

## CHAPTER - IV

**PROGRESS OF WAI AKSHAR INSTITUTE**

The criteria for measuring progress of an organisation varies according to the objective of the organisation . It is easier to measure progress of an industrial organisation because making a profit is their primary objective and monetary profit is easy to measure. However , measuring progress of a non-industrial organisation like rehabilitation centre , school or service for disabled persons is not so simple . The gains of these organisations cannot be assessed in terms of monetary profit . Hence different criteria are required .

Wai Akshar Institute being a non-industrial organisation , it was decided that its progress be assessed not in terms of financial gains but in terms of different criteria . The following four criteria have been selected ; change in number of beneficiaries admitted , change in number of successful beneficiaries , output of beneficiary material and innovation of services .

The nature of this case - study being historical review , data with reference to the criteria of progress has been collected for two different time - frames . One is the time - frame for the period under study i.e. 1990-91 to 1994-95 . Data during this time - frame is compared with data for an earlier time - frame of preceding five years viz. 1985 - 86 to 1989 -90 . It is noted that during the earlier period , i.e. 1982 - 83 to 1984 -85 , the organisation was very new and all efforts were being made to establish and consolidate its

work . Secondly with the duration of the time-frame under study being five years it was considered appropriate to compare the data only with data from a time - frame of similar duration . Therefore data previous to the year 1985-86 has not been taken into consideration and is excluded .

#### 4.1 Progress in terms of change in number of beneficiaries admitted

Out of the six activities of W.A.I. , intake of beneficiaries is applicable only in case of the following four activities .

1. Clinic and Guidance Centre
2. Shrimati P.C. Alwani School for Mentally Retarded Children
3. Training and Research Centre
4. Shri Chacha Alwani Vocational Training Centre .

Table 4.1 Activitywise distribution of number of beneficiaries admitted

Sr. No.	Name of Activity	Preceeding time - frame	Study time - frame
1.	Clinic and Guidance Centre	125	130
2.	Shrimati P.C. Alwani School for Mentally Retarded Children .	52	54
3.	Shri. Chacha Alwani Vocational Training Centre	13	17
4.	Training and Research Centre	22	71
Totals		212	272

Table 4.1 indicates that there is a definite increase in the total number of beneficiaries during the period under study . Whereas in the preceeding years the average yearly admission of beneficiaries was 42 , in the period under study it grew to 54 . However , a closer study of the number of beneficiaries in the different activities indicates that it is only the activity of Training and Research Centre which had a major increase in the beneficiaries . Its own admission has risen from four trainees per year to approximate 14 trainees per

year . The other three activities do not show any major difference in the number of beneficiaries at admission level . Collectively their admission level increased from average yearly admission of 38 to that 40 , i.e. an increase of only two.

The average annual admission rates increased by only 1.0, 0.4 and 0.8 in the Clinic and Guidance Centre , Shrimati P.C. Alwani School for Mentally Retarded Children and Shri. Chacha Alwani Vocational Training Centre respectively .

The Training and Research Centre is reported to have undergone following four major changes .

(1) Its Certificate Teachers' Training Course was upgraded to a Diploma Course.

(2) Whereas the Certificate Teachers' Training Course had approval of only the State Government , the Diploma Course was approved by Rehabilitation Council of India .

(3) Whereas for the earlier Course a fee was being charged to the students , the Diploma Course was entirely free along with a benefit of training allowance to the trainees .

(4) Whereas for the earlier Course the intake capacity was only 5 trainees per year , that for the Diploma Course was upto 20 per year .

From the above findings and discussion it is inferred that W.A.I. has made progress in terms of number of beneficiaries admitted only in one activity , namely Training and Research Centre . It has not done progress in three of its major activities , viz. Clinic and Guidance Centre , Shrimati P.C. Alwani School for



Mentally Retarded Children and Shri Chacha Alwani Vocational Training Centre .

#### 4.2 Progress in terms of change in number of successful beneficiaries

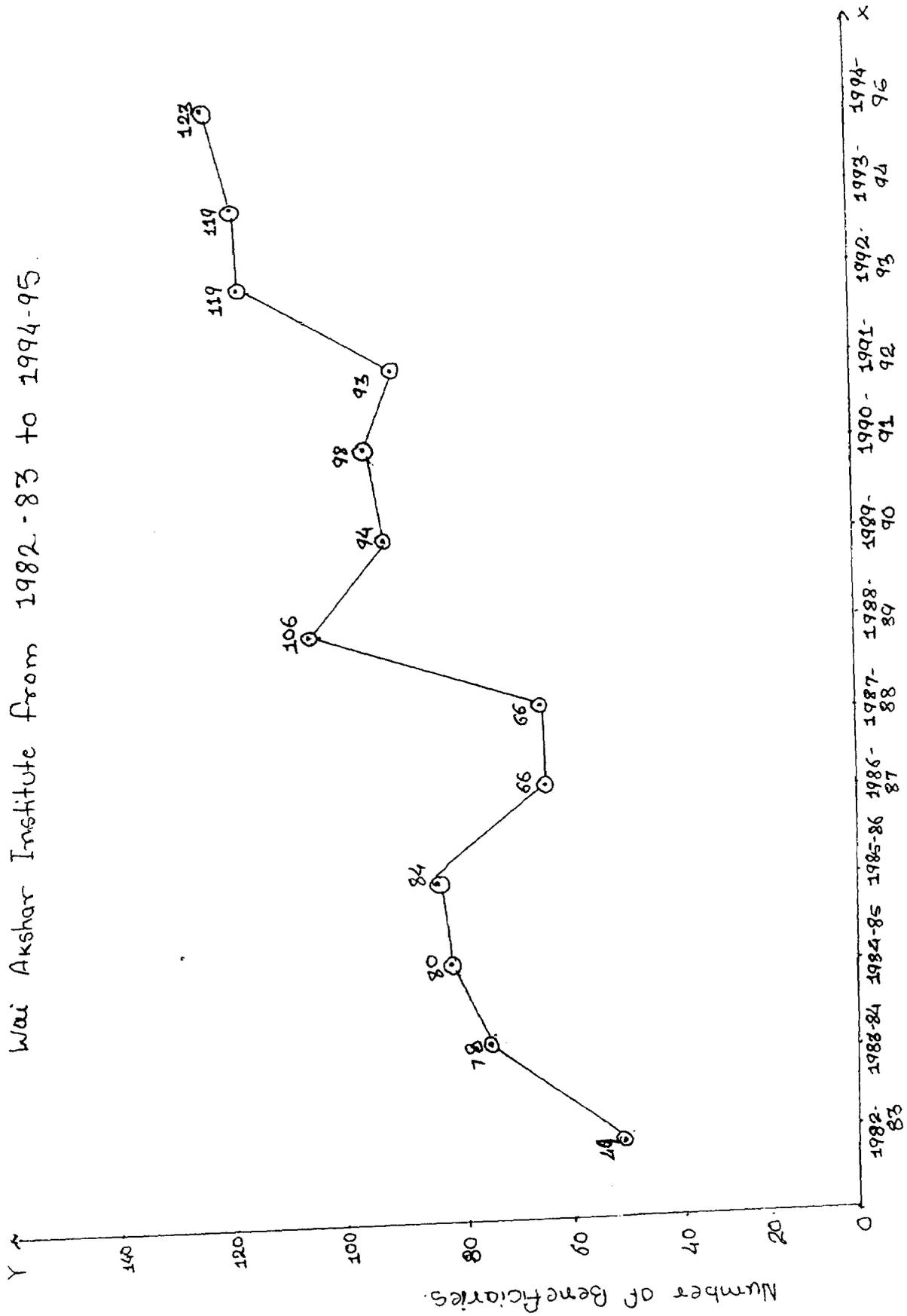
It is necessary to explain the concept of “ Successful Beneficiaries ”. In any organisation offering medical , rehabilitation and educational services , turnover of new admissions and discharge is always there . The reasons for discharge are different . In W.A.I. the following reasons were reported for discharging beneficiaries from the service ; death , illness and deterioration of health , transfer of parents , transport/escort or other practical difficulties of the family , completion of the programme for which admission was taken . Beneficiaries who were discharged under the last category , i.e. ‘ completion of the programme ’ have been considered to be successful beneficiaries .

The details of criterion for successful completion of programme are as follows :

1. For Clinic and Guidance Centre - Full assessment , communication of findings and referral to appropriate agencies .
2. For Shrimati P.C. Alwani School for Mentally Retarded Children - Achieving 70 % of skills listed for the prevocational level in the Curriculum Guidelines proposed by Directorate of the Social Welfare, Government of Maharashtra . ( Guidelines for Curriculum , 1990 )
3. For Shri Chacha Alwani Vocational Training Centre - Gainful employment in open or sheltered employment opportunity .

# 4.2- INCREASE IN NUMBER OF BENEFICIARIES.

Wai Akshar Institute from 1982-83 to 1994-95.



4. Training and Research Centre - Success in the final examination conducted by the appropriate authority .

Table 4.2 Activitywise Percentage of Successful Beneficiaries

Sr. No.	Name of Activity	Preceeding time - frame	Study time - frame
1.	Clinic and Guidance Centre	41.60 %	41.53 %
2.	Shrimati P.C. Alwani School for Mentally Retarded Children	25.00 %	31.48 %
3.	Shri Chacha Alwani Vocational Training Centre	---	20.00 %
4.	Training and Research Centre	100.00 %	97.00 %
Aggregate %		41.65%	47.50%

Table 4.2 indicates that there is a definite increase in the number of successful beneficiaries during the period under the study . Whereas in the preceeding years the overall success rate was 41.65% , in the period under study it rose to 47.50 % . Unlike the situation in the previous criteria , here , satisfactory change is observed not in the activity of Training and Research

Centre , but in the activity of Shrimati P.C. Alwani School for Mentally Retarded Children and Shri Chacha Alwani Vocational Training Centre . The success rate of Shrimati P.C. Alwani School for Mentally Retarded Children changed from 25.00 % in the preceding years to 31.48% in the period under study . The most significant rise in the change is in the number of successful beneficiaries in the activity of Shri Chacha Alwani Vocational Training Centre . From 0.0 % it has gone upto 20 % . The percentage of change has remained unchanged as far as the beneficiaries in the activity of Clinic & Guidance Centre is concerned . It remains steady around 41.50% . Worth noting is the fact that in the activity of Training and Research Centre , the percentage of successful beneficiaries dropped from 100 % to 97 % .

Shri Chacha Alwani Vocational Training Centre had began in the last year preceeding the time-frame for this study . Thus there was hardly any chance for the activity to successfully complete the programme of any of its beneficiaries during that time . Hence the 20% rise is not really indicative of any measurable change .

The change in the number of successful beneficiaries from Shrimati P.C. Alwani School for Mentally Retarded Children is reported to have been facilitated because of adoption of Curriculum Guidelines proposed by the Directorate of Social Welfare , Government of Maharashtra in the year 1991-92 . Earlier there was no method to decide whether the mentally retarded student has successfully completed schooling . Even for making this

table the figure 25% is arrived at from the number of students transferred to Shri Chacha Alwani Vocational Training Centre in 1989. They were deemed to have finished the school.

The drop in the percentage of beneficiaries from Training and Research Centre is not very big. Yet it is indicative of the fact that the Diploma Course was making demands on the beneficiaries as well as on the Centre.

From the above findings and discussion it is inferred that W.A.I. has made progress in terms of successful beneficiaries only in two activities namely Shrimati P.C. Alwani School for Mentally Retarded Children and Shri Chacha Alwani Vocational Training Centre. It has not done progress in the remaining two activities.

#### 4.3 Out put of beneficial material

The objectives of W.A.I. have been made adequately broad. Therefore the organisation is not bound to conduct only therapeutic, educational or training activities. It therefore started disseminating information. For this a publication activity was started and linked with the library activity.

The material disseminated through this activity has been termed as beneficial material. It is meant to enhance the knowledge and skills of teachers, trainers and parents of mentally retarded persons. Hence this material is deemed as beneficial material.

Table 4.3 Categorywise number of publications in the two time - frames

Sr. No.	Category of Publication	Preceeding time - frame	Study time - frame
1.	Number of W.A.I. publication	2	4
2.	Number of other publication	0	55
Total		2	59

Table 4.3 indicates that in the years preceeding the study the publication activity came out with two publications . Both the publications were authored by personnels in W.A.I. In the years under study the number of publications rose up to 55 . The publication activity published 3 more of its own works authored by its own personnel . In addition it also started marketing publications of three other publishers on a ' no - profit - no - loss ' basis .

Table 4.4 Publicationwise sale of material

Sr. No.	Category of Publication	Preceeding time-frame	Study time-frame
1.	W.A.I. Publication	169	1269
2.	Other Publication	25	445
Total		194	1714

Table 4.4 indicates that the number of customers certainly increased in the period under study. Thus more material reached more individuals directly or indirectly.

W.A.I. made efforts to let people take benefit of information available with itself and with other publishers. It was reported that in year 1990 W.A.I. jointly organised an exhibition on books on related subjects with the help of British Library, Pune. Its policy to market publications of others has helped W.A.I. to achieve its own objective of reaching more people.

From the above findings and discussion it is inferred that W.A.I. has made progress in terms of the output of beneficial material.

#### 4.4 Innovation of services

W.A.I. established an entirely new activity, viz. consultation services in the end of 1989-90. During the period of study this activity became actually functional.

It held diagnostic camps at five places viz. Humgaon (Dist. Satara), Islampur (Dist. Sangli), Medha (Dist. Satara), Pune (Dist. Pune) and Wanlesswadi (Dist. Sangli). It assisted six organisations at Ichalkaranji, Islampur, Karad, Kolhapur, Phaltan and Wanlesswadi in running their therapeutic and educational programmes. Thus the clinical, educational and administrative expertise available at W.A.I. was put to use for children who would otherwise never have the benefit of such expertise. Through the camps 155 students were assessed and diagnosed and through the institutional consultation at least 90 more children benefited every year for five years.

This manner of providing service to more beneficiaries through minimum contact is certainly an innovative one. Thus, W.A.I. has been able to provide services to an additional 101 beneficiaries every year. W.A.I. itself did not have to appoint any additional staff for carrying out this service. Secondly it did not have to bear any expenses. In fact it earned a little money as consultation fees.

From the above findings and discussion it is inferred that W.A.I. has made progress in terms of innovation of services.

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- 2) Directorate of Social Welfare, (1990) : Code for Schools for Disabled Persons, Pune , Government of Maharashtra