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# EVALUATION PROGRAMME

## Audit Report



**Evaluator Names:**

Charlie Harrison & Lizzie Hobbs

**Organisation Name:**

RSKS (Rajasthan Samgrah Kaylan Sansthan)

**Relevant GlobalGiving Project Titles & IDs:**

Stop Violence Against Women `

**Dates Visited:**

23rd August 2016 - 26th August 2016

**Report Date:**

28th August 2016

**What is the Evaluation Programme?**

The Evaluation Programme (EP) is designed to help GlobalGiving UK understand our non-profit partners in as much detail as possible. This is done through an in-depth organisational assessment carried out by trained, skilled individuals. In doing so an audit report is produced which highlights areas of the organisation's existing strengths as well as areas for potential improvements. This enables GlobalGiving UK to strengthen the relationship with non-profit partners and learn how to best support them in the future. GlobalGiving UK is able to provide partners with access to expert training on an extensive range of topics through various platforms, which include GlobalGivingTime, GlobalGiving's Peer Learning Network and the Evaluation Programme itself. GlobalGiving UK also uses EP reports alongside other information in making recommendations to foundations and companies when new funding opportunities emerge for its partners.

# 1

## Executive Summary

**Summary of observations and key recommendations:**

Rajasthan Samgrah Kalyan Sansthan (RSKS) was set up in 1992 with the aim of addressing Rajasthan's many social problems such as poverty, illiteracy and violence against women. Their aim is to create a healthy, educated & self reliant local community. Their main focus is facilitating the empowerment of women & girls from deprived and marginalised communities this is largely done through the creation of self-help groups and livelihood training.

RSKS's projects are mainly situated in rural areas of the Ajmer district of Rajasthan, very often the social position of women in this area is appalling with high violence rates and low literacy levels. Through running highly professional sustainable livelihood courses RSKS teaches women skills to allow them to become economically independent and therefore improve their social status. Skills offered include beautician courses, handicraft training and tailoring lessons. The organisation run schools for illiterate women who were initially denied basic education. Awareness campaigns are also used to great effect and they have reached large numbers through their poster campaigns and road shows.

RSKS has a strong local presence and are popular in the communities they work in. All staff are highly committed to delivering real positive changes for marginalized women and invest heavily in their wellbeing. This impressive work is very well communicated to donors through many different channels, ensuring strong relationships are built.

For future growth, RSKS seeks to increase its fundraising capacity to increase the scope and scale of their positive social impact as they still perceive that there is an enormous demand for the work they are currently doing.

# 2

## Governance and Accountability

Board members are there to ensure that an organisation is managed effectively; this in turn helps guarantee the overall direction and accountability of the organisation. Good governance structures with clear roles, responsibility and transparency; with clear strategic and financial management are invaluable in ensuring the effectiveness of an organisation.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
● Board members play an active part in the organisation and are committed to its vision, mission, values and aims.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● The Board receives regular reports about the plans and budgets for the organisation and have regular scheduled meetings and minutes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● The Board is clear about their roles and responsibilities and those of the executive and the arrangements for decision making and authorizing expenditure.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● There is a good diversity of expertise, gender, age and ethnicity among board members.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● There is a clear separation of powers between the board and the executive.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
● The organisation has planning processes which all stakeholders are able to participate in (i.e.. board, beneficiaries, staff, volunteers, partners) and a clear strategic plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

RSKS has a Governing Body made up of seven trustees, three of whom are currently staff. This body acts as the board of the organisation, and meets formally every four months. The Governing Body is elected every two years by the General Body - a larger group made up of well performing staff, the CEO, and other external RSKS members, including many young people. The General Body sits above the Governing Body and meets annually.

Below the Governing Body is the CEO who is responsible for day-to-day management. Reporting to the CEO are the Programme Managers of the Self-Help Groups, Sustainable Livelihood, and Advocacy programmes, as well as the accounting, and HR & Admin teams.

In addition, RSKS benefit from the work of their Project Management Implementation Committee. This committee meets once a month and involves field work staff and volunteers. The staff and volunteers are expected to report back any feedback or any suggestions on improvement that can be made in programme design and implementation such as how to reach more villagers with the Stop Violence campaigns.

Governing Body members have well-defined roles and a variety of backgrounds. One female trustee is a former beneficiary and master trainer in the vocational skills that RSKS teach to marginalized women. The trustees are experienced in development and understand the local Context well. There is a clear strategic plan, both in terms of future projects, implementation and fundraising.

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While the Governing Body has final responsibility for defining the future strategic plan, the planning process involves and listens to every level of the organisation hierarchy such as field staff and project managers. The reporting, feedback, and discussions involved are all well structured and formalized.

One suggestion for improvement in the area of Governance would be to separate the positions of Chairman of the Governing Body (Board) and the CEO. Currently the CEO heads up both the day-to-day management and chairs board meetings. Though RSKS's CEO does in practice report upward to the Board as in most organisations, separating the roles would mean that this process is more formally cemented.

Common practice in the UK, for example, is that the Chairman of the Board is an external individual elected by the General Body so is not current member of staff. Often the Chairman changes person every few years. Moreover, this change might be useful in helping RSKS access international funds which require CEO and Board Chairs to be separate positions. Although this change may be difficult for RSKS to implement in the immediate future as they have not an individual in mind to take over the role of chairman, it is a useful point to consider over the next few years. Investing time into building up the capacities of individuals on the Governing Body would ensure that a successful transition could be made once they adopt this policy of separating the positions.

### Key recommendations:

- Separate the positions of CEO and Chairman of the Governing Body. This will ensure there is another layer of checks and balances. This would formally ensure that the management team report upwards to the board. The chairman would also be able to appraise the CEO and provide feedback to ensure continual improvement. Also, this may open up further funding opportunities as many corporates would be unwilling to donate money without a distinct separation of powers at the top of the organisation.
- Recruit individuals with external professional and corporate expertise onto the board to enhance specific areas of knowledge such as accessing CSR, legal knowledge and financial planning. A diverse range of trustees with private sector experience would bring a variety of skills to the board.

# 3

## Staff and Volunteers

The organisation recruits and supports the right people to achieve its mission. Staff and Volunteers know whom they are accountable to, and understand their roles and are active in enabling continuous improvement. Training and other opportunities for learning are seen as an essential part of individual and organisational development.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• There are clear written job descriptions covering roles, and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation recruits enough people with the right skills, knowledge and experience through transparent processes to achieve its aims.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The staff and volunteers are aware and understand the organisation's policies and procedures (e.g. staff handbook, equal opportunities policy, child protection policies). Policies are renewed regularly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Each member of staff has a contract and written terms and conditions of employment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• There are relevant training and development opportunities for staff and volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

One of RSKS key strengths is their Staff and Volunteers. There are currently twenty formally employed staff, and fifteen volunteers. In addition RSKS runs a strong internship programme through the university vacations where they take students from local universities.

Job descriptions are available for every position and detail key responsibilities, requisite experience, and any necessary educational qualifications. When recruiting, RSKS seeks to find motivated and passionate individuals who are willing to work on modest salaries for the benefit of their communities.

RSKS have detailed and transparent Human Resource policies that include volunteer and child protection policies. Staff are made aware of these policies in their induction training courses and they are well followed. For example, the volunteer policy specifies that volunteer teachers have to complete a minimum of one or two months to avoid a high turnover. They also are required to fill in a daily log of the work they complete and are responsible for helping to recruit future volunteers and market RSKS products. The policy also requires volunteers to take ownership of fundraising by encouraging them to promote RSKS to their networks.

There is an impressive array of internal staff training programmes, considering the lean size of the organisation. These include training on self-awareness, gender violence, communication, domestic abuse, self-management, and goal setting. In addition, there is specific training for IT and technology use. This training programme are completed by all new members of staff. Certificates are provided to staff who have successfully completed training and demonstrate good work in the field.

Field workers are recruited from the local communities that RSKS operate in, so while they may not always be academic or professional experts, they are grass-roots experts.

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All staff are required to complete a daily record that specifies which projects have been visited. The staff then have to report back with any comments and feedback they might have. All staff complete these after their visits and there are detailed records of this work.

Formal appraisals are made quarterly in the form of a rating system which tracks staff performance and targets are set. These ratings seek to inspire workers to continuously improve. These help to identify training needs and employees are allowed to apply to relevant training courses. In line with these appraisals, there is a performance-related salary grading system designed to reward employee effort. All the employees we met were incredibly committed to the work they do and went beyond the call of duty to ensure they helped their beneficiaries. Often employees work long hours to ensure they visit all the communities in need.

A challenge that RSKS face in terms of staff and volunteers is retaining talented people who might not be satisfied by the modest wages offered. Yet, their positive and inclusive working environment ensures that many talented and committed staff have remained.

In future, RSKS seek to implement an international volunteering scheme which could involve building a new accommodation block for volunteers and visitors. They hope that volunteers will then return to their home countries and spread the word about RSKS to their networks and it is hoped that this will help increase the organisations international presence. This idea is still in the early stages.

### Key recommendations:

- Continue to work with GlobalGiving UK to build a network of overseas volunteers and champions from the list of current donors. This could be done by encouraging donors to spread their understanding of RSKS's work to their friends and emphasising in communications and emails the value of sharing their experiences. Creating the positions of RSKS 'Champions' could incentivise individuals to take ownership of spreading their knowledge of RSKS. Continuing to advertise voluntary positions on social media is also beneficial.

# 4

## Fundraising

A diverse fundraising portfolio and strategy can ensure there are adequate funds to support an organisations activities and improve long term sustainability. An organisation where fundraising is a shared responsibility, with strong leadership from the executive is most likely to thrive.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• The organisation has a diverse set of channels for fundraising (e.g. local fundraising, crowdfunding, trusts and foundations, corporate fundraising).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• Good timely reporting to donors, sharing learning and feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation has a fundraising strategy, with short, medium and long term funding goals & activities to improve sustainability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• There is shared ownership of fundraising with all staff/volunteers involved in helping to secure funds for the organisations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• There is good leadership from the executive on Fundraising.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

Fundraising is an area RSKS particularly want to expand on in the next few years and they have recently designed a fundraising plan with the aid of expert an consultant. Firstly they want to expand the 5% of the budget that they currently use for fundraising activities. To achieve this they want to increase their unrestricted revenue. They have had great success over the last few years; they had no international funding two years ago and this now accounts for around 50% of their income. GlobalGiving revenue is responsible for a large proportion of this increase. RSKS seek to further their relationship with GG in the future as they have found it a profitable way to secure individual donations.

RSKS want to grow their international presence and donor base. Currently the CEO and HR officer are the only ones involved in fundraising. They want to take on a member of staff with responsibility for fundraising in the coming years. They also intend to build on the plot of land they own so that they can host visitors to the organisation, and receive income from charging nominal amounts for this. They also want to start charity events such as cricket matches for the local community. They find emails the easiest way to receive donations for a minimal time input and focus on making a strong connection with their donors by keeping them well informed about RSKS activities.

RSKS collaborate with the local government Khadi to sell handcraft products and organise exhibitions for women to show case their work such as picture frames or handbags. As well as selling the products locally, RSKS has also been able to sell some of the goods in the US and Mexico under their brand label Tarangini. They are hoping to expand selling their products online. They have already registerd for Etsy.com and are now looking to register through snapped.com. They also wish to develop their own portal for ecommerce on their app and website. Moreover, RSKS are in the process of setting up their own online fundraising platform exclusively for Indian donors in the coming years. This is currently in the early stages.

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They hope to access more CSR funding in the future but find this a hard process as they lack experts with proficiency in English to deal with the application process. They are part of the Chamber of Indian Industries and find this a helpful way to connect with corporates. They are currently applying to the Tata Institute of Social Sciences for CSR funding. They are confident they will access funding from UN agencies in the next few years as they work within the Sustainable Development Goals (SDG) framework and they have already received UN Special Consultative status from UNECOSOC. They are trying to build on this connection. They have also had some contact with the Bill & Melinda Gates foundation and are hoping to secure funding.

RSKS have been approached by the Japanese Embassy with the offer to help with the construction of permanent training centres. The German Embassy have offered to fund the purchase of tools and machinery to equip the training centres. They hope that this will go into force soon and they are currently trying to get the lease on the land.

In the past RSKS used to rely more heavily on funding from the Indian government but they have shifted away from this in recent years. This is because funding provision was heavily target based rather than focusing on the empowerment of individuals. RSKS have many plans for the coming years and we are hopeful that they will be able to expand their fundraising to meet the needs of their communities.

### Key recommendations:

#### General Fundraising:

- Continue to foster the relationship with the UN. Particularly by aligning the work of RSKS with the Sustainable Development Goals and maintaining regular contact with UN agencies.
- Target local businesses for fundraising opportunities as they have an interest in the prosperity of RSKS's communities and there is less competition with other NGOs.
- Apply for more CSR grants and seek proofreading help from GlobalGiving time for application forms.
- Give all staff small yearly fundraising targets to engage them in the process for example, asking all staff to sign up a certain number of life members or asking them to all get one person to donate on GG.
- Explore funding opportunities from government agencies such as Ministry of Tribal Welfare and Ministry of Women and Child Development. These are advertised on their respective websites. Significant funds have been set aside for Modi's National Skill India Initiative.

#### Product sales:

- Research overseas markets and customer demand (for example price point, level of quality, level of competition, and what is in fashion) and tailor product design and teaching to this.
- Create an overseas marketing plan for handicraft products. Utilise GlobalGiving Time for researching and marketing help.
- Research other NGOs that already export internationally to see what is successful (e.g. Senhoa Foundation). This may provide ideas of which products to invest into developing and teaching. It may also provide examples of how to market the products.
- Consider applying for FairTrade Certification and approach local representatives of FairTrade or the FairTrade Foundation to find out what the certification process requires. This may open up new international markets that only sell FairTrade products. Also, FairTrade products are often able to charge a higher price which could bring long term benefits.



# 5

## Finance

Good financial planning, systems and transparency are an essential base for organisational stability and growth.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• The organisation has a good understanding of their costs for different programmes and identifies how these will be recovered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• There are written financial procedures/systems and checks i.e. for processing, invoicing and payment authorisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation meets any specified requirements for claiming, spending and reporting on money.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation has people with the necessary knowledge and skills to manage budgets and finances successfully.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation's income comes from a variety of sources, and relationships with donors are maintained & developed where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• There is a reserves policy (plan for building and managing cash reserves) based on an assessment of needs and risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• The budgeting process is transparent and participatory where appropriate with staff and volunteers aware of the financial health of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• The organisation is transparent with internal and external stakeholders on income and expenditure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

RSKS financing comes from a variety of sources; around 50% now comes from international donors, including their GlobalGiving donations. This is rapid progress considering they did not receive any international funding two years ago. Individual donors and GlobalGiving funding accounts for around four million rupees per year.

RSKS have more than a thousand individual donors and they account for around 70% of total income. RSKS believe around 50% of their donors have connected with them via social media. The other 30% of their income comes from membership fees (set at a rate of \$15 per annum), international organisations such as FVTRS, government grants, the sale of their handicrafts, banks and corporates. They have earned money from consultancy assignments in the past although there are currently none on going but they hope to restart this.

Cheques require the signatories of the Managing Director and the Finance Controller. Their partnership with ICICI Bank has enabled thousands of women to benefit from loans on easy terms. For example, ICICI offer them 8.5% interest per year in contrast to village lenders who charge 10% per month. These cheap loans have allowed many women to set up their own business ventures. Over the years RSKS have facilitated 40 crores in loans (roughly £450,000 GBP) to over 23,000 women. In 2015-2016, approximately 1640 women from 155 Self Help Groups (SHGs) have benefited from microfinance loans. Once ICICI have received the full value of the loan they then donate a small percentage of the loans to RSKS.

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RSKS have quarterly financial reports which are reviewed by the Governing Board. They also give some financial support to families considered particularly in need; this can be given in cash if it is under 5000 rupees . They adapt this to the situation of the individual; for example they provide cheques in urban areas and cash in rural villages.

RSKS cite finance as a big area of concern. Their highest costs are staffing and transportation expenses because of the large geographical area their work covers. The women's empowerment programme is the most costly to run. There is very little way to reduce the transportation costs as they need staff to vast their areas of work but hopefully investing more resources into fundraising will ensure that they have more money to spend on other areas.

A part time accountant helps RSKS process their accounts which they use the Tally system for. A new auditor is hired every year. They have a corpus fund and receive interest on this. Their reserves are around 2 lakhs and they believe they would be able to survive for roughly 3 to 6 months on this. The Governing Body and senior staff are involved in the budget preparation and this document lists the intended beneficiaries of each portion of funding to ensure money is focused on the key areas of the organisations' work.

Around 75% of RSKS funding is restricted and this is something they want to reduce as they are currently unable to respond to emergency needs as they arise. They hope to double their operating budgeting in the next five years.

### Key recommendations:

- Strengthen unrestricted funds to enable flexible responses to emergencies. This can be done via expanding RSKS's fundraising capacity such as by investing more resources into fundraising. This is elaborated on in the fundraising recommendations.

# 6

## Communications

Good communication – both internal and external – are essential for a successful, and happy organisation. Good communication engages staff and volunteers encourages giving and ensures open, positive relationships with beneficiaries.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• The organisation has a clear vision, mission and aims and communicates these successfully to both internal and external stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• The organisation is clear about the key messages it wants to communicate to users and other external stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• The organisation communicates effectively with its donors, supporters, beneficiaries and the local community in which it works.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation has good internal communications and all staff and volunteers are clear about what is happening and who is responsible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisations image is clearly recognized and identifiable, and publicity material is accessible and user-friendly.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• The organisation practices informed consent in the collection and reporting of beneficiary images and stories.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

RSKS have strong internal and external communication skills. Within their external communications they focus heavily on fostering a long term relationship with their donors as they hope this provides them with a more sustainable funding base for the future. Their social media is impressively used and many staff take the initiative to update it. They have a very active Facebook page and use photography very effectively. The Stop Violence Against Women campaign has used photo campaigns to raise awareness to great effect. They also have an instagram account, twitter and youtube. This means that all staff also keep up to date with field work as it well documented and publicised.

RSKS have a very professional website complete with a donate link to their GlobalGiving site. They also have a quarterly newsletter and contribute in the National Parivartan magazine ('changes in country'). They send thank you letters to all donors and keep them updated monthly on their activities. A detailed annual report is created and over one thousand hard copies are send to donors. The report is also publicly available on Issuu.com

A data bank of all their contacts is maintained and used when sending regular email newsletters. RSKS also have an smartphone app (available on Androids) which they use to connect with donors. They are also frequently featured in local media.

Internal communications are also strong: regular whatsapp calls, conference calls, and internal emails are used to good effect. This ensures that all members of staff know what is happening and the management team are well informed about developments in the field.

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### Key recommendations:

- Keep up the great social media presence. The Facebook page is constantly updated and provides an amazing insight into RSKS's work. Monitoring the success of the Facebook page will help to ensure it remains effective. This can be done by using Facebook Insights which shows how many views the page has received and the level of engagement. Each month record in a spreadsheet the number of page views, which posts are most successful, how many likes have been gained, how many posts were made, total number of shares and total reach etc. This would allow the organisation to monitor the engagement with the page and help tailor the content published to reach the maximum audience. For example, if videos prove particularly popular, they can increase the number of videos they make. Equally, if links to articles are very rarely opened, RSKS can reduce the number of posts of this nature that they publish. The same process can be completed for twitter using Twitter Analytics.
- Design overseas volunteer/champion position with GlobalGiving help. This would help to maximise the number of international donors and publicise the work of RSKS more widely by assigning enthusiastic regular donors responsibility to spread the word.

# 7

## Delivery and Impact

An organisation with a clear vision, mission and aims; with inclusive, accessible evidence based programmes, good monitoring and evaluation and strong feedback loops should be an effective one, that thrives.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• The organisation has effective feedback loops (using different methods) embedded in their work for collecting, analysing and sharing learning with all internal and external stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation is inclusive in it's structures and processes, accessible to those in need and demonstrably practices non-discrimination.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation routinely measures and reports on both outputs (i.e. numbers of people benefiting) and outcomes (i.e. the changes achieved).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Beneficiaries and other stakeholders are able to participate in programme design and implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• There are good, established mechanisms (formal and informal) for beneficiaries to feedback their opinions/ experiences across the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• The organisation is measuring its impact, and designing programmes against baseline data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Staff and volunteers understand the monitoring and evaluation methods in place, are provided with relevant training and are therefore confident in collecting quality data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

Delivery and Impact is another key area of strength for RSKS. Before starting projects RSKS complete systematic and detailed baseline surveys . These measure anything from the average literacy rates of a rural village to the unemployment rates. Using these surveys, RSKS identifies the most useful projects to implement. Moreover, in order to decide which particular sustainable livelihood courses are taught in a village, a poll is taken of the potential beneficiaries clarify which course is most in demand. This means that beneficiaries are involved in shaping the courses they will participate in.

The organisation has an impressive system of feedback loops which involve collecting forms from beneficiaries who have, for example, recently finished vocational skill training. These forms give beneficiaries a chance to suggest improvements to the training programmes and feedback on the performance of training staff.

RSKS collects field data extensively and systematically. This often involves written surveys and feedback forms as many beneficiaries lack access to computers or internet. Data collected includes personal details of beneficiaries, attendance records for vocational training sessions and 'Stop Violence Against Women' workshops. They also take oaths of commitment from rural families where individuals promise to fully support their daughters. The training programmes follow a detailed syllabus. The progress of beneficiaries who are involved in the school run by RSKS and the sustainable livelihood courses is tracked through practical and theory examinations. This helps to monitor individuals progress but also can be used to measure the efficiency of the teaching. For example, women who partake in the beauticians course are tested on their ability to do mehndi but also a theoretical exam tests their knowledge of different skin types. The tests are tailored to the educational background of the women so that those with lower levels of education are not excluded and they are tested more practically.

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RSKS regularly measures their impact. The number of beneficiaries for every project is recorded in detail and summary statistics are available in the Annual Report which is publicly available (online at [Issuu.org](http://Issuu.org)).

Contact is kept with beneficiaries of the Stop Violence Against Women programme after their problems have been resolved in order for RSKS to make sure they spot any recurring issues. They are also committed to helping women over the long term even after they have completed their sustainable livelihood training courses. This support includes ensuring they access the right markets and receive reasonable rates on any loans they require when setting up their own businesses. The effectiveness of this long term support is demonstrated by the fact that more than 5000 women have started their own business ventures after completing training.

RSKS seeks to ensure the longevity of their positive impacts by always retaining a focus on sustainability; all self-help-groups, for example, are designed to be ran with minimal support from RSKS. For the first three years, self-help-groups meet regularly with staff, at least once a month, and RSKS continue to maintain contact once this time is over.

### Key recommendations:

- Continue with strong surveying, planning, feedback and impact measurement processes. These will help to ensure the programmes remain relevant and will ensure RSKS is doing the most impactful projects for their beneficiaries. Constant feedback will help to refine the projects and inefficient methods can be dropped whilst effective processes can be expanded to more constituents.

# 8

## Innovation and Flexibility

Innovation and flexibility are key assets that can drive organisational growth in the modern era. Innovation and flexibility in products, services, planning and staffing can enable an organisation to remain forward thinking and effective.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
● The organisation is a flexible one able to adapt to changing local needs and issues when required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● The organisation is able to demonstrate good examples of innovation in their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
● The organisation provides a flexible working environment, enabling them to recruit a diverse staff and volunteer team (i.e. Parents, carers, people living with disabilities).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
● The organisation is open to new methods of management, planning and programme implementation and tests new ideas and approaches when appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
● The organisation encourages creative input and initiatives from staff, volunteers and wider stakeholders.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

RSKS is both innovative and flexible as an organisation. Their flexibility is demonstrated in their tailoring of projects to suit the needs of communities as discerned in baseline surveys. Projects have continuously adapted to suit the changing needs of local Rajasthani communities since the organisation began more than twenty years ago. For example, RSKS recently noticed that a lack of decent financial literacy in rural villages has stifled many peoples' prospects of starting their own business. In response, RSKS has provided financial literacy training for approximately 10,000 villagers.

RSKS have been innovative in designing their own smart phone application which is currently in use. The app stores information about the organisation and has a built-in online shop that showcases the handicraft of the women involved in the sustainable livelihood campaigns. They are planning to design an inbuilt donation portal on the app to make it easy for Indian donors to support the organisation.

As previously noted, monthly Project Management and Implementation Committees provide a space in which all staff can suggest innovative ideas and creative improvements.

\* If you need more space please use the next page

### Key recommendations:

- Consider posting more problems on GlobalGiving Time to get a greater range of responses and ideas from outsiders. For example, GlobalGiving Time could be used to seek assistance with marketing queries, proofreading help and researching international product markets.



# 9

## Technology

A good technology infrastructure can boost an organisation's effectiveness, helping them connect with key stakeholders, increase awareness, raise funds and measure results.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• There is a good understanding of how to use technology effectively across the organisation amongst staff and volunteers for programmes and organisational management.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• They have a good understanding of the GlobalGiving systems and are utilizing them fully (Dashboard, campaign analytics).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• There is a good understanding of data protection laws, data security requirements and written policies are accessible to staff and donors.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
• There is good ongoing provision of training for staff & volunteers to improve their technology skills and wider digital literacy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation deploys technology tools to improve its work (i.e. crop yield tracking, communication, collecting feedback).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

RSKS utilise new technology effectively as can be seen by the aforementioned creation of an android app which is linked to their GlobalGiving page. Professional standard Tally Software is used for accounting. They use ebooks to enhance their work and sometimes teach children through online videos.

Technology is used to enhance farming practices for example giving farmers weather information, crop prices and finding sources online where they can sell their crops. They have also taught women basic computer knowledge via their ICT programmes and teach technology skills such as electronic mechanics as part of creating sustainable livelihoods.

RSKS are very competent in their use of the Project Entry system and have a thorough knowledge of GG Time and the rewards system. They comply with data protection laws and back up their data onto an external hard-drive. They keep hard and soft copies of a large proportion of their confidential data. This is because a significant proportion of their work occurs in very rural areas and this inhibits the use of technology. A huge amount of data has to be collected manually and they have a vast store of records. They are hoping to move more of their surveying online in the next few years.

Photography is used effectively on their website and social media but they always ensure they have received permission first. RSKS are seeking a .ngo domain name for this website.

\* If you need more space please use the next page

### Key recommendations:

- Try and use online records and surveys where possible to minimise paperwork and increase efficiency. This will make it easier to find older records and to track changes over time.
- The website looks highly professional and contains some good content but clicking on some of the tabs at the top brings up some blank pages. For example, clicking on projects such as 'Safe Motherhood' just brings up a blank page. If there is not enough content to fill all these pages consider deleting the tabs and just having one page which lists all the current projects in operation. This will help to make the communication a little clearer. Also, clicking on the focus areas also brings up empty pages with little content. The layout is unclear as the tabs under 'About' lists several areas 'Organisation, Vision, Mission, Goal and Objective' but the information for several of these appears under the Vision section. Less tabs and pages but more content on each page would increase the professionalism of the website and also help to convey RSKS's work more clearly.

# 10

## Networking and Collaboration

Networking and collaboration with others is important for shared learning; to reduce duplication and services; improve efficiency and in seeking out new partnership opportunities for better outcomes for all.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
• The organisation pro-actively seeks to work with other organisations and institutions in order to share knowledge and learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• The organisation contributes productively to policy discussions with relevant stakeholders.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The organisation is active in building and maintaining relationships with all relevant stakeholders (both within and external to the sector i.e. police, local government, local chamber of commerce).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

RSKS network with many other organisations in the delivery of their work. For example they are part of SkillNet Rajasthan where they have eleven partners who help to find opportunities for people who have traditional skills. They are also part of Vani India which acts as mediator linking the government with the experiences of NGOs on the ground. Their ties with the Functional Vocational Training and Research Society (FVTRS) helps fund some of their skilled training programmes that focus on vulnerable groups. Links are established with other NGOs when specific skills are required, for example when teaching health awareness. They also joined with Cuts International Jaipur to deliver projects in conjunction with the National Environmental Awareness Programme.

RSKS work in conjunction with the local Sapaunch (slum leaders) in many areas to help in the delivery of their programmes. This helps them to gain the trust of the villagers and ensures they are aware of the specific needs of the community. For example, in one village the Sapaunch has provided them with the space to open a school for free and has helped in encouraging young women to enroll.

RSKS also work with the district administration. School connections are utilised in the delivery of their awareness programmes, for example organising rallies or poster competitions for the Stop Violence Against Women campaign. This helps them to reach a larger audience and ensures longer term connections are built up with the children.

\* If you need more space please use the next page

A long standing collaboration with ICICI Bank provides women with loans and their work with the National Agricultural Bank of Rural Development (NABARD) provides financial literacy education. They are currently exploring going into partnership with the Rural India Supporting Trust to collaborate on sustainable livelihood and women empowerment projects. This would help the programme delivery as it would help with accessing funds and would allow the sharing of resources and expertise.

### Key recommendations:

- Continue networking with local government and utilise data collected from the field to advocate for RSKS's communities. Holding the local government to account with specific data will help increase the validity of the organisations demands.
- Attempt to build up UK network by utilising connections with the Indian community and GlobalGiving volunteers. For example, find out whether any staff members have any UK connections and then advocating for these connections to share their knowledge with their friends and community. Emphasis the necessity of expanding RSKS's network and donor base in order to maintain the high quality of programme delivery and the continuing demand to further expand the projects to more communities in need.
- Create a network map and update the map at least twice a year with full contact details as this will help to consolidate all the connections RSKS has. It is then easier to highlight which individuals to prioritise and in which areas they are valuable for example, in terms of time, influence, expertise or money. Further information on how to create a network map is included at the end of the report.

# 11

## Environment and Well-being

A good working environment is necessary and vital for the well-being of employers, employees, volunteers and beneficiaries which in turn results in better outcomes in delivering the organisations objectives. Respecting and protecting the wider environment is beneficial to the whole community in which the organisation is based.

### Indicators

	Not currently met	Have started	Good progress made	Superstar!
<ul style="list-style-type: none"> <li>The organisation considers environmental well-being in its internal and external operations i.e. recycling, using non-renewable energy sources, minimising waste etc.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>The organisation cares and looks after their staff and volunteers with a good working environment.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>There is a clear health, safety and security guidance in place that meets legal requirements.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>The organisation has taken account of ethical consideration in its environment policies and practices (i.e. Office supplies, school uniform suppliers, food produce).</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>The organisation provides and encourages all staff to fully utilise their annual leave and does not encourage excessive over-working.</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>The organisation appreciates its employees, volunteers and other stakeholders and ensures they feel valued.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Key Observations / Any Key Challenges / Areas For Improvements:

Environmental issues are one of RSKS's nine key areas of work. They are well aware of both local environmental problems such as pollution & litter and international problems such as global warming.

Some of their environmental projects include extensive tree planting in Ajmer, the Save the Sparrow campaign, and vermin compost & recycling initiatives for rural farmers. RSKS are involved in the national Clean India campaign which seeks to tackle India's litter problem. They encourage all staff to participate in World Earth Day each year. They also provide SunKing (New York based) solar lights to rural villagers at a subsidised rate. In the future, RSKS seek to build biogas plants in rural areas which will provide a green source of energy for isolated farmers. Finally, RSKS are involved in environmental advocacy and have been involved with the National Ministry of Environment and Forestry for the last fourteen years.

The working environment of staff and volunteers is positive. There is a very good sense of familial community amongst staff and this is helped by social events and sports teams that RSKS run. Working hours have a defined start time in the morning but no defined leaving time. Staff and volunteers have challenging roles which often involve long hours. However, the recruitment process seeks candidates who are passionate about working for the benefit of their community so most staff are naturally happy to work these hours.

\* If you need more space please use the next page

### Key recommendations:

- Continue investing in both grass roots environmental projects and higher level political advocacy. This will ensure that RSKS remain influential in higher level discussion but also help to ensure education about protecting the environment is provided on a micro level. Both approaches are needed in order for environmental improvements to be made.
- Consider setting up a staff wellbeing survey to check how people are managing the work-load. This will highlight whether there are any improvements RSKS can make to ensure the staff can manage the vast amount of work more efficiently.

# 12

## Conclusion (Overall summary & findings)

RSKS are a highly impressive GlobalGiving partner whose impact extends far beyond their modest size and funds. They passionately care about delivering real change for marginalized women across Rajasthan and are effective in achieving these aims.

Particularly remarkable is the focus RSKS have on building strong and lasting relationships with their extensive group of individual donors. Their capable use of social media and the GlobalGiving platforms have enabled them to rapidly increase their international presence. Given that two years ago they had no international donors, it is astounding that this source now accounts for half of their funding.

Their rapid growth has been driven by the combination of a charismatic CEO and highly committed staff. The talented staff have all the required skills to provide highly professional training courses to the beneficiaries. RSKS should continue to utilise their strong feedback and monitoring system to maintain effective programme delivery.

RSKS's impressive social impact could be enhanced in the future by growing their fundraising capacity and increasing their international presence. Particularly promise lies in furthering the relationships recently established with the UN. There is wide scope to expand the sale of their products and researching the best methods to achieve this will prove essential in the coming years.

These methods include exploring FairTrade certification and observing trends in the targeted new international markets.

RSKS truly are a GlobalGiving Superstar and we hope our rewarding relationship will continue for many years to come.

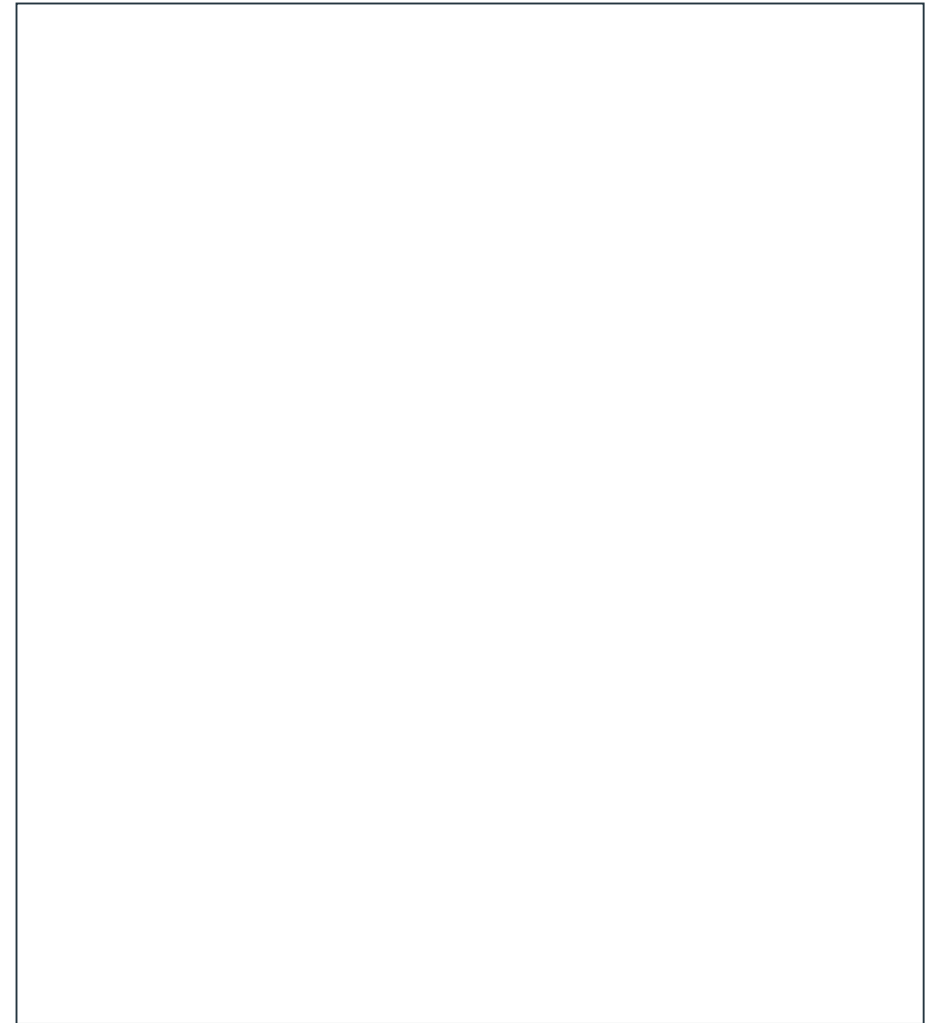
# 13

## Useful resources and links

<http://www.fairtrade.net/>  
<http://www.traidcraft.co.uk/>  
<http://senhoa.org/>

# 14

## Please add Pictures and Videos here \*



\* Please add and reference pictures and video links, Thank you



**GlobalGiving's vision is to democratise aid and philanthropy. We work to make giving fairer, more transparent and more effective. We want more money to go to great smaller non-profits and for that money to be spent effectively as possible.**

**We focus on making 3 core changes happen:**

### **1. Money & Non-profits**

Getting more money to great smaller non-profits; helping them to become more sustainable, more independent and more effective organisation. Helping them thrive.

### **2. Donors**

Helping more donors give their time and money to great smaller non-profits. Ensuring they get feedback on the where their money goes and the difference it makes.

### **3. Changing Policy**

Helping decision makers become more aware of, and responsive to the needs of smaller non-profits, and more effective in their development practices and grant making.



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