# Atma – The Xavier's Resource Centre for the Visually Challenged (XRCVC)

A case study on Atma's 1 year Accelerator Partnership with XRCVC
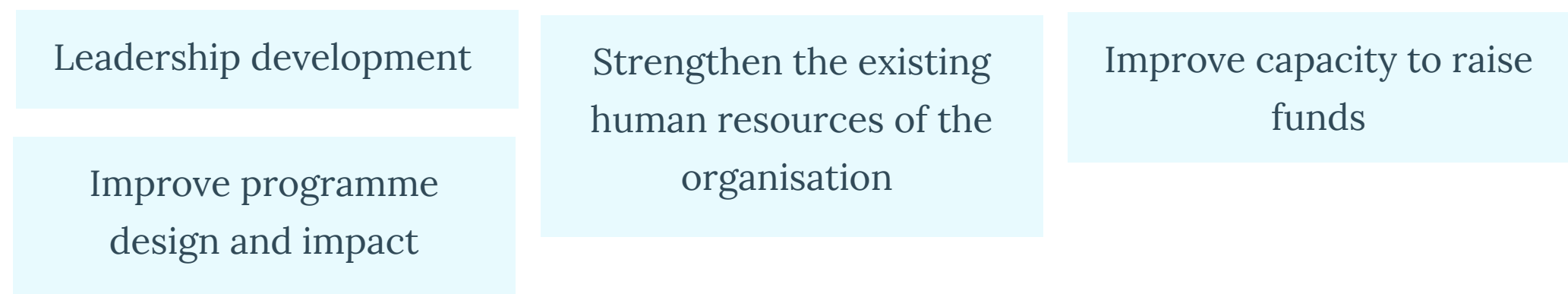
MAY 2022

ATMA

# About XRCVC

Keeping with the values of equitable, inclusive education, St. Xavier's College has set an example in the field of inclusive education for persons with disabilities through the Xavier's Resource Centre for the Visually Challenged (XRCVC), setup in 2003.

Their purpose is to engage with diverse stakeholders to accelerate inclusion in education, products, services and mindsets through replicable models, research, technology and advocacy-based interventions

# Problems identified

The leader of XRCVC, Dr Sam.T has been at the forefront of fundraising and decision-making since its inception. The XRCVC leadership has been thinking about sustainability and increasingly felt the need to reduce dependency on the founder and make the organisation, team and programmes stronger and sustainable. The most pressing needs of XRCVC were:

Leadership development

Strengthen the existing human resources of the organisation

Improve capacity to raise funds
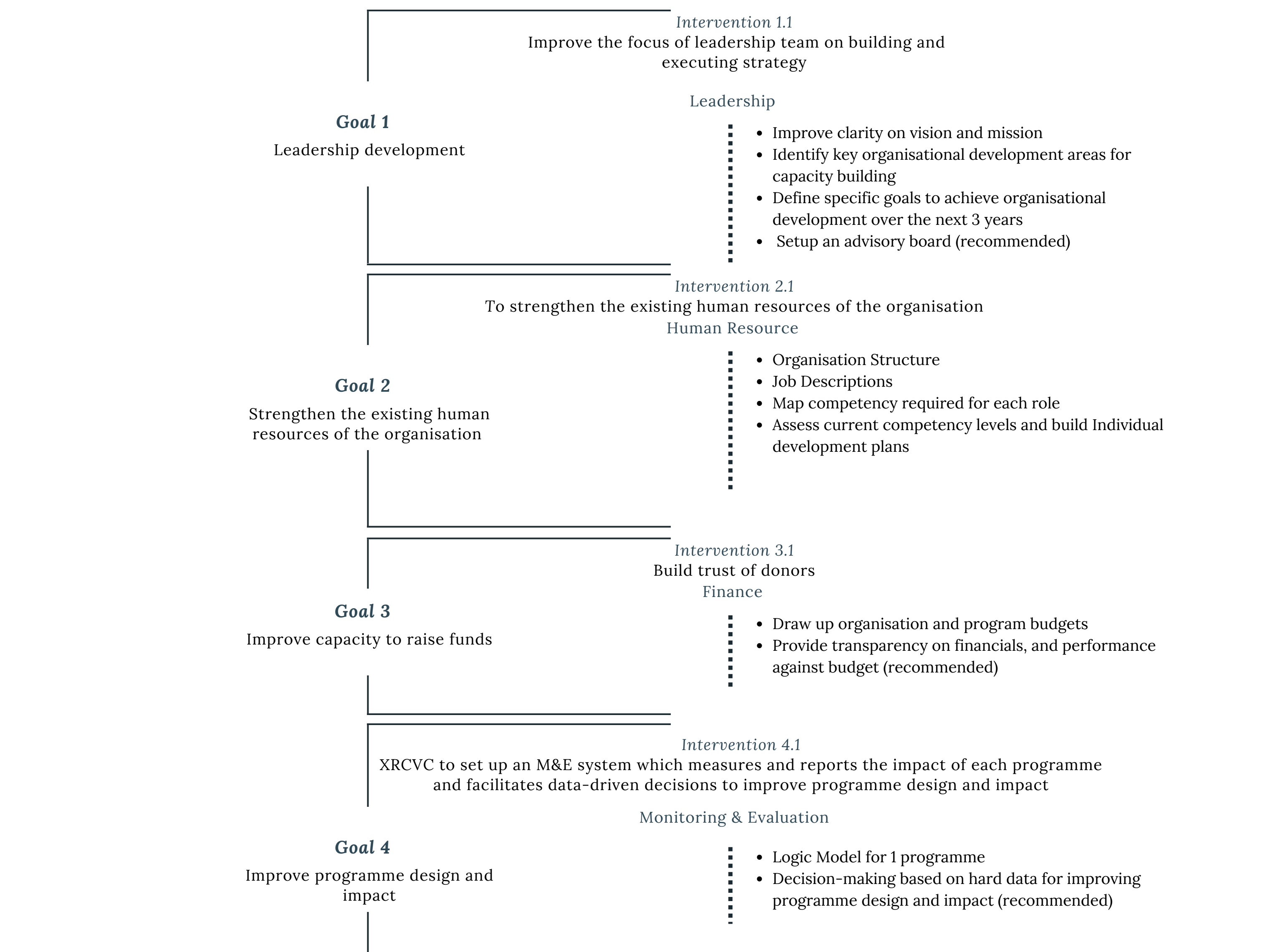
Improve programme design and impact

# Atma's Approach

Atma conducted a workshop to further study the needs of XRCVC. This included a self-diagnosis by XRCVC leadership and the delivery team, on the organisation's maturity level across 9 Organisational Development areas. This was done using Atma's Life Stage Survey tool. Atma discussed the responses with the XRCVC leadership team to identify and prioritise the key areas of organisational development and identify solutions.

Atma supported XRCVC in realising the solutions over 1 year from January 2021 to January 2022.

# Solutions

*Intervention 1.1*
Improve the focus of leadership team on building and executing strategy

**Goal 1**
Leadership development

Leadership
- Improve clarity on vision and mission
- Identify key organisational development areas for capacity building
- Define specific goals to achieve organisational development over the next 3 years
- Setup an advisory board (recommended)

*Intervention 2.1*
To strengthen the existing human resources of the organisation

**Goal 2**
Strengthen the existing human resources of the organisation

Human Resource
- Organisation Structure
- Job Descriptions
- Map competency required for each role
- Assess current competency levels and build Individual development plans

*Intervention 3.1*
Build trust of donors

**Goal 3**
Improve capacity to raise funds

Finance
- Draw up organisation and program budgets
- Provide transparency on financials, and performance against budget (recommended)

*Intervention 4.1*
XRCVC to set up an M&E system which measures and reports the impact of each programme and facilitates data-driven decisions to improve programme design and impact

**Goal 4**
Improve programme design and impact

Monitoring & Evaluation
- Logic Model for 1 programme
- Decision-making based on hard data for improving programme design and impact (recommended)

# Outcomes Achieved

### Knowledge

- XRCVC has been able to understand the components of a good strategic plan for organisational development
- XRCVC learned how to build a robust, well-thought-out, and future-ready budget for the organisation while being mindful of market trends
- XRCVC has learned the art of storytelling to pitch their organisation's work in a way that clearly champions the milestones achieved by the organisation and individual programmes
- As they worked on the Logic Model framework, XRCVC developed clarity on the need for well-structured and outcome-oriented programmes and services

### Skills

XRCVC has learnt the skill of:

- Articulating organisation structure and job descriptions: Since XRCVC has a flat organisation structure, this skill would help the organisation clearly identify the roles of each team member which would result in the efficient working of their team members.
- Mapping and assessing the competency of the team: This skill would help the organisation assign tasks to team members as per their skill set.
- Having evidence-based assessment and feedback discussions with the team: This skill would help the organisation identify growth and learning opportunities for their team in order to plan a roadmap for their role development in the organisation.
- Articulating organisation and programme outcomes and outputs: This skill would help the organisation continually improve their programmes as well as articulate their impact more strongly in their pitch to donors.

### Systems and Processes

- XRCVC has built a competency assessment and evaluation system to help them identify leaders within the organisation and maximise their potential. Additionally, this would also give clarity to the team on the skills and behaviours they should be exhibiting in the organisation.
- Atma worked closed with XRCVC to support them in drafting and articulating the Job descriptions to have better clarity on roles as well as systems around building budgets.

# Testimonials

*We are a support and advocacy centre for persons with disabilities working at the micro and macro levels from St. Xavier's College Mumbai. We started work with Atma a little over a year ago to build capacity for our small team. The experience has been extremely fruitful, to say the least. Atma's professional approach has helped us at various levels right from a reflective exercise with the Life Stage Survey Report through our visioning exercise, competency mapping process, creation of our pitch deck, helping to streamline our budgeting exercise, as also focusing on the strategy and the logic model framework to name some.*

- Dr Sam Taraporevala, Executive Director, XRCVC