

DEPARTMENT OF SOCIAL JUSTICE
Request for Proposal
For Accreditation of NGOs

1. The Department of Social Justice (DSJ) is the nodal agency of the Government of Kerala (GOK) for implementing various social legislations and welfare schemes for the empowerment of disadvantaged sections of society including children, women, elderly, and the differently abled. DSJ intends to strengthen its partnership with Non Governmental Organisations (NGOs) to improve the quality of government-run care homes for the above-mentioned target groups and to establish new institutions for their care and protection. The scheme covers a wide range of institutional care providers:

- Old Age Homes, Mahila Mandirams, Shelter Homes for the victims of Domestic Violence, Short Stay Homes, Homes for the Persons with Disabilities, Homes for cured/controlled mental patients,
- Homes run under the Juvenile Justice (Care and Protection of Children) Act and the Orphanages and Other Charitable Homes(Supervision and Control) Act
- Homes for Survivors of Sexual Trafficking/Sexual Violence
- Assisted Living for Adult Mentally Challenged
- Vocational Training Centres for Persons with Disabilities/ cured mental patients

2. In view of the above objective, DSJ now invites eligible NGOs to submit proposals for accreditation to provide the above mentioned care services in Kerala in partnerships with the GOK.

3. NGOs will be selected for accreditation under the procedures set out in GO (Ms) No 104/13/SJD dated 30/11/2013. The Request for Proposal includes the:

- *Framework for Government - Civil Society Partnerships*, Social Justice Department Government of Kerala,
- *NGO Accreditation Manual for Social Justice Department*, and
- *Guidance to Applicants*.
- *Application for Accreditation*.

Details can be found at the website: [: www.sjd.kerala.gov.in]

4. Duly completed applications must be delivered in a sealed envelope on or before 27/09/2014 to the address given below.

Director,
Social Justice Department,
Vikas Bhavan ,
Thiruvananthapuram.

5. Please contact the Accreditation Unit at the phone numbers provided below for any clarifications. Or please send an Email to sjdaccreditation@gmail.com. If necessary, a briefing session for all interested NGOs can be arranged.

Accreditation Guidelines for NGOs

1. The following notes have been written to help NGOs prepare for accreditation. Please note that this is just a summary of the salient points of the Framework for Government – Civil Society Partnerships and related Manual with annexes, which any interested NGO must carefully review. These are available on the DSJ webpage at www.sjd.kerala.gov.in. If you have any queries about the documents or the inspection process, please contact the Accreditation Unit in the Department of Social Justice at swdkerala@gmail.com.
2. The purpose of this policy is to have a formal framework, an actionable and operational document that sets out a charter for collaboration between public institutions and civil society. The primary objective of the policy is to provide high quality services at competitive cost to beneficiaries in various Homes and Institutions run by the Social Justice Department of Government of Kerala.

Benefits of Accreditation for NGOs {Section V(2)}

3. The accreditation system safeguards the freedom of association guaranteed under Article 19 of The Constitution of India to an NGO. It will not become an entry barrier, but is expected to save the NGO from the burden of repeated paper work and tedious preparation of applications each time they want to be associated with the Department of Social Justice. It also facilitates transparency in the government-NGO partnership, particularly in the work of funding agencies.
4. Accreditation will be granted on a merit basis as described in the Framework Document. The accreditation is valid for two years from the date it is granted.
5. The benefits of going through the accreditation system for NGOs are as follows:
 - The status of being accredited through official government recognition of NGOs and acceptance gained from peers
 - Process for accreditation will allow NGO to revisit the functioning of the organization and the opportunity to get some external perspectives on the organization and its work on strengthening the effectiveness and capacity of the NGO
 - Increased opportunities to partner with government to work for the benefit of disadvantaged communities and a means to be accountable to the community and donors.
 - Priority for access to NGO-related projects and funds in the area of Institutional Care Giving

Which NGOs Can Apply?

6. Section 2. (III. 1-2) of the Accreditation Manual provides the qualifications for NGOs to apply.

Scope of Activities for Accredited NGOs

7. Annexures I-V of the Framework Document provide a matrix and an illustrative list of activities that may be undertaken collaboratively. However, this is not an exhaustive list. The scheme covers a wide range of institutional care providers:
 - Old Age Homes, Mahila Mandirams, Shelter Homes for the victims of Domestic Violence, Short Stay Homes, Homes for the Persons with Disabilities, Homes for cured/controlled mental patients,

- Homes run under the Juvenile Justice (Care and Protection of Children) Act of 2000 and the Orphanages and Other Charitable Homes (Supervision and Control) Act
- Homes for Survivors of Sexual Trafficking/Sexual Violence
- Assisted Living for Adult Mentally Challenged
- Vocational Training Centres for Persons with Disabilities/ cured mental patients

Criteria for Accreditation

8. The criteria for accreditation are provided in Annexure V (1). The levels of accreditation and its norms are provided in Section IV of the Accreditation Manual. The level assignment should not be taken as a fault-finding mechanism, but merely indicating the gaps that need
9. Institutional arrangements for the sanction of collaborative arrangements are provided in Annexure VII.
10. Indicators and means for verifying the technical standards of the NGO are provided in Section VI of the Accreditation Manual.

Monitoring and Evaluation

11. Each collaboration between the Government and NGO will require monitoring, evaluation of service provided, and reporting. This will be agreed in the MOU signed between the Government and the NGO.

Dispute Resolution

12. Any dispute will be resolved through arbitration as per the Annexure IX of the Framework Document.

General Guidance

13. Although there is no fee for accreditation, the costs of accreditation should be borne by the applicant.
14. Two persons authorized by the Accreditation Body of the Department of Social Justice – the assessor and the co-assessor, typically will carry out the accreditation process. The final decision lies with the Accreditation Council. The names of the assessors and their contact details will be notified in the letter from the DSJ confirming the dates of the site visit for the institutional assessment.
15. All NGO staff should be informed about what to expect during an accreditation process. You may use these notes to help you. It is useful if those people with responsibilities who are not familiar with the Scheme are given a copy of the criteria that are relevant to their area before the process begins.
16. A general pre-accreditation briefing can be organized when necessary.
17. The reporting assessor will contact you prior to the inspection to discuss arrangements for the inspection. Based on this discussion, the reporting assessor will prepare a timetable for the inspection in consultation with the applicant. Please advise the assessor of anything which should be taken into account when planning the accreditation timetable, such as times when NGO staff will be unavailable for interview or constraints on the availability of senior management staff.
18. Inspection preparation documentation for each named centre in the agreed sample has to reach the assessors at least 10 working days before the first day of the inspection. Some of your documentation may be in a standard form for all centres (handbooks, report forms, etc.)

and one copy for each assessor will be sufficient. Centre-specific information (staff lists, resource lists, homestay lists, etc.) will also be needed for each assessor.

The reporting assessor will discuss with you the best time to schedule the headquarters visit. The assessors will wish to interview key people and to check centralised systems and documents..

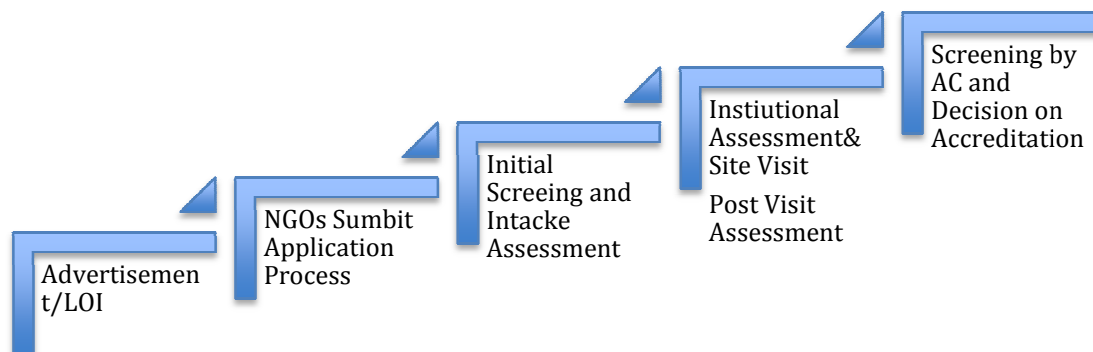


Figure 1:

Accreditation Process

Stage 1: Initial Screening of the Application

19. Upon receipt of a fully completion application, the assessors will check all information provided in the application to confirm eligibility. The assessor may request further clarification and ensure that the application is complete. These minimum norms are basic standards of governance that all NGOs/Voluntary Organizations should follow. The Accreditation norms are provided in Section 9 of the Framework Document.

Stage 2: Intake Assessment

20. The intake assessment would follow initial screening of all LOIs and applications. At this stage, it would be verified whether the information furnished by organizations is authentic. Once the ASAC has decided that the first stage of the inspection has been completed satisfactorily, the NGO will be invited to proceed with the second stage. You will be expected to liaise with the assessors to plan visits to the NGO to undertake the institutional assessment.

Stage 3: Institutional assessment

21. The next step is the visit to the institution for appraisal, followed by a post-visit assessment for discussions with NGOs for exploring ways for improving standards. The site visit should typically last less than a day. This could be different for large NGOs with offices at different sites and so on. The order of the day will vary but the assessor is expected to send you a preparatory letter at least five working days prior to the field visit.

22. The assessors will visit institutions under the care of the NGO or visit places where the NGO holds its activities. The assessors may want to talk to a sample of beneficiaries in the NGO's care and may ask for your help in arranging this. The assessor's work will involve but not be limited to:

- Interviews with staff and beneficiaries of the NGO;

- Checking of the resources and premises.
- Visiting accommodations – homestay, residences, etc.
- Oral feedback by the assessors on their impressions.

23. Assessors will meet with senior staff at some point during the assessment to check the accuracy of their findings so far; this is an opportunity for the NGO to correct any misperceptions by providing further information and supporting evidence. For each named centre visit the assessors will need

- an up-to-date staff list
- timetables.

24. The assessors will talk with the NGO manager about administrative matters. At the end of each home visit there may be a brief talk to local staff, and if requested, appropriate occasions for more detailed oral feedback will be agreed with headquarters' personnel. In addition to a visit to the care institutions run by the NGO, they would wish to check:

- Procedures for reporting payroll information to headquarters;
- Evidence of access to appropriate local funds; and
- Applicable standards of care and general welfare of the residents.

The end of the inspection

25. At the end of the assessment, the assessors will give a brief oral feedback on their impressions, outlining the strengths and weaknesses, and may offer suggestions for improvement. They are not allowed to indicate whether they intend to propose accreditation or not.

After the inspection

26. If, during the inspection, the assessors ask the NGO to provide any information/documentation not available at the time, the NGO must ensure that it is sent to them as soon as possible after the site visit to avoid delays in completing the accreditation report.

Stage 4: Post-visit assessment

At this stage, NGOs have the right to decide whether to go for post-visit assessment or not.

Stage 5: Screening by the AC: Admission/rejection.

There would be a screening by the Accreditation Committee following which the NGOs would be granted or denied accreditation as the case may be.

27. **Evaluation of Process:** An accreditation evaluation questionnaire will be e-mailed to you after the inspection. Please help us to improve the working of the Accreditation Scheme by completing this to give us your feedback on the inspection process. This will only be copied to the assessors after the inspection report has been submitted to the Accreditation Unit.

SOCIAL JUSTICE DEPARTMENT
FORMAT FOR SUBMISSION OF PROPOSAL FOR ACCREDITATION
(For Accreditation of Civil Society Organisations (CSOs))

SECTION A: INFORMATION SHEET

A.1	Name of the organization	
A.2	Number, Year and type of registration of proposing organization (whether society, trust, Sec.25 company or other)	
A.3	Name of the Chief Functionary of the Organization (with title)	
A.4	Address of the Registered Office of the Organization (With PIN code)	
A.5	Address of the Administrative Office of the Organization (With PIN code)	
A.6	Contact details of the organization (including phone/fax number with STD Code and email id)	
A.7	Total number of Years of operation	
A.8	Organization's Vision & Mission (Please describe within 50 words)	

A.9	Organizational Strength (Staff Strength, Position & Distribution – Full time & Part time, other facilities) Attach list, brief resumes and work description	Full Time Staff	
		Part Time	
		<i>Details of infrastructures facilitates</i>	
		Office building	
		Training centers,	
		Vehicles	
		Others	
A.10	FCRA No. with year of FCRA registration, if available		
A.11	Income Tax Regn. No. under Section 12AA		
A.12	PAN (Permanent Account No.) of the Organization		
A.13	Is the organization currently receiving funds from	Government Programs	Yes <input type="checkbox"/> No <input type="checkbox"/>
		Other Donor agencies	Yes <input type="checkbox"/> No <input type="checkbox"/>
A.14	Details of receipts and payments for last 3 years (as per audit reports)		
	Year	Receipts (in Rs.)	Payments (in Rs.)
	2011-2012		
	2012-2013		
	2013-2014		

SECTION B: About the CSO

B1	Attach a note on the vision, mission and objectives of the organization. (Attach a note not more than 75 words)
B2	Describe, in brief, about the organization and experience of the entity in the care sector (150 words)
B3	Include brief bio sketches of key management, and demonstrate the team's experience

	and skills in designing, building, and operating care-related activities and projects, their track record and ability to work well together both internally and with external parties
B4	Give a brief note not more than 100 words on how the governance system functions in the organization – e.g. the nature of board meetings, General council meetings, roles and responsibilities of board members and office bearers, democratic selection process of board members, whether relatives are in the board etc. (Attach a copy of the MoA and Bye law of the organization)
B5	Details of 3 years annual reports, audited statements, infrastructure details, volume of funds handled etc. (Attach a copy of last three years programme reports, audited statements and Renewal certificates from the registration office.)
B6	Attach an Organizational plan for the next three years. If possible produce a copy of the annual plan and budget (Attach plan and copies of the annual plan)
B7	Provide a report of an Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of the organization
B8	Provide external evaluation reports/appraisal

SECTION C: Details of Existing Care Institutions

C.1	Titles of existing projects/activities related to Care Institutions:	
C.2	Details of the proposed care projects/activities (attach separate annex – 150 words on each project/activity describing objectives, approaches, location of proposed project. implementation progress, results, monitoring framework, No. of Beneficiaries (men and women), Current Budget and nature of financial support required and percentage this represents of total project cost.	

Section D: Declaration

D1	<p>Provide a self-declaration, signed by the chief functionary of the organization affirming that the organization not faced any disciplinary/default actions from any organization. (Attach a copy of the self-declaration)</p> <p>Also give details of other accreditations the organization has with other government departments or other organizations.</p> <p>Attach a copy of the certificates for affiliations/awards. (Attach a note with self declaration and copies of certificate(s))</p> <p>Include an undertaking that in competing for (and, if accreditation is granted) the CSO will strictly observe the laws against fraud and corruption in force in Kerala and in India.</p>
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Framework for Government - Civil Society Partnerships

Social Justice Department

Government of Kerala

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FRAMEWORK

1. Preamble

The hallmark of a civilized society is reflected in the way it cares for the freedom, rights and dignity, needs, wants and emotions of the most disadvantaged citizens. The Social Justice Department of the Government of Kerala is the nodal agency for the implementation of various social legislations and welfare schemes for the welfare, development and rehabilitation of the disadvantaged sections of the society. It runs and oversees a range of welfare institutions to care for the children, senior citizens, disabled persons, mentally ill persons, mentally challenged individuals, women and girls who are victims of domestic violence and sexual abuse. Inmates in these institutions often have multiple vulnerabilities.

The governmental system, despite its inherent limitations had been rendering commendable services in this area. There are galore of examples of excellent practices where those heading the institutions had been able to amplify their effectiveness by leveraging the vibrancy and dynamism of NGOs and the philanthropy of individuals and bodies mostly in around the vicinity of these welfare institutions. But these practices in Government are not documented and institutionalized. Therefore, in Government such practices do not always become sustainable and available for replication. Many good practices die unnoticed along with the transfer of the enthusiastic heads of institutions who initiate them. At the same time, there is no single framework for individuals, civil society organizations and philanthropically inclined corporate bodies to venture forward and render their services proactively to these institutions. This often discourages such bodies in coming forward to collaborate with Government in finding solutions to very many challenging problems that our society faces today.

Yet another important challenge is that the range of institutions under the Social Justice Department house vulnerable persons who often require Tender Loving Care (TLC) round the clock- something which is not always easy to deliver through the governmental system. However, the responsible and stable presence of government in the allocation of government resources and the supervision and governance of such institutions is critical to such a welfare system. In this context, the synergy between Government and civil society partnerships that combines the credibility, stability and legitimacy of government system and the dynamism, creativity, responsiveness and flexibility of civil society assumes great importance. It is this combined power that needs to be unleashed to address the subtleties of care and protection required by the inmates of the institutions. The obligations of Corporate Social Responsibility can also be harnessed for the development of our Institutions in such a framework.

Our social legislations viz: (1) The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995 (2) The National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation & Multiple Disabilities Act, 1999 (3) The Juvenile Justice (Care and Protection of Children), Act, 2000 (4) the Protection of Women from Domestic Violence Act, 2005 (5) The Maintenance and Welfare of Parents and Senior Citizens Act, 2007 and (6) The Protection of Children from Sexual Offences Act, 2012 stress the need for partnership with civil society and has specific provisions for involving NGOs/Voluntary Organization's in providing services in the Government run institutions. . For example, the Juvenile Justice Act has provisions for establishing and maintaining observation homes, special homes and children's homes in agreement with Voluntary Organisations. The concept of Honorary or Voluntary Welfare Officer is also mentioned in the Act. The related rules speak about the transfer of management of institutions and after care homes. The provisions for guardianship and district-wise Local Level Committees in the National Trust Act also emphasize this principle. The role of Service Provider, Shelter Home Managers and Counsellors and Experts in

the Domestic Violence Act and the District Level Committees and State Level Committees in the Rules again underline the importance of public private participation to tackle the issue of Domestic Violence. Disabilities Act has provisions for rehabilitation of the disabled by Local Authority and about giving financial aid for the same. The presence of a civil society watchdog set up for ensuring the rights related to education, employment transportation, accessibility, barrier free environment etc for the differently abled, in keeping with the six principles enshrined in UNCRPD (United Nations Convention on Rights of Persons with Disability) will be helpful to ensure the implementation of the Act. The Act for parents and senior citizens has provision for engaging Conciliation Officers. All these amply reflect the legislative intent of emphasizing public participation in providing institutional support in diverse areas of social care.

An Indian citizen who desires to extend services or support to the fellow citizens living in the institutions of the State should necessarily have a chance to do so. This is only in keeping with his/her fundamental duty of developing humanism enshrined in the Article 51 (A) (h) of our Constitution. The National Policy on the Voluntary Sector, 2007 acknowledges and recognizes the role of NGOs in creating demand of marginalized sectors of society for public services. This type of partnership will also facilitate the realization of inclusive growth visualized in the Millennium Development Goals.

The legislative vision of partnership has not been fully realized in actual practice. There are chasms between what is envisaged and what happens in actual practice. In many cases, even the mandatory protocols and structures have not been developed and functioning adequately. The spaces for intervention need to be spelt out more explicitly based on the legislative intent. Structures and protocols envisaged in various social legislations but not put in place need to be developed first. Compilation of good practices from the field will be useful while delineating the spaces for relevant participation. New possibilities of collaboration can be explored after gap analysis of the hitherto unfulfilled requirements of the institutions

and the unmet needs of the inmates. International experience can be scanned for good practices and some of these practices can be adapted appropriately. All conceivable possibilities can be imaginatively drawn out and incorporated after it is tailored to suit the context. There is need for an actionable policy for NGO - Government partnership based on mutual respect and an awareness of the strengths that both sides bring to the table in a social partnership. Equally important is the credibility of the NGOs themselves and the criteria of their accreditation.

In short, this policy seeks to define the contours of partnership between Government and Civil Society in facilitating services in existing institutions and also in managing new institutions for the care and protection of large and diverse set of vulnerable groups.

2. Purpose of this Policy:

The purpose of this policy is to have a formal frame work, an actionable and operational document that sets out a charter for collaboration between public institutions and civil society. The term civil society in general has come to represent the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) for the purpose of this document refers to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, professional associations and foundations.

3. Vision underlying the Policy:

Social justice for and empowerment of the vulnerable sections of the society including children (in need of care and protection and also those who are in conflict with law), women, aged and the differently abled essentially revolve around the creation of an enabling environment for them to attain their full potential as human beings and to live in freedom

and dignity enjoying all their inherent rights. This policy is expected to open up new spaces of engagements for the members of civil society with a view to channelizing their humane and philanthropic impulses to supplement and complement the work of Government. The Government in turn will benefit by enhancing the effectiveness of the efforts undertaken in this realm. Continuous feedback on grassroots level realities highlighted by representatives of civil society will help the Government become more responsive to emerging needs. This joint pursuit of shared goals will ultimately benefit the institutions and their inmates.

4. Mission envisaged under the Policy:

Seamless integration and synergistic partnership between Government and Civil Society in facilitating services in care and protection institutions run, managed or sponsored by Government.

5. Aims and Objectives:

The primary objective of the policy is to provide high quality services at competitive cost to beneficiaries in various Homes and Institutions run by the Social Justice Department of Government of Kerala. The other objectives are:

- a. To optimize the use of government resources and to provide a system for effective monitoring of the services provided in partnership with NGOs and Civil Society Groups;
- b. Providing improved quality services to socially disadvantaged sections through community participation;
- c. Reduce the need for institutional care by integrating beneficiaries of residential homes with the mainstream of society through effective rehabilitation;
- d. Sharing the expertise/experience of NGOs for improving institutional care services;
- e. To provide holistic care services to the inmates of government run residential institutions;
- f. Supplement services provided by Government functionaries wherever they are deficient;

- g. To provide flexibility in delivering an improved quality and range of services;
- h. Increasing transparency in the management of homes and institutions.

6. Scope of the Policy:

For operational clarity, this policy classifies civil society under four heads

- Individuals
- Community Groups/NGOs/CBOs
- Corporate bodies
- Academic institutions

Academic institutions have been included as a separate class, given the unique nature of collaborations possible with these institutions. Such research can if channelized well extend to not only training but also research for discovering specific solutions to the problems of the institutions and needs of the inmates.

For purpose of delineating spaces for collaboration, this policy envisages possible collaborative activities at four levels:

- **Level 1:** Stand alone, one time activities – e.g. render an assistance/help with definite start and end points – duration of collaboration ranges from one to a few days
- **Level 2:** Short term duration interim range activities (duration of collaboration ranges from a few days to one year)
- **Level 3:** Long term projects/services (duration of collaboration extends beyond one year)
- **Level 4:** Institutional Management

The policy spells out five aspects that will define civil society partnerships:

- Possible Activities
- Safeguards to be adopted
- Accreditation Criteria

- Institutional Arrangements
- Monitoring and Evaluation (which also addresses settlement of disputes between Government and the collaborators)

7. Role of the Department of Social Justice

- a. To regulate and act as over all facilitator for delivery of high quality institutional care services to disadvantaged sections of society;
- b. To set standards of service delivery;
- c. To provide financial support to NGOs for delivering high quality services to beneficiaries;
- d. To coordinate the efforts of various NGOs in proving institutional care services; and
- e. To monitor and evaluate the performance of various NGOs in delivering the required quality of services;

8. General Principles of the Policy

- International conventions and legislations envisage public- private partnership in the activities and in the management of institutions. Therefore, the policy is designed to go beyond a statement of objectives and is drawn up as a comprehensible list of actions.
- However, it goes without saying that it is impossible to list out all the possible activities that can be collaboratively undertaken. The limits of the list are set only by the limit of the passion, dedication and imagination of the head of the institutions concerned and the prospective civil society group that comes forward for the collaboration. The list of activities furnished is only illustrative and not at all exhaustive. This is envisaged to be an evolving list.
- To minimize, if not avoid, adhoc practices and to open up spaces for private players, safeguards, institutional arrangements and accreditation criteria need to be spelt out clearly.
- All possible activities cannot be mapped out in advance. Neither can the corresponding safeguards be stipulated upfront. Some general principles can be laid down for institutional arrangements,

accreditation criteria and monitoring and evaluation. Since activities are ever evolving, the corresponding safeguards also will necessary be evolving in nature.

- When new types of institutions (say, an institution for de-addiction) come up, newer partnerships will emerge requiring new safeguards to be put in place.
- The elaborateness of institutional arrangements, the range of criteria for accreditation and the procedural rigour for monitoring and evaluation will depend on:
 - the level of the activity
 - whether an individual, group , academic institution, NGO or Corporate Body is involved in the care/welfare/rehabilitation function
 - the degree of risk involved for the institution and the inmates
 - size of the budget
 - reasonableness of the procedural hurdles vis-à-vis the service rendered
 - reasonableness of the procedures vis-à-vis the commitment of the collaborator for service
 - commonsense applied to the context
- Since Government is attempting to harness the volunteerism of humane individuals groups and institutions, the procedures need to be substantially non-obtrusive as well as non- intrusive. An informal check might suffice in certain obvious cases. The entire atmosphere should be conducive and welcoming for the prospective collaborator/s.
- To avoid conflicts, the role, privileges, duties and obligations of all the partners have to be made explicit.
- The partnership has to be based on mutuality, trust and solidarity among partners.
- In partnerships, conflicts are to be anticipated due to imbalance of power and resources among partners, especially when one partner

has power and resources and the other partner is dependent for resources and accountable for the resources.

9. Accreditation Norms

To get accredited by the Social Justice Department, an organization must comply with the following minimum norms. These minimum norms are basic standards of governance that all NGOs/Voluntary Organizations should follow. The basic norms include the following elements:

- **Identity**
Principle: The organization should exist and be registered
 - Existence
 - Legal status
- **Vision, Aims / Objectives and Achievements**
Principle: The organization is able to state what it is aiming to do and can also state achievements related to its aims.
 - Vision/purpose/mandate/mission
 - Aims and objectives
 - Impact/achievement/output/performance
- **Governance**
Principle: The organization is committed to and practices good governance, especially because voluntary organizations draw upon public funds and private donations.
 - Governing Board/details of members
 - Meetings and minutes
 - Approvals and compliances
- **Operations**
Principle: The organization conducts its programs and operations efficiently and effectively in public interest.
 - Program
 - Management
 - Human resources
- **Accountability and Transparency**
Principle: Organization is accountable and transparent to the community served, the state, the public, the donors, the staff, the volunteers, and concerned others.

- Accountability
- Transparency

10. Specific Principles

Accreditation criteria:

Endorsement by credible individuals, general acceptance in the society, endorsement of the local society, credibility, track record, experience and expertise in the specific activity under discussion will be considered in the case of individuals and groups. When individuals are involved, their reputation and social standing has to be taken into consideration.

For NGOs, specific aspects whether the NGO is secular or apolitical, and whether it is operating at grassroots level, regional level, state level, national level or international level are other factors that will be taken into account.

In activities related to construction works, skill training, counseling, tutoring etc the credentials have to be checked. Minimum standards need to be fixed for institutions. Evaluation team will evaluate the institution and collaborative venture based on these minimum standards.

Safeguards: When inmates are taken out of the premises of the institutions as part of the accepted collaboration, the names, addresses and contact details of the party have to be obtained. A visitation should be there prior to taking the inmates for a short stay. The necessary facilities have to be ensured e.g. types of toilets which can be used by the differently abled. The other members of the family have to be assessed. There should be a system of tracking the welfare of the inmates once the collaborative activities are in progress e.g. meeting the inmates privately and seeking feedback regarding the arrangements, phone calls etc. Attempt should be

made to confirm that the collaborator has no vested and dubious interests and criminal intent. The inmates will have to be briefed about personal level security measures and the available help from the institution if required.

Institutional Arrangement: For certain types of Level I activities (e.g. staging an entertainment show to entertain the inmates), the Superintendent can give permission based on her/his discretion. When Level I activities like taking the children out (for say a movie in a cinema theatre), a charter would be sufficient. When groups come for Level I activities, their genuineness can be checked. The time of entry and exit and the purpose of the visit must be recorded.

For Level II activities (e.g. maintenance and repair of say plumbing/electric connections), the credentials of the partner can be checked. For Level II initiatives by Corporate Bodies, an agreement will be necessary.

For Level III and IV initiatives by Corporate bodies, an MoU shall be insisted upon. The time duration of the activity need to be spelt out along with the conditions for termination of the arrangements by either parties. Depending upon the size of budget involved and the degree of risk, a system to seek permission from Superintendent of the Institution, Management Development Committee, District Social Justice Officer, Director, as the case may be, could be drawn out. Wherever appropriate, the services of Child Welfare Committee (CWC) and JJ Board (Juvenile Justice Board) can be roped in for advice and assistance. There will also be the need to introduce a system by which a higher-level authority can veto the decisions taken in allowing/disallowing collaborations or requests for the same. In short, the principle is to have a robust system, which facilitates, but is not cumbersome to drive away genuine persons and institutions who do want to help.

Charter, Agreements and MoUs can include legal bindings, rules, safeguards, terms and conditions of interim evaluations, conditionality of extension of services etc wherever applicable

Annexure I sets out the different classes of activities that can be undertaken collaboratively. The further away horizontally across the matrix, higher will be the level, from which permission will have to be sought, the tighter will be the institutional arrangement and more stringent will be the monitoring and evaluation. Similar case would apply for movement vertically down the matrix. Thus categories of collaboration falling under 'A' may need only the permission of the superintendent of the institution while category of activities falling under 'L' might require clearance from the Secretary of the Department concerned. Needless to say, the position of the cell in the matrix alone will not be the sole criterion. As mentioned above, the degree of risk, impact on the inmates in terms of intensity and temporality (duration), and size of budget will all be deciding factors.

Monitoring and Evaluation: Statutory bodies are mentioned in a few Acts and Rules. Such bodies should be constituted on priority and it should be ensured that they meet regularly and discuss issues. Fairly representative multi-stakeholder committees should be constituted to plan, implement, evaluate and monitor the collaborative ventures of the institutions. Planning Committee should be different from Monitoring and Evaluation Committee. Wherever possible such committees should have representation of the inmates, relatives of inmates, local body leaders, MP/MLA, NGOs working along similar, academicians, professionals, officials etc. A system of joint inspection can be conducted and the partnership initiatives can be evaluated. An appropriate reporting system also should be in place.

Going by the classification of activities mentioned in the matrix furnished in Annexure I, the tighter will be the monitoring and evaluation as we move down vertically down the matrix and as we move horizontally from left to right across the matrix. Along with the location of the activity in the matrix, we have also to consider the degree of risk, impact on the inmates and the size of the budget while determining the stringency of monitoring and evaluation.

Annexure I:	Framework of the Matrix
Annexure II:	Activities and Safeguards: Children
Annexure III:	Activities and Safeguards: Women
Annexure IV:	Activities and Safeguards: Differently Abled
Annexure V:	Activities and Safeguards: Elderly
Annexure VI:	Principles of Accreditation Criteria for individuals, Groups/NGOs and Corporate
Annexure VII:	Institutional Arrangements for granting permission for collaboration
Annexure VIII:	Monitoring and Evaluation
Annexure IX:	Arbitration Mechanism
Annexure X:	Special framework for collaboration between the Social Justice Departments and Academic institutions

Annexure I - Matrix of the level of Engagement of Civil Society with Institutions of Social Justice Department

	Individuals	Group of individuals/CBO s	Industry/Corporate bodies
LEVEL 1 <i>Stand alone one time activities (one or a few days,)</i> E.g.Render an assistance/help without any future commitments or liability	A	B	C
Level II <i>Short duration interim range activities (up to one year)</i>	D	E	F
Level III <i>Long term Projects/services (more than one year):</i>	G	H	I
Level IV <i>Institutional Management</i>	J	K	L

Each activity is categorized in one of the 12 cells.

This categorization as used in the subsequent annexures is not final, but only indicative. Each activity has to be contextualized and considered how it is conceived and planned. Only then, can a realistic categorization can be made.

Annexure II - Activities and Safeguards: Children

Activity	Category of Activity
Make Children's Home Child friendly:	
Landscaping, gardening, children's park, Playing materials play ground - set up / set up and maintain/ maintain	A B C
Landscaping, gardening, children's park, Playing materials play ground - creating new facilities	B C
Regular counseling, Programme for trauma management, recreational facilities, reading facility, supply of books and periodicals	A B
At the time of admission of child	
Welcome kit to every child on admission- dress, sanitary items, sheets, towels etc.	A B C
First time assessment of physical /mental health	A B
Case file development, case study	A B D E
Study of family history – documentation - To take steps to locate parents if a missing child.	B C
Assessment tools for child mental health with help of NGOs	A B
Voluntary probation service	A B
Health and Hygiene	
Hygiene- class to children (Service of Doctors in service/ Retired doctors/Doctors from Pvt. Hospitals/Hospitals can be used)	A B
Routine/ Periodical Medical check up and supply of medicines (Service of Doctors in service/ Retired doctors/Doctors from Pvt. Hospitals/Hospitals can be used)	A B C
IQ- Mental health-assessment	A B C
Psychological first aid, behavioral management for child with criminal background	A B C
Assessment of skill and ability	A B C
Washing of dress / Laundry service	A B C
Education	
Supply of Educational materials /uniforms to individuals/group	A B C
Sponsorship of educational expenses of children/child	A – F
Remedial Education/ learning to the children who are not going to school	A B C
Basic reading and writing ability /arithmetic skills to be developed all the children for the appropriate class in the home with support of tuition teachers volunteers	A
Assessment of skill and ability	A B

Life skill training	A B
Vocational Training (IT, Motor mechanic, mobile repair, plumbing, electrician, Fashion Technology)	D E F
Placement	F
Recreation	
Picnics, tours	A B C
Creating a theatre group	H I
Making documentary film, film shooting, cartoon, drawing	H I
Nature club, literary club, film club and discussion	H I
Celebrate Birthdays	
Sponsorship for such activities	
Transfer of children to the place of residence of the child Can use the service of Accredited person to find out his native place.	C
Restoration Can use the service of Accredited person to find out his parents/ adapted parents/foster care.	
Rehabilitation	
Skill development, Career guidance Programme	
Placement	
Vocational training, Support for higher education, life skill education, Placement services	
Find out suitable alliance for girls of After Care Homes for marriage.	
Raising funds for marriage- permanent corpus fund.	
Career guidance Programme	
Mass Marriage can be conducted with the help of corporate group	
Work shop for elder children in vocational areas	
Recommendations for institutionalization and activities related to de-institutionalization	

Note :

Safeguards during picnics:

1. Ensure that the vehicle is hired is fit and the driver is experienced, does not have a history of rash driving and not under the influence of alcohol
2. Record the destination and the route
3. Record the vehicle details and contact details of the operators and driver
4. Picnic /tour team should be accompanied by a responsible employee from the institution.
5. Permission should be obtained from the parents.

6. Visit should be geographically limited as per the prevailing government instruction
7. The people who coordinate the programme should take all the safety measures.

Safeguard in seeking assistance for marriage of inmates

1. In cases of marriage of inmates, thorough investigation has to be made, pre-marital counseling is provided and all legal formalities of marriage have to be observed.

Safeguards against sexual harassment

1. All children should be given preliminary lessons against sexual harassment.
2. They should be taught the difference between good and bad touches and the dos and don'ts in healthy sexual growth.
3. They should be warned and guarded against possible blackmailing by harassers.
4. They should be taught about the complaint mechanism and encouraged to place complaints irrespective of the relationship of the harasser and his position in society.
5. Regular visits by a qualified counsellor should be arranged, so that the children open up and air their problems and get them remedied.
6. Educate the children on Drugs, Alcohol, Sex Rackets and tell them how to prevent getting entrapped
7. Educate the children on Child Helpline services

Possible collaborators (Illustrative list):

Retired Teachers, Teachers, MSW students, Parents, Doctors, social workers, psychologists, artists etc.

Sports institutions providing coaches

Educational institutions, IT sector institutions

Private hospitals, Banks, Corporate groups, Film Industry, Chamber of commerce, Shops and establishments, Artists

Annexure III - Activities and Safeguards: Women

Activities	Category of activity
Substitute assistance to matron / cook	A
Cooking a dish	A
Cleaning the premises	A
Taking an infirm person to the hospital	A
Escort children to anganawadis	A
Being a bystander in the hospital	A D E
Minor repairs	A
Engaging sessions on subjects related to legal /psychological/medical /economic literacy, women empowerment, homemaking and entrepreneurship	A
Helping to establish auxiliary industries – training – establishment-stabilization	I
Life-skills, technical skills etc.	A B
Provide translation services Children from other States reach institutions. Some individuals in the society will be able to render services related to translation	
Legal, Financial, Health, Psychological, pre marital Counseling	A B D E D E G H
Organizing cultural activities to entertain the inmates	A B
Giving training in sports and arts, film making, making documentaries	G H
Construction of facilities, sponsoring for auditorium, sports	F
Training in martial arts	G
Accompanying an inmate to court / Police station	A
Taking an inmate for outing	A B
Occupational Therapy	E
Assuming the role of Welfare Expert in the case of Domestic Violence cases	A B
Helping a DV victim to navigate the Justice Dispensation System – to handhold and escort women if required to Protection Officer, Police, Medical facility, Counselor etc.	D G E H
In the case of women getting Residence Order, locate houses for them. Visit the women who get residence order and stay within the shared household along with the molesters.	D G E or H
Sponsorship of cot, computer, chair medical equipments etc.	A
Specific occupational training and placement	C

Community marriage in the institution – providing dress and ornaments	
Helping the women to get reintegrated into the society- interventions can be made at societal level. Ensure a smooth transition and stand by them until they stabilize	A B D E
White washing and repair	A B C
Individual sponsorship of the inmates	G I
Sponsoring the medical treatment of an inmate/inmates	D F H I
Training in tailoring, flower arrangement, book binding card making etc Developing a software for the institute	D E
Conduct medical camps	A B C
Assisting women to get placement and also ensure that the working conditions and wages/salary are OK.	
Developing a software for the institute	G I
Sponsoring nutritious food for women and children for a predetermined period	G I
Rescue operations from trafficking and commercial sex victimization	
Helping in the reintegration of the women back into their families	A B D E

Safeguards:

1. Educate women on the safety measures already prevailing for women like help lines, Women’s Commission, District Police Cell etc.
2. When women inmates are taken out of the institution as part of the collaboration, ascertain and record the contact details of the persons taking them out
3. When persons from outside interact with women, the prevailing possibility of the brokers trying to lure and or intimidate them back into sex trafficking has to be considered. Women inside such homes need to be given training on women empowerment.
4. Practical training has to be given for attaining self-reliance.
5. Personality training and counselling has to be imparted so that they regain their self-esteem and live with dignity. They need to be taught specific training on Assertiveness Skills and legal awareness. They need to be linked to women’s group who are willing to support them practically through their problems on a sustained basis.
6. Warn and educate the women regarding sexual harassment and advise them on personal safety measures
7. Domestic Violence victims must be coached thoroughly on the Safety Plan given in the rules related to Domestic Violence Act

8. Ensure confidentiality of the individual from all those who come forward
9. Enquiries about prospective bridegrooms should be made thoroughly
10. When corporate groups give training and placement, make sure that the skill acquired enhances the overall employability of the women concerned. Ensure reasonable wages/salary for the women concerned
11. When training is given for setting up ancillary units, make sure that there is prospect for the main industry and hence the ancillary industry for at least a reasonable period of time
12. Ensure the safety and quality of food coming inside the institute
13. Ensure the competence and credentials of the persons engaged
14. When women are married off, periodic visits and checks should be done to ensure that they are settled in a congenial environment.

Annexure IV - Activities and safeguards for the differently abled

Activity	Category of activity
A stay with a family overnight or for a short duration	A
Hair cut, Nail cut, Ayurvedic treatment, First aid nursing, Care activities	A
Minor electrical & electronic works, minor plumbing works	B C
Interaction with the residents	A B C
Cultural Programmes and entertainments like singing song, Magic etc...	A B C
To provide holistic care services to the inmates of institutions, Supplementary services provided by Government wherever they are deficient	B C
Taking an inmate to the Hospital,	A B
Acting as bystander	A B
Collecting information relating to their family and for the re union with the family members	A B C
Accompanying inmates to park, exhibition centres, tours, zoo, museums, festivals, melas etc	A B
Sponsoring & participating special day celebrations	A B C
Sponsoring one time treatments/surgeries	A B C
Supply of aids and appliances	A B C
Supply of furniture, cloth, toiletries, study materials etc.	A B C
Arranging Gifts on special occasions	A B C
Sponsoring indoor and out door games	A B C
Reading out to a blind person	A B
Cooking a dish, cleaning the premises	A B
Taking the resident to stay with their family for a short term	A B
Spending important days of the family like Death anniversaries, Birthdays, Wedding anniversaries etc... with the residents	A B
Adopting one or two inmates and sponsor them for a specific period	D E
Adopting inmates who are sick and need regular treatment and need expensive medicines	D E F
Arranging tuitions	D E F
Establishing training institutes to give teachers training to handle autistic children	
Activities like Yoga therapy, counseling, occupational therapy	D E F
White washing, plumbing, electric wiring,	E F
Providing post surgery care for a person	D E
Developing software for the institution	D E F

Maintaining case studies and medical records for the inmates	D E F
Arranging care and support for the bedridden inmates	E
Taking out physically challenged children for a holiday	D E F
Motivational Talks to encourage them to live confident irrespective of their physical/ mental disability	D E F
Helping the Functioning of the institution in a professional manner by providing special care and attention to the residents individually tailored to their own experiences	E F
Arrange travel opportunities taking into account the special needs of Differently abled Persons, Visit of the student groups, residents associations, NGOs and voluntary groups and interact with the residents regularly	E F
Arranging the Differently abled persons for recreation and sports	D E F
With the help of NGO's improve the standards of nutrition, health care, cleaning surroundings, sanitation etc.	E
Individual human resources can be utilized for teaching / Tuition to differently abled children	G
Provide opportunities to nurture and develop the talents of the inmates e.g. training them in them in their areas of interests, giving opportunity to use their talents like teaching, arts and sports	A to I: Individuals, groups ad NGOs and corporate groups can partner in these activities and this can go up to level III
Activities like singing, drawing, painting , jewellery making, soap making etc, and cooking, nursing, Care giving, psychological & legal counselling	G H I
Identify the differently abled children in the locality and suggest measures to extend help	G H
Intervention at family level of the differently abled in the community with the support of the Department and provide advice , training and support to the family members to manage the children in difficult circumstances	H I
Provide training to family members to handle such patients, motivational training programme, vocational trainings etc to the differently abled, also provide job oriented/career based training to earn some amount independently	G H I
Community based interventions to identify the persons with	H

disabilities and sponsor /adopt such persons	
Introducing common health clinic in institutional complexes with the supporting staff like doctors, nurses, psychologists, psychiatrists, legal service and counsellors	H I
Introducing common kitchen in institutional complexes	H I
Installation of Pump set and construction of pump house in the institutional complex	J H I
Help the residents of other states for repatriation	H
Help to conduct camps and identify the early Construction of new buildings, maintenance of existing buildings, additional infrastructure facilities	H I
Individual act as a facilitator for delivery of good quality care services	J
NGO act as a facilitator for delivery of high quality institutional care services	K
Provide monetary support to NGOs for delivering high quality services to beneficiaries	K L
Pooling of funds from Govt, NGO/ CBO, Managing committee fund under the supervision of the supdt	K L
Facilitator for delivery of high quality institutional care services	L
CSR funds can be utilised for the functioning	L

Safeguards:

1. Thorough check up to ensure the good intent of the individual/organization/NGO
2. Written application specifying the time limit for the stay
3. Ensure that arrangements are made to cater to the needs of the differently abled, in case they are going for stay.. Ensure that the persons in the house can empathetically interact with the inmates to whom they are extending hospitality.
4. Counselling and educating the inmates to safe guards and to report against any form of harassments.
5. Timely follow up of the Welfare of the person/ children and ensure the safety and security by calling them over phone etc. when they are going with outsiders.
6. When a tour programme / stay for more than one day is arranged by an individual, NGO or corporate, inform higher authorities the details of participants, duration and date, vehicle no., destinations, persons accompanying them, arrangement of stay etc and permission to be obtained.
7. If the tour program is arranged outside district permission from DSWO is necessary. If it is outside state, permission of the Director is needed. In case of tours abroad, the clearance of the Secretary of the relevant Department is needed

8. For any type of construction, electrical work etc, inspection by experts in the field should be there.
9. All the Acts and Rules of the State Government are applicable to the NGOs while functioning

Annexure V - Activities and safeguards for the Elderly

Activity	Category of activity
Free interaction with residents	A B
Physical care and Nursing (haircutting, curing of nails, body washing, teeth care, oil massaging and combing)	A B
Newspaper reading, TV watching, Entertainments, riddles	A
Short visit, outing to home, beach, park etc.	A B
Providing Home Stay for one to two days	A
Accompanying an infirm person to hospital and	A B
Providing bystander assistance	A B C D E
Supply of cloths, blankets and chappals	A B
Supply of utensils	A B
Counselling Services	A B
Spectacles, walking sticks, wheel chairs, walker etc	A B C
Periodical health check up	E
Providing bystander assistance	E
Supply of clothes blankets and utensils	E
Counselling Services	E
Sponsoring of medicines, milk, health drinks etc.	E F
Dead body burial	E
Palliative Care	E F
Yoga therapy	E F
Supply of air beds, water beds	K L
Casual male/female attendant	K L
Infrastructure development (Supply of furniture, procuring of food materials, kitchen Wears, gas, drinking water, installation of solar power, bio gas plant, inverter	K L
Ambulance service, Power laundry, Sponsoring a Library (books, magazines, news papers	
Aquarium/fish tank	J
Repair and maintenance of building, electrical and plumbing equipments, landscaping and garden	K L
Providing counselling services, Medical	
Construction of Incinerator	K L
Rainwater harvesting, Indoor game	K L
Multipurpose mini auditorium	K L
Casual male/female attendant	K L

Safeguards:**When the inmates are taken out for tour**

1. Details about the individual who takes them out should be recorded, the time and place of picnic
2. Ensure that the participant inmates are in good health.
3. An employee may accompany the group

When they are taken to somebody's home

1. A team for the institution visits the home and ensures that the facilities are conducive for the elderly like proper toilet facility, place of rest, food etc.
2. Prior to visit, sensitize them about harassments -sexual, physical and mental and after visit counselling to be provided to ensure that no harassment has been done.
3. Ensure that the person is not exploited economically
4. Inform the person/ agency about the medicines the old person need to taken regularly,

Annexure VI - Accreditation Criteria and Structure for accreditation

1. Accreditation Criteria

Individuals

- Evaluation of the Superintendent
- Social Standing of the partnering individual, group or corporate
- Financial Background, where necessary
- Credibility
- Recommendation by a respectable person
- Track Record
- Trial period

Groups/NGOs

- Past history and track record
- Audited Accounts Statement
- Expertise in respective area
- Level of operation – grassroots, regional, national or international
- Political or non political
- Family owned or not
- Secular or religious
- Family organizations or organizations with elected Board
- Existence or otherwise of social audit practices

Corporate

- Past history and track record
- The type of business/trade/services engaged in
- Audited accounts
- Local reputation of Board members
- Activities taken up under Corporate Social Responsibility

2. Body for Accreditation:

A state level Secretariat headed by Joint Director.

The Secretariat should have the following members:

- Joint Director
- Representative of Indian Council of Social Justice, Kerala
- Representative of Corporate sector
- A respectable individual doing social work at individual capacity
- Nominee of Human Rights Commission
- Nominee of Women's Commission
- Nominee of Child Rights Commission
- Nominee of OCB (Orphanage Control Board)

Nominee of Social Welfare Board

Nominee of CWC

When it is an NGO partner who is operating at international level or national level, representatives of Indian Council of Social Welfare or International Council of Social Welfare can be invited as special invitee.

Similarly officials of Ministry of Women and Child Welfare can be invited.

3. Administrative Set up

Joint Director

Asst Director

An assistant with computer knowledge

Field Investigators for credibility check

D. Identity Card

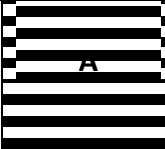
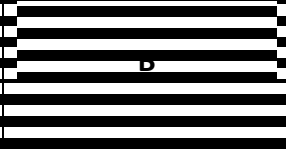
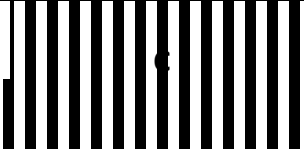
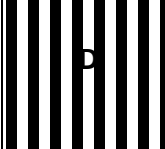


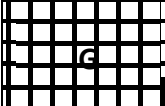
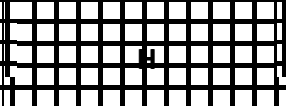

Identity cards should be issued to the accredited persons/institutions.

Duration may be fixed for accreditation and renewal need to be based on periodic evaluation report from Monitoring and Evaluation Committee.






Accreditation Committee will be empowered to disqualify an NGO if found to be not up to the mark.

Note: Not only quantitative, but also qualitative indices will have to be developed the functioning of NGOs. These indicators will facilitate the accreditation process

Annexure VII - Institutional Arrangements for sanctioning the collaborative venture

	Individuals	Group of individuals/CBO s	Industry/Corporate bodies
LEVEL 1 <i>Stand alone one time activities (one or a few days)</i>	 A	 B	 C
Level II <i>Short duration interim range activities (up to one year)</i>	 D	 E	 F
Level III <i>Long term Projects/services (more than one year):</i>	 G	 H	
Level IV <i>Institutional Management</i>			

Permission should be sought according to the following arrangements:

LEGEND		
LEGEND	TYPE	SANCTIONING AUTHORITY
	Class I	Superintendent
	Class II	Management Development Committee (MDC)
	Class III	MDC + DSJO
	Class IV	DIRECTOR
	Class V	GOVERNMENT

There can be a sanctioning authority (Class II to V) becomes hierarchically the appellate authority for its next lower Class.

Once the approval is obtained, charter, agreement, MoU could be the procedural formality depending on the type of activity, duration, budget, risk implication, impact on the inmates and the budget involved.

Annexure VIII - Monitoring and Evaluation of the Collaboration

The following structure can be used for the monitoring and evaluation of any specific collaboration.

1. Inmates who are the part of the project
2. A Relative of a participating inmate
3. DSJO
4. Representative from the partnering NGO
5. Superintendent of the institution
6. District Probation Officer/member from Juvenile Justice Board/Member from Child Welfare Committee/ National Trust Board/Protection Officer as the case may be.
7. Domain Professional (geriatrician, psychiatrist, gender expert etc as the case may be) Academician, Local Body Leader, special invitee/invitees in line with the relevance of the collaborative endeavour under discussion.

Mandatory reporting of results of the monitoring and collaboration should be reported to the Director of Social Justice Department in a prescribed format.

Annexure IX - Arbitration Mechanism for settling disputes

A state level committee will be set up for settling disputes that can possibly arise in the course of collaborative endeavours.

Arbitration Councils shall be set up at State Level and District level.

Annexure X - Special Framework for Collaboration between the Social Justice Department and Academic Institutions

There are clear complementarities between several academic and co-curricular activities and social sector initiatives of government. The academic requirements of students of various professional and general courses hold immense potential to strengthen and in turn be strengthened by collaboration with government programmes.

Organisational Structure for Collaboration

The collaboration between academic institutions and the welfare institutions of government would mean collaboration between a specific educational institution and a specific initiative of the Social Justice Dept. For instance, a professional college (say a fine arts college) could collaborate with a home for the mentally challenged to provide specialised training in crafts and arts for the inmates.

In order to facilitate numerous such collaborations across the state, a State Level Coordination Committee shall be set up. The State Level Coordination Committee will consist of the Secretary (Social Justice), Secretary (Higher Education), Director of Social Justice, Director of Collegiate Education, Director of Technical Education, Director of Medical Education and the State Coordinator of the NSS.

Responsibilities of the State Level Coordination Committee

1. To take decisions required for the smooth collaboration between the Social Justice Dept and academic institutions
2. To periodically identify and review areas in which meaningful collaboration is possible
3. To identify, document and promote best practices
4. To advise government and universities to include social work in the curriculum of various professional courses.
5. To identify and map the requirements of institutions of social justice and to match the requirements with the services that can be provided by educational institutions
6. To work out details of collaboration between each educational institution with the social justice institution concerned.

This will include:

- Identifying the number of hours to be spent and number of students to be involved vis -a -vis the needs of the institution and periodicity of visits

- Reviewing the status report prepared by academic institutions based on their experience in working with the social justice institutions
- Providing certificates to students who have participated in such initiatives
- Identifying educational institutions for awards of excellence and other incentives

Types of collaboration between educational institutions and social justice institutions:

1. Intense collaboration- A long term link between the educational institution and the welfare institution. e.g. - If a welfare institution is able to identify areas where greater academic inputs are required, interested educational institutions could encourage and place some of their Doctoral/MPhil/Research students to conduct their research in such areas. The research outputs can be utilised by the welfare institutions.
2. Periodic collaboration- Students can regularly spend time with welfare institutions on a periodic basis. While this fulfils their field work requirements, it also contributes to the functioning of the welfare institution concerned. e.g. - IT students can develop software for institutions, civil engineering students can help in preparing estimates, quality monitoring of civil works and assessing maintenance needs. Students from ITIs can regularly inspect the status of plumbing work, electrical installations. Nursing/medical students can regularly examine the inmates of various care homes. Nursing students can do their internship in the care homes.
3. One time collaboration- where a large number of people are required to perform a specific task (such as cleaning up operations), a collaboration can be worked out with an educational institution.
4. Academic institutions can take up action research programmes for improving quality of services of the welfare institutions
5. Students can be engaged as mentors of inmates of children's homes and juvenile homes, medical students and social work students can give counselling support
6. Students can visit inmates of old age homes at regular intervals with a view to alleviating loneliness of the inmates
7. Institutions can organise entertainment programmes at the care homes

NGO Accreditation Manual for Social Justice Department

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I. Overview of accreditation

1. Definition of accreditation

1. Accreditation is a transparent process by which NGOs/development organizations and individuals, active and practicing in various social sector fields are recognized and certified by a body represented by various stakeholders and experts involved in development sector, as quality service providers adhering and conforming to certain standards and procedures drawn up to the extent possible in a participatory mode.
2. This policy is currently limited in applicability to Kerala to organizations working in the field of social justice, particularly as care providers.

3. Practices in accreditation

1. Accreditation systems/processes are widely recognized, accepted and practiced in the development and social sector as a quality assurance and maintenance mechanism.
2. Various governments, bilateral and multilateral agencies have established their own accreditation mechanisms based on their programme and mission requirements.
3. Some of the multilateral accreditations are accepted and used by many donor/resource agencies as a standard for identifying and engaging partners in initiating and managing programmes at multiple levels.
4. Any organizations working in the social justice, care and welfare of any marginalized section of society can apply for the accreditation and after a set of procedures accreditation shall be awarded or rejected.
5. Directorate of Social Justice will own and manage the accreditation.

4. Scope of accreditation

1. The scope and applicability of accreditation is limited to the state of Kerala though such accreditation legal and functionally is open for all and can be taken as a standard for quality control mechanism.
2. At present only NGOs implementing or intending to implement projects under the **'State Policy for engagements with civil society'** shall be taken up for accreditation.
3. Accreditation is applicable to organizations and individuals and their activities in their core functional areas.
4. Different functional areas will be governed by different technical standards.
5. The management and infrastructural standards will be uniform for a class of organizations and functional areas and grading will be done based on that.

6. Technical standards used for accreditation may vary from programme to programme and issue to issue.
7. Experts in concerned areas will be developing minimum technical standards for each area.

8. Benefits of accreditation

1. The status of being accredited through official government recognition of NGOs
2. Structured approach in NGO selection
3. The chance to take revisit the functioning of the organization based on the outcome of the accreditation
4. The opportunity to get some external perspectives on the organization and its work
5. Providing new directions to expand the scope or intensity of work
6. Team building in working together with a common vision
7. Increased focus on communities to work with
8. A means to be accountable to tenants, community and donors
9. A chance to improve areas that need to be tackled
10. The capacity to identify training and other developmental needs through data collection
11. A means to assess effectiveness of an organization
12. Enhances acceptance by other resource supporting agencies
13. Increase in the credibility of NGOs

9. Limitations of accreditation

1. Initially the scope of work is limited to the State of Kerala.
2. The technical standards may change according to the change in issues considered and programmes pertaining to them.

II. The Accreditation Council for Social Justice Department (AC)

1. Composition of the Accreditation Council

1. The Accreditation Council (AC) chaired by the Minister for Social Justice will be the body empowered to accredit NGOs for the Social Justice Department.
2. The AC shall have the following composition:
 1. Minister for Social Justice (Chairman)
 2. Secretary to the Social Justice Department (Convener)
 3. Secretary (Local Self Government Department - Rural)
 4. Secretary (Local Self Government Department - Urban)

5. Director of Social Justice
6. Director of Health Service
7. Commissioner for Persons with Disabilities
8. Member Secretary (Kerala Social Welfare Board)
9. Member Secretary (Orphanage Control Board)
10. Representative of Indian Council of Social Justice, Kerala
11. Nominee of Women's Commission
12. Nominee of Child Rights Commission
13. Nominee of Human Rights Commission
14. Nominee of Kerala Legal Service Authority
15. Two representatives of industry group noted for their philanthropic commitment
16. Government may in addition nominate not more than five persons who have expertise at the national level in accreditation, in management (preferably a faculty from IIM), law, social sciences and media.
17. When collaborations are proposed with NGO partners who are operating at international level or national level, the following representatives may be included as appropriate and relevant:
 - Representative of Indian Council of Social Welfare – Invitee
 - Representative of International Council of Social Welfare – Invitee
 - Representative of Ministry of Women and Child Welfare – Invitee
 - Representative of Ministry of Social Justice - Invitee

3. Proposals for accreditation will be processed by the Director of Social Justice.

2. Functions of the Accreditation council

1. Review the list of NGO partners for accreditation
2. Set up teams and issue necessary directions for appraising NGO partners
3. Selection of NGO partners for accreditation
4. Grading of NGOs for accreditation
5. Providing accreditation to the NGOs
6. Suggesting and supporting strategies for capacity building of the accredited partners
7. Supporting government and institutions (NGOs/CBOs/Corporate institutions) in developing policies related to development
8. Act as a system for redressing grievances arising out of or related to the accreditation processes
9. Liaison between government and private for effective coordination of accreditation process

10. Periodically review the policies and progress of the accreditation systems

III. Qualifications for accreditation

1. Minimum Norms:

1. The organization has been in existence for a minimum of 3 years from date of registration.
2. The physical address given by the organization is verifiable.
3. The organization is registered as Trust/Society/Section 25 Company.
4. Registration documents of the organization are available on request.
5. A shared vision/purpose/objective is articulated beyond what is merely available in the registration documents.
6. The organization has defined indicators, which will measure its performance against its stated objectives.
7. The organization has a Governing Board, by whatever name it is called.
8. The organization discloses name, age, sex, work experience, and position of Board members.
9. Not more than half the Board members receive regular remuneration from the Organization (wages/salary/honorarium on a regular basis).
10. The Board meets at least twice a year with quorum as stipulated in its own Memorandum of Association.
11. All remuneration and reimbursements to Board members are to be disclosed.
12. Minutes of Board meetings are documented and circulated.
13. The Board approves programmes, budgets, annual activity reports and audited financial statements.
14. The Board has a policy on purchases, disposable, sale of assets, investments etc. that is transparent.
15. The Board ensures the organization's compliance with laws and regulations.
16. Activities should be in line with the vision/purpose/objective of the organization.
17. Appropriate systems should be in place for periodic programme planning, monitoring and review.
18. Appropriate systems should be in place for internal control.
19. Appropriate systems should be in place for consultative decision-making.
20. Clear roles and responsibilities for personnel (including volunteers) exist.
21. All personnel are issued a letter of contract/ appointment.
22. Appropriate Personnel Policy is in place.

23. Signed audited statements are available: balance sheet, income & expenditure statement, receipts and payments account, schedules to these, notes on accounts and the statutory auditors' report.
24. The organization's Annual Report be disseminated/ communicated to key stakeholders and available on request every year.

2. Desirable norms:

1. At least 2/3 of Board members are unrelated by blood or marriage.
2. A Board Rotation Policy exists and is practiced.
3. The distribution of staff according to salary levels must be disclosed in the annual report.

IV. Levels of accreditation and its norms

1. Accreditation levels

1. The accreditation or level assignment should not be perceived or viewed as a fault finding mechanism.
2. It should be focused on identifying the strengths and gaps, for filling such gaps and improving or utilizing the strengths of the organization.
3. The accreditation will be done on three levels:

Grade 1 Highly competent

Grade 2 Competent

Grade 3 Average competence

2. Criteria for grading

1. Proportionate significance shall be given to different criteria in the first phase of accreditation which may be as shown in the table below.

No.	Criteria	Score
1	Infrastructure (Own land, building and other assets – Fixed Deposits etc.)	10
2	Managerial capacity (Personnel management, transparency in planning and implementation)	20
3	Technical Resources (Expert personnel in project and NGO, human resource)	20
4	Quality of project implementation (Based on evaluation, audit report)	20
5	Innovative and best practices in the project/NGO	15
6	Support system (organizational link up etc)	15

Above 70 **Grade 1**

69-50 **Grade 2**

Less than 50 **Grade 3**

V. Rights and responsibilities of accredited NGOs

1. Responsibilities of accredited NGOs

The accredited organizations are responsible for:

1. Providing information on the progress of their programmes and new initiatives to the Department of Social Justice in the month of January every year.
2. Providing information to the Director of Social Justice on any changes in their byelaws, registration status, tax status, FCRA status, governing board, management committees and other items related to the legal status of the organizations every year.
3. Submitting audited statements and report of activities on a yearly basis to the council
4. Providing mentoring support on request from the Director of Social Justice to other weaker organizations to improve their organizational capacities
5. Attending the meetings, workshops etc. organized by the Government/Director of Social Justice
6. In case of voluntary withdrawal from accreditation systems, informing the Council one month in advance in writing about the same

2. Rights of accredited NGOs

1. An organization accredited under these procedures will have the right to produce the certificate to any of the agencies/institutions as a proof of its credibility and standing.
2. The accredited organizations will have preference in participating in capacity building programmes or coordination meetings organized for the accredited members by the Accreditation Council as well as in the allocation of funds/grants for public programmes implemented through the Social Justice Department.
3. The accredited organization will have the right to access the periodic information services provided by the Accreditation Council or any other resource agencies referred by the Council.
4. The accredited organizations will have the right to access any information or guidelines pertaining to programme planning, programme development and programme management available with the Council.
5. The accredited organizations will have the right to use the Council as a reference for their resource mobilization processes (technical and financial resources). In such cases the organization should apply and or inform the Council 10 days in advance about the programme and agency which they approach.

VI. Standards of accreditation

The standards for accreditation should be fixed at three levels:

1. Technical:

- T.1. Vision in welfare and development programmes
- T.2. Availability of resource pool
- T.3. Capacity of the organization in providing technical support
- T.4. Proven practices in the domain
- T.5. Technical competency in the present programmes
- T.6. Coverage of the support
- T.7. Documentation capacity

2. Management:

- M.1. Organizational governance systems
- M.2. Organizational management systems
- M.3. Project/programme governance systems
- M.4. Project management systems
- M.5. Efficiency of the systems
- M.6. Transparency of the systems
- M.7. Human resource management

3. Infrastructure:

- I.1. Separate accreditation standards for organizations in the urban and rural sector
- I.2. Availability of infrastructural facilities
- I.3. Organizational support to the programmes
- I.4. Involvement of volunteers in the programme
- I.5. Communication and other office operation facilities
- I.6. Affiliations to national and international organizations
- I.7. Awards and recognitions from authentic and reputed institutions/bodies

VII. Indicators and means of verification

Standard	Indicator	Possible means of verification
TECHNICAL		
<i>T.1. Vision in welfare and development related programmes</i>	<p>The organization has adopted the principles that they work only in one or two specific areas/themes.</p> <p>Action plan reflects the vision of the organization</p> <p>Their track record is more on the areas specified in the mission statement</p> <p>Successfully completed projects externally funded in the said areas for the last two years.</p> <p>The board members have clarity on</p>	<p>Vision and mission statement of the organization</p> <p>Programme reports of the organization</p> <p>Discussions with some of the board members</p>

Standard	Indicator	Possible means of verification
	the mission and vision of the organization	
T.2. Availability of resource pool	<p>The availability of technically competent people with the organization and they periodically (once in a month) involve in the work of the organization</p> <p>The nature of people associated with the organization in various assignments are nationally accepted and recognized</p> <p>The technical competency of the people in the programme teams are widely accepted by the resource agencies and technical support seeking agencies</p> <p>There are technically competent people available with the organization and can utilize them on a need based manner.</p>	<p>The list of governing board members</p> <p>The list of staff members</p> <p>The list of consultant and panel who worked for the organization with brief details of their engagement</p>
T.3. Capacity of the organization in providing technical support	<p>The organization has taken up similar assignments which provide technical support at an:</p> <ul style="list-style-type: none"> International level National level State level District level Organizational level <p>The nature of assignments taken up by the organization accepted at the respective levels and recognized by the concerned agencies.</p> <p>Organization providing technical support to other organizations and agencies on a regular basis for the last two years</p>	<p>The reports on technical support to other organizations</p> <p>The acceptance letters of the agencies who received support from the organization</p> <p>The ideas and programmes, which is replicated by the resources agencies or other governmental and nongovernmental agencies. (If the year of support is more than two years, the score will increase according to the number of years of support)</p>
T.4. Proven practices in the	Innovative practices developed and successfully practiced in specific areas – as a special programme or part of a project	<p>Proven practice documents</p> <p>Programme</p>

Standard	Indicator	Possible means of verification
domain	<p>Specific programmes, initiatives have been taken up to address the issues for the last two years and it is accepted and widely recognized at</p> <ul style="list-style-type: none"> International National State Local levels 	<p>reports</p> <p>Acceptance letters from the donor agencies</p> <p>Replication of proven practices</p> <p>The score depends on the years and levels of operations – multiple levels and more than two years leads to more score.</p>
T.5. Technical competency in the present programmes	<p>The organization follow scientific project management practices – e.g. Project cycle management process</p> <p>Organization has the following systems</p> <ul style="list-style-type: none"> Planning Monitoring Capacity building Staff welfare <p>The implement of the project /programme is as per the proposals and action plans and deviation is reasonable and minimal</p> <p>The acceptability and accessibility of the programmes/projects by the primary and secondary stakeholders is as per the proposals or exceeds that.</p>	<p>The evaluation reports of the programmes.</p> <p>The documents on the successful running of the programme</p> <p>Discussions with various Stakeholders</p>
T.6. Coverage of the support	<p>There are systems to assure the issue based coverage of the programme/projects.</p> <p>Monitoring systems which regularly analyze the progress of the coverage and extend of support</p> <p>Coverage and support at various levels:</p> <ul style="list-style-type: none"> Local project level District level State level National level International level <p>Geographical and population coverage – direct and indirect but benefits the beneficiaries for the last two years</p>	<p>The documents related to the reach and convergence of the programmes</p> <p>Acceptance letter or contract copies of programmes implemented at various levels.</p> <p>Discussions with various stakeholders</p> <p>The score varies according to the presence of the organization at</p>

Standard	Indicator	Possible means of verification
	The systems are established to increase accessibility of beneficiaries to the programme/project	multiple levels.
T.7. Documentation capacity	<p>The documentation systems in practice – one person or persons assigned for documentation</p> <p>All the team members trained in documentation and trained in computers and they have access to computer and other documentation facilities.</p> <p>Review and planning systems are in place and written documents on its management are kept in the office</p> <p>The documents are effectively utilized for programme streamlining</p>	<p>The list of documents kept and its purpose</p> <p>The documents available on each programme</p> <p>Interviews with the team Members</p>
MANAGEMENT		
M.1. Organizational governance systems	<p>The functions of the governing board of the organization are clearly demarcated and performed</p> <p>The meetings and working set up of the governing board are regularly monitored.</p> <p>There is system to make policies at organizational level.</p> <p>There is a participatory system in developing programmes at organizational level</p> <p>There are systems, which interface with management of the programmes.</p> <p>Transparency is kept in the board governance functions</p> <p>The board meetings and annual general body meetings are regularly organized and reports and other required documents are submitted to the government authorities.</p>	<p>Reports on the governing board meetings – print or electronic</p> <p>Interviews with governing board members and key team members</p> <p>The process documentation of policy development and programme assignment.</p>
M.2. Organizational management systems	<p>There is a written document on planning systems</p> <p>There is a systems for decision making and persons are assigned for specific roles in decision making</p> <p>The organization follows:</p> <ul style="list-style-type: none"> • Annual budgeting • Annual operational financial plan 	<p>Annual action plans</p> <p>Annual budgeting</p> <p>Auditing systems – both internal and external</p> <p>Accounting</p>

Standard	Indicator	Possible means of verification
	<ul style="list-style-type: none"> • Annual auditing • Monthly financial plans • Monthly internal auditing • Midterm internal auditing • Transparency in budgeting • Transparency in financial planning and monitoring • Participatory programme planning – annual, quarterly and monthly • There are systems for monitoring and facilitation of plans • Transparency in sharing of systems for documentation and reporting • Transparency with donor agencies • Written systems for Administrative procedures in the organization • Written staff welfare systems and procedures 	<p>systems practiced</p> <p>Guidelines on the management systems</p> <p>Discussions with team members</p>
<p>M.3. Project /programme governance systems</p>	<p>There should be a written document on the nature and structure of the project governance systems</p> <p>There is governance board/committee for each project of the organization and it is functioning.</p> <p>Regular meetings have been organized once in 3 months and review of the programme being done.</p> <p>The policies and decisions are taken in consultation with the governing board and the team members</p> <p>The project team members and the functionaries have clarity in the governance and management functions</p>	<p>The meetings of the project governance systems</p> <p>Guidelines on project governance systems</p> <p>Discussions with team members and functionaries</p> <p>The minutes or reports of governance committee meetings</p>
<p>M.4. Project management systems</p>	<p>Project has a written planning system. (For each programme develop proposal and prepare Annual plans)</p> <p>Operational plans</p> <p>Biannual plans with Indicators</p> <p>Quarterly plan with Indicators</p> <p>Monthly plans with indicators</p> <p>Weekly planning</p> <p>In all the planning are participatory involvement of various stakeholders is</p>	<p>Process document of Planning</p> <p>Guidelines on planning and financial management</p> <p>Guidelines on accounting</p> <p>Discussions with the team members and beneficiaries of</p>

Standard	Indicator	Possible means of verification
	<p>assured</p> <p>Plan document is transparent</p> <p>There are specific written down guidelines in project management at organizational level, which includes human resource management.</p> <p>Project follows clear finance and accounting systems which is written and transparent</p> <p>The organization follows:</p> <ul style="list-style-type: none"> • An accounting system which is acceptable by the donor agency and transparent • Most of the transactions are done through cheque • Weekly/monthly closing of accounts • The project manager is involved in the finance management • Early budget planning • Participatory planning of budget • Developing annual operational financial plan • Internal midterm auditing is practiced • Annual external auditing • The accounts are transparent 	<p>the project</p> <p>Guidelines on project management systems</p>
<p>M.5. <i>Efficiency of the systems</i></p>	<p>There is a proper monitoring on the systems established and discussed and revised in organizational and project governance board.</p> <p>At least for the last 3 years systems are in place and functioning efficiently</p> <p>The systems are developed in a consultation process and known to all the people associated with the project</p>	<p>The minutes of the meetings of the staff</p> <p>Minutes of the meetings of the programmes</p> <p>The contractual agreements</p> <p>Perceptions of the team members on the systems and its functioning</p>
<p>M.6. <i>Transparency of the systems</i></p>	<p>Community or primary stakeholder consultations are regularly done and their participation in programme management is assured</p> <p>There are systems of participatory:</p> <ul style="list-style-type: none"> • Programme planning • Programme management • Budgeting 	<p>Web based systems available with the organization</p> <p>The guidelines on planning and implementation Management</p>

Standard	Indicator	Possible means of verification
	<ul style="list-style-type: none"> • Costing • Accounting • Finance management <p>There are systems for sharing the information on the progress of the project at multiple levels, which includes various stakeholders of the project.</p> <p>The delegation of responsibilities are done on the basis of project proposal</p> <p>The team members have been given training on their roles and they have clarity on their roles and responsibilities.</p> <p>Web based systems to keep the transparency of the organization and the programmes are established</p>	<p>Guidelines on contract Management</p> <p>Some discussion with the team members and beneficiaries</p>
M.7. Human resource management	<p>There are written Staff recruitment policies and there is no discrimination in staff recruitment.</p> <p>There is an employee welfare policy and it is adopted for the project.</p> <p>There is a systems for internal Staff capacity building</p> <p>The team members are consulted on various aspects of the project.</p> <p>The decisions and plans are developed in a participatory manner.</p>	<p>Relation with the staff Members</p> <p>Schemes for the staff</p> <p>Programmes for the staff members</p> <p>Satisfaction of the team Members</p>
INFRASTRUCTURE		
I.1. Availability of infrastructural facilities	<p>The number or adequacy of office equipments and space available with the organization</p> <p>The organization has</p> <ul style="list-style-type: none"> • An office – rented or owned for the last three years • Telephone • Fax • Computer • Internet facilities • Furniture • AV materials • Minimum of three staff and active organizational functionaries <p>The availability of land/building/fixed</p>	<p>Asset register</p> <p>Documents related to fixed assets</p> <p>Audited statements</p>

Standard	Indicator	Possible means of verification
	<p>deposits with the organization</p> <p>The organization has fixed assets like</p> <ul style="list-style-type: none"> • Land, building • Fixed deposits more than three lakhs • Vehicles • Other immovable assets 	
<p><i>1.2. Organizational support to the programmes</i></p>	<p>The organization has functionaries to provide need based support to the organizational programmes</p> <p>Functionaries support the project team members in trouble shooting for the Successful implementation of the projects</p> <p>Financial or other infrastructural support to the programmes by the organization on a need based manner.</p> <p>The organization mobilizes resources locally and utilizes it for supplementing the ongoing programmes</p>	<p>The reports of the programmes</p> <p>The minutes of the meetings</p> <p>The team members perception on involvement of the functionaries</p>
<p><i>1.3. Involvement of volunteers in the programme</i></p>	<p>The number of volunteers associated with the organization</p> <p>The organization has a network of volunteers – minimum of 20 based on the nature of the programmes</p> <p>The organizations having a network of technical consultants and individuals who provide support to programmes on a need based manner.</p> <p>The technical skills of the volunteers and they are available for programme support.</p>	<p>The documents on Volunteers</p> <p>The report on volunteer involved programmes /projects</p>
<p><i>1.4. Communication and other office operation facilities</i></p>	<p>Communication infrastructure facilities available with the organization – minimum of</p> <ul style="list-style-type: none"> • Telephone • Fax • Computer • Internet facilities <p>Any other form of facilities may be an added advantage for the accreditation processes.</p>	<p>The physical availability of the equipments in the Organization</p>
<p><i>1.5. Affiliations to national and</i></p>	<p>Organization affiliated to other networking bodies – minimum of one</p> <p>Organization affiliated to other professional organizations – state,</p>	<p>Certificates of affiliations</p> <p>Partnership MoUs</p>

Standard	Indicator	Possible means of verification
<i>international organizations</i>	national and international levels will carry more weightage. Organizations' partnerships with other organizations in other places – minimum one partnership existing (live) with either a government agency or any other donor agency.	Contractual agreements
<i>I.6. Awards and recognitions from authentic and reputed institutions/bodies</i>	Government awards Received Other reputed donor agency awards received	The copy of the awards Letter of appreciation of the donor agencies (Optional and carry weightage)

VIII. Accreditation period and procedures

1. In the first three years of implementation of the policy, accreditation will be done once in a year.
2. Applications will be invited in the month of June and procedures will be completed in the month of September and accreditation will be given in October.
3. Accreditation is given for two years and every two years the organizations need to renew the accreditation. Accreditation will be on merit basis.
4. The major processes involved in accreditation are as follows:
 1. Advertisement/invitation
 2. Letter of Interest (LOI) and submission of application
 3. Initial screening.
 4. Intake assessment
 5. Institutional assessment
 6. Post-visit assessment
 7. Screening by the AC
 8. Admission/rejection.
5. The advertisement/invitation would be sent through printed media and also posted on web site.
6. Intake assessment would follow initial screening of all LOIs and applications. At this stage, it would be verified whether the information furnished by organizations is authentic.
7. The next is visit to the institution for appraisal, followed by a post-visit assessment for discussions with NGOs for exploring ways for improving standards.

8. At this stage, NGOs have the right to decide whether to go for post-visit assessment or not.
9. There would be a screening by the AC following which the NGOs would be granted or denied accreditation as the case may be.

IX. Accreditation renewal formalities

1. All accredited organizations shall renew their accreditation once in two years.
2. The organizations need to undergo the same procedure laid down for initial accreditation for the renewal of their accreditation.
3. During the renewal the grading will be given as per the existing status.
4. NGOs will be given a 6-month grace period to rectify drawbacks and enhance performance before the next appraisal is due.
5. However the NGO will be able to apply for the accreditation status review in the next round only.

X. System for redressing grievance

The accredited members and other agencies have the right to suggest/appeal on the accreditation process or against the accreditation of organizations or the procedures adopted involved in the accreditation process.

1. The process

1. Such appeals/suggestions have to be send to the officer designated by the Accreditation Council. The officer will be consulting with the members of the Accreditation Council in the meeting and the appellant will be informed of decisions taken.
2. In such cases the concerned party will be informed about the decisions within 15 days time.
3. Decisions taken by the Accreditation Council will be final in this regard.

2. Principles in managing mechanisms for redressing grievances

1. The mechanism is committed to deal with the appeals/suggestions in a fair manner aimed to the extent possible the satisfaction of the appellant within the limits of these accreditation guidelines.
2. The process should be transparent and accountable and accessible to the appealing party.
3. The mechanism is committed to complete the process on a time bound basis.
4. Confidentiality will be maintained.
5. The complaints/appeals/suggestions will be used as an opportunity to improve processes and policies related to accreditation.

3. Liability

1. Any complaints/appeals related to accreditation processes or procedures or decisions will be bound by the guidelines developed by the accreditation body.
2. The appellate board is the final authority to make any decisions in this regard.

3. The board or any authorities related to the accreditation are not liable for any of the legal sanctions or procedures related to accreditation processes.
4. All the complaints/appeals related to accreditation need to be settled before the appellate body.

XI. Termination of accreditation

1. Any organization found violating the rules and regulation of Accreditation Council will be sent a show cause notice for the same and invited for counseling.
2. A team of counselors consisting of experts well versed in welfare and development functions, designated by the board of accreditation will do the counseling.
3. Based on the reports of the designated team of counselors, decision will be made on termination of accreditation status.

XII. Amendment of Accreditation Procedures

1. Any amendments in the accreditation formalities shall be done on a consultative and participatory process.
2. The partnering agencies along with the experts will sit periodically (once in a year) and review the existing procedures and guidelines for accreditation based on the feedbacks from accredited organizations and the outside agencies.
3. After the initial discussions the board of accreditation will be consulted and final draft of the proposed change will be prepared.
4. The draft will be presented in a consultative workshop consists of various stakeholders and finalized. The final document will be presented in a joint meeting of Accreditation Council members and partnering agency representatives.
5. However once in two years the accreditation manual and formalities have to be reviewed and necessary modifications need to be done periodically.

Application form

NGO accreditation/appraisal format

No.	Item	Requirements
1	Name, address, contact person and other contact details	Give complete details including the email ID.
2	Number and date of registration	Three years registered existence and grading can be done based on the functioning aspects <i>(Produce the registration certificate)</i>
3	Status of registration	Whether registered as Society/Trust/Company/CBO/others
4	Income tax/FCRA status	Give details of government registrations done – income tax (12A and others), FCRA. <i>(Attach copies of the certificates)</i>
5	Governance system	Give a brief note on how the governance system functions in the organization – e.g. the nature of board meetings, General council meetings, roles and responsibilities of board members and office bearers, democratic selection process of board members, whether relatives are in the board etc. <i>(Attach a copy of the MoA and Bye law of the organization)</i>
6	Management systems	The name and experience of CEO, the management structure in the organization, the roles and responsibilities, the monitoring and evaluation systems, the administrative systems, the financial management systems <i>(Give a list of team members and their qualifications and their years of association with the organization.)</i>
7	Track record	Details of 3 years annual reports, audited statements, infrastructure details, volume of funds handled etc. <i>(Attach a copy of last three years programme reports, audited statements and Renewal certificates from the registration office.)</i>
8	Areas of expertise	Strengths and proven expertise of the organisation – consists of nature of work done in concerned areas/sectors, geographical area of work, outputs achieved, assistance provided to other organizations <i>(Give a brief note)</i>
9	Human resource	All the human resource expertise available in the organization. <i>(Give a description)</i>
10	Research, documentation and capacity building expertise	Proven initiatives by the organization and the clients who accessed the services. <i>(Attach a note)</i>
11	Sources of funding for the last three years	Funding agencies who assisted the organization and nature of funding. E.g. GOK, GOI, Bilateral, UN organizations, other private funding agencies. <i>(Attach a list)</i>
12	Credibility of the	Provide external evaluation reports/appraisal

No.	Item	Requirements
	organization.	reports of any other funded projects. Also give a self-declaration, signed by the chief functionary of the organization affirming that the organization not faced any disciplinary/default actions from any organization. Also give details of other accreditations the organization has with other government departments or other organizations. Attach a copy of the certificates for affiliations/awards. <i>(Attach a note with self declaration and copies of certificate(s))</i>
13	Vision, Mission and objectives of the organization	The vision, mission and objectives of the organization. <i>(Attach a note)</i>
14	Future programmes	Organizational plan for the next three years. If possible produce a copy of the annual plan and budget <i>(Attach plan and copies of the annual plan)</i>
15	Organizational support/input provided to the project	Give a brief description on the following points <i>(Attach item wise notes)</i>
	A	Planning
	B	Setting up
	C	Advocacy
	D	Networking
	E	Capacity building
	F	Implementation
	G	Financial
	H	Other technical support
16	SWOT analysis of the organization	SWOT analysis. <i>(Attach a detailed report)</i>
17	Any other relevant information	If the organization wants to attach any information relevant to the context can provide the information.

Key words

Accreditation

Accreditation is an endorsement by one agency or body or committee officially approving an agency or institution or practice or a programme that satisfy specific standards and procedures.

Certification

A process of officially issuing a document and registering an institution with a system based on accreditation standards.

Qualification

The criteria for formally applying to accreditation body and standards for scrutinizing the individuals and institutions for accreditation.

Exclusion

The criteria and terms, which does not qualify the individuals and institutions to get the accreditation or applying for accreditation

Termination

Disqualifying an individual or institution from the current accredited status based on certain criteria or guidelines or systems.

Amendment

Making certain need based changes in the accreditation document to update the provisions through some defined procedures.

Standards

A set of guidelines to follow, intended to enhance the effectiveness of the programme to achieve the desired outcomes

Complaints

Expression of disapproval/dissatisfaction/displeasure towards a process or procedure or decision/practices in terms of accreditation

Appeals

It is a request for reviewing and revising a decision or approval or agreement or standards or procedures related to accreditation.