan | Sangola,<br>Solapur  | Arvind Rege (Management)<br>Milind Arolkar Organisation)<br>Jayesh Joshi (Media)            |

All the observation teams submitted their reports containing views, suggestions and recommendations about the functioning of the VOs they visited.

### **Discussion session with the VOs- 6 October 2007, PUNE**

A Discussion session involving all the members of observation teams and representatives of the VOs was held on 6 October 2007 at Pune. In the meeting, observation team members shared their views about the functioning of VOs. After discussion between observation teams and representatives of VOs, it was decided that special effort to create awareness and develop clarity among the trustees and ensure their active participation, a workshop on Institution Building should be organised. It was decided that all the office bearers and main volunteers of all VOs should participate in this workshop.

### **INSTITUTION BUILDING WORKSHOP FOR OFFICE BEARERS OF VOs (24-26 November 2007)**

'Workshop on Institution Building for the Office bearers' was held on 24, 25 26 November 2007 at RMP's Knowledge-Excellence Centre at Bhayander. 39 office bearers belonging to all five organizations participated in this workshop. A field visit to three social organizations was planned as a part of workshop.

The sessions conducted at this workshop were as follows:

Table 4

|   | Session  | Resource person/s   |
|---|--|---------------------|
| 1 | Concept of Institution building and Importance of NGO sector | Vinay Sahasrabuddhe |
| 2 | Professionalism in VOs and Human management                  | Mrs. Meenakshi Apte |
| 3 | Steps to Institution building                                | Vivek Atre          |
| 4 | Drafting Vision and Mission statement                        | Group activity      |
| 5 | Charity commissioner related document fulfillment            | Vivek Atre          |
| 6 | Financial precautions for VOs                                | Mukund Chitale      |
| 7 | Publicity techniques   | Vinod Pawar         |
| 8 | Website  | Sunil Mishra        |
| 9 | Concluding Session   | Uday Joglekar       |

After the two days workshop all the participants visited following three social organizations in Mumbai.

1. **Annapura Mahila mandal** (Chembur) - A tiffin-preparation centre along with a chain of other activities for economic empowerment of women.
2. **Stree Shakti Sangathana** (Govandi) - Waste Management and empowerment of women collecting garbage.
3. **Shradhananda Mahilashram**(Matunga)- A 80 year old shelter home for destitute women and children

### Appointment of professional social- workers in the VOs

In the next leg of this project, a professional social worker was appointed for six months with all the five VOs. These were selected professionally, through interviews after the scrutiny of applications received in response to an advertisement issues by us. He/she was made responsible for streamlining the professional functioning of the VO, especially in the context of all legal obligations, financial discipline, and effective administration within a time-frame of six months. These professionally selected and appointed employees were paid a decent honorarium for six months through the funds available with this project. Following are the details of the Social-Worker Employees appointed at the participating VOs.

Table 5

| Name of Voluntary Organisation                        | Professional Social Worker appointed |
|---|--------------------------------------|
| 1. Jan-Adhar Sewabhavi Sanstha, Latur                 | Mr. Sanket Kate, MSW                 |
| 2. Bhagirath Gramvikas Prathishtan Zarap, Sindhudurg  | Mr. Naveen Malvankar, MSW            |
| 3. Keshav Seva Sadhana, Phonda, Goa                   | Mr. Gurunath Manerikar, BSW          |
| 4. Udyog Vardhini, Solapur                            | Ms. Bhavana Kamurti, BSW             |
| 5. Mata Balak Utkarsha Prathishthan, Sangola, Solapur | Mr. Vijay Jagtap, BSW                |

The period of employment of these professional and trained social workers was for six months, between March 1, 2008 and August 31, 2008. In early March, a two-day induction training was conducted for these recruits at Uttan on February 25-26, 2008. Prabodhini's advisor for voluntary sector Vivek Atre conducted this training.

### Visits of Creative Teams and Training Expert

In February-March, a Creative Team visited all the VOs and gave necessary creative inputs to the VOs in order to enhance their quality visibility. Preparations were started to have at least a small web site for the VO. Similarly, Mr. Atre personally visited all the VOs to assess the training needs of the work-force both, employed (paid) as well as voluntary; with all of all participating VOs.

### Activists' Training

In April-May 2008, one-day/two-day Training Programmes were held at the place of operation of the concerned VO. The training-syllabus for these training programmes included aspects of office administration, financial management and awareness about the regulations laid down by the charity commissioner, legal framework for VOs, interpersonal relations, public relations and publicity etc. It may be noted that the training has proved to be so effective that VOs have demanded an additional Training Session for Mindset Change and RMP will be conducting the same as a part of Extension Activities in December 2008.

Following are the details of the training programmes held so far:-

Table 6

| Name of the VO                 | Date and place of the training programme | Total no of participants |
|--------------------------------|--|--------------------------|
| Jan Adhar Sevabhavi Sanstha    | May 24, 2008. Latur                      | 22                       |
| Bhagirat Gramvikas Prathishtan | April 28, 2008.                          | 32                       |
| Keshav Seva Sadhana            | May 8, 2008                              | 15                       |
| Udyog vardhini                 | April 15-16, 2008                        | 16                       |
| Mata Balak Utkarsha Pratishtan | April 26-27, 2008                        | 08                       |

### Completion of Technical Formalities

All the VOs were also told to ensure that all legal formalities are completed by June 2008. For this purpose, a check-list of parameters on which all the VOs were expected to (as reproduced below) was given and every required help in the form of consultation/counseling was made available to them.

Table 7

| No. | Parameters  | No. | Parameters   |
|-----|---|-----|--|
| 1.  | Record of all Registration Details                    | 2.  | Preparation for obtaining 12 A Certificate                                   |
| 3.  | Updating of Membership Register                       | 4.  | Ensuring submission of regular Income Tax Returns                            |
| 5.  | Updating of the minutes of Governing Council Meetings | 6.  | Maintaining the requisite record of office infrastructure.                   |
| 7.  | Maintenance of accounts and audit as per rules.       | 8.. | Obtaining the Permanent Account Number (PAN) from the Income tax department. |
| 9   | . Preparing Annual Report                             | 10. | Issuance of Formal Appointment Letters to the staff.                         |
| 11. | Starting the practice of Process Documentation        |     |  |

It is a matter of satisfaction that by July end, all the VOs have completed on an average 9 out of 11 of the formalities successfully. The process of completing the remaining formalities is still on, as RMP is following up the matter. Besides, all the VOs have now also completed the finalisation of Vision and Mission Statement. Keshav Seva Sadhana, Panaji, Goa has not been able to activate their office-bearers in the desired manner. In spite of best efforts put in, the organisation has been reduced to just one-man show and hence there is some backlog on their part. In order to overcome the crisis of manpower, RMP and Keshav Seva Sadhana, together are going to experiment with running a two-week long Certificate Course in Social Work in Panaji.

### **Enhancing Visibility**

RMP had constituted a Team of Professional Artists to look into the Visibility Enhancement needs of the VOs. Accordingly, professionals like Vinod Pawar and Jayesh Joshi visited more than once, all the respective VOs, understood their work and developed designs and art works for their literature. Artists Team thoughtfully made some recommendations about the design of logo, office stationery, and literature as also the content of publicity brochures. Now, all the VOs are having new/revised logos and freshly conceived literature. As per the understanding, through IBSS, financial support was given for initial artwork and design while printing of copies was taken care of by the concerned VOs. All the new/revised logos are presented at the end of this report. With new brochures and trendy office stationery, VOs now adorn a new look and an image in tune with the times. (New logos are presented at the end of this report).

### **Launching new Websites**

New websites that are already launched have added to this modern image of the VOs. A team led by Sunil Mishra, both a professional as well as an activist; was entrusted with the task of preparing the content as well as setting up pages for these web sites. Emphasis was given on making these web sites informative, interactive and attractive as well. Except for Keshav Seva Sadhana, Goa; all other VOs launched their web sites ceremonially in a function where RMP Team Members were invited as Guests.

### **Impact Assessment**

In January 2007 when the concept was discussed and later approved by all the concerned, certain clear objectives were set. It is pertinent to revisit those objectives and assess the impact of this scheme in the context of those objectives.

- 1. To create an awareness among the office bearers and volunteers of such institutions about contemporary professional work culture and to create an informed commitment towards such professionalism.**

Office bearers of all the participating VOs are now convinced about the value addition that professionalism brings in. Their desire to work in a systematic way is now more pronounced and their day-to-day functioning, including the way they manage their office reflects this conviction. ( According to Dr. Prasad Deodhar of Bhagirath Gram Vikas Pratishthan, Sindhudurga, *“Our indiscipline was due to ‘who is there to question us?’ attitude. With IBSS as questioning mechanism, we became truly accountable. We wanted to have lasting impact of our work. But who will guarantee that we will last long? IBSS helped generate this confidence.”*)

- 2. To help in creating awareness about crucial areas like proper documentation of the on-going social work, financial discipline, reporting systems and media relations and publicity and accordingly create an action-plan.**

Four out of five VOs have completed 90% of the legal/technical formalities. Besides, all of them have now invested in publicity and public relations and with a new web site; have become more technology friendly too. (Ms. Chandrika Chauhan of Udyog Vardhini, Solapur says, “*We now have a PAN card, written our first ever annual report, have a Visitor Book in our new office and having realized the importance of pictures, have purchased a camera of our own*” About their new web site, Sanjay Kamble of Jan Adhar Sevabhavi Sanstha says “*Due to our web-presence, a 6th std. school girl in Karnatak could approach us to know more about us.*”)

- 3. To find out as to what kind of changes are required in the style of functioning of such organisations, while keeping in mind the requirements of modern times, as also to undertake efforts to create the required mindset to implement those changes and help in imbibing those relevant skill sets through a structured training programme.**

All major functionaries—both, office bearers and volunteers—associated with these VOs have undergone intense mindset change process mostly via training and consultation. Exposure visits to organisations working in similar fields but operating at higher levels and with an established professional set up have demonstrably widened the horizons of the VOs. (Ms. Shobha Mahalunge of Mata Balak Utakarsha Pratishthan, Sangola, Solapur says “*We have now implemented delegation of work. This has added to our level of satisfaction. We are now very keen about documentation and in our office, we now have a new, scientific system of filing*”)

- 4. To encourage participation of talented and service minded youths, both from within India as also from abroad; by way of internship of a particular duration and with a well-defined set of tasks to be completed, with a view to helping the voluntary organization concerned.**

Appointment and subsequent working of professionally trained volunteers at these institutions have benefited both, VOs and the trained volunteers too. It provided the volunteers to have an hands on experience and test their theoretical knowledge in the field, while for VOs, it provided an insight into professional learning acquired by the professional social workers.

- 5. To develop, over a period of time; a structured training material in different media on aspects of non-profit management for the purpose of trainees, both from India as well as from abroad.**

The process of preparation of training material has already started. Almost as an extension of IBSS, two structured and formal Certificate training Programmes are being implemented in Goa and Pune for young aspiring social workers and professional desirous of contributing through CSR, respectively. A three-week long Certificate Course in Social Work (CCSW) will be jointly organised by RMP and Keshav Seva Sadhana (KSS) in Panaji, Goa and a similar Certificate Course in Personalised Corporate Social Responsibility (CCPCSR) in Pune are being planned for January 2009.

## **Comments by Experts**

While implementing IBSS, several experts and experienced activists joined the designated RMP team. Here are some comments from them, reflecting their own assessment of the concept as well as its implementation. Sunil Mishra, an IT professional who worked on the assignment of creating websites says “The Impact of IBSS can be clearly seen in all the organizations. IBSS had succeeded in inculcating values that is required for making of an Institution. The transformation process was smoothly rolled out, with the effective tools and expert resources. Primarily the thought of becoming BIG and Effectual Institution has been enlighten in the intellect behind the organizations.” Jayesh Joshi, an advertising and publicity man comments, “Having closely associated with Bhagirath Gramvikas Pratishtan, one of the chosen organizations, I can surely, say that this project is a definite success. At the beginning of the project, Bhagirath was reluctant to have an office space and to do filing & paperwork. But having learnt the importance of systematic work, they not only obtained an office space on rent but setup an ideal office system also.” Elaborating on how he himself was benefited, Jayesh says “At personal level, I must thank RMP for involving me in this project and thus enriching my social understanding and introducing me to the people who believe in CHANGE.”

## **Valedictory Function**

A valedictory function for all the participating VOs has been organised at Pune on December 15, 2008. At this function, office bearers of the VOs will be awarded a Certificate of Participation.

A four-member team comprising experts and activists has been monitoring this project. The team was led by Vinay Sahasrabuddhe (Director General) and Ravindra Sathe (Executive Director) and it included Vivek Atre, Milind Arolkar, Vinod Pawar, Jayesh Joshi, Sunil Mishra and Chintan Ket.

## **Support**

This implementation of this scheme, the first of its kind in the NGO sector, could not have been possible without the active support and encouragement from Shri. Ramesh Bhutada, Shri. Shrinarayan Chandak, Shri. Arun Kankani, Shri. Shyam Parande and Shri. Uday Joglekar as well as the financial assistance provided by Sewa International and India Development Relief Fund (IDRF) RMP is extremely thankful to all of them.

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**Bhagirath Gramvikas  
Pratishthan**



**Janadhar Seva Bhavi Sanstha**



**Keshav Seva Sadhana**



**Mata Balak Utkarsha  
Pratishthan**



**Udyog Vardhini**



**Udyog Vardhini**