

Empowering People with Disabilities¹ for Livelihood through Skill Development: An initiative by EnAble India, Bengaluru

Manish Maskara and Sonakshi Anand

Yash (name changed), who comes from a rural background is a person who has a mobility impairment. His family survived on a sustenance economy, and hence there was no scope for them to help him by providing a wheelchair nor were they aware of the government schemes available for the same. Yash used his hands to walk, even with such difficult conditions, both he and his parents wanted him to study. Given his condition, he was mocked and ridiculed at the school around his village, forcing his parents to send him far, where he lived on his own and learned to become independent. However, this did not come easy. No one wanted to employ him and give him any job. His self-esteem and desire to work was lowering day by day. He finally got a menial job that would pay him 50 rupees a day, which was too difficult for him to survive on.

Gautam (name changed) is a visually impaired individual with only two fingers on each hand, living in Bangalore. He was unable to imagine his life without the help of his parents and siblings, who would help in every step. He was convinced that he would never be able to live a normal, independent life and was fearful to think of his future. His father was in service, while his mother was a home maker. Never did she let him do any work nor go out on his own. The family was extremely protective of him. Gautam, would long to have confidence in himself to find a way out, but was not too sure of himself.

Sridevi (name changed) suffers from a slight retina issue, leading to partial visual impairment. Rita (name changed) suffers from a severe hearing impairment, while Pavan (name changed) suffers from cerebral palsy. Sanjay (name changed) suffers from Learning disorders and a slight intellectual disability.

Yash, Gautam, Sridevi, Rita, Sanjay, Pavan and many others in the world are People with Disabilities (PWDs). They come from diverse families like Sanjay is a son of a retired army officers, while Pavan is the son of a farmer. Along with this difference, some of them are suffering from hearing impairment, some from physical disabilities, some from learning disorders while others suffer from mental illness. Such PWD youth of India and other countries also aspire for a decent livelihood.

¹ The authors have used the term Persons with Disability (PWDs) to avoid any negative connotations. PWDs is considered as the politically correct and giving adequate focus on the person, than the disability.

1. Context

There are many more similar youth (as described above) in India who have suffered from low-esteem, discrimination, and lived a life without dignity because they are PWDs. Moreover, being disabled comes with the added burden of becoming dependent physically at an individual level and at the household or societal level both socially and financially. Such dependence shapes the perception of the PWDs themselves as being worthless and feeling left out from the mainstream society hence being socially excluded. It also shapes the larger perception of the society in being only sympathetic towards them assuming that the PWDs would not be able to contribute to the household economy. They are not seen as individuals with any abilities or capabilities for becoming independent.

An event, similar to those mentioned above, occurred in the year 1992 when Hari Raghavan, brother of Shanti Raghavan, was diagnosed with a degenerative eye disorder. He went to USA for rehabilitation since such facilities were not available in India. During 1993-1997, Shanti and her husband, Dipesh were deeply involved in the rehabilitation processes of Hari through teaching him computers with special screen software, improving his mobility, life skills and ensuring he has a well balanced lifestyle that included snorkeling, trekking etc., without being made to feel that he can not perform any activity due to his disorder. In 1997 to continue Hari's rehabilitation, the couple quit their corporate jobs and returned to India bringing them back their experiences and responsibilities of rehabilitating Hari.

As a result of her involvement in her brother's rehabilitation, Shanti initially started teaching a couple of visually impaired students the use of computers, donated by some people. Teaching the students to use computers was not found to be difficult, however the availability of full time jobs for them was a major challenge faced by Shanti. At the another level, the realization of not getting access to full time jobs, even if they were available, was seen as another huge challenge. Slowly and gradually, Shanti started working towards addressing these challenges. Finally, in 1999 the personal experiences got transformed into an intervention for the disabled by the setting up of EnAble India in Bengaluru to strive for economic independence and dignity of the people with disabilities. The need to empower these PWDs occurs from the mental block which most of them possess that hinders them in even trying to live a life with dignity. EnAble India believes it starts with this change that can later be transformed into employment or better livelihood options for them.

Through various social integration projects, Gautam was enabled to think out of the box solutions, so he can become independent. A small step which Gautam thought was necessary, was to cook for himself and his family, since his mother would never let him

cook, since she was afraid that he will hurt himself. He used his life skills training that he received through the intervention and determinedly decided to live a normal independent life. The little gesture of cooking changed him and his family. He got so confident that he learned computers himself and then started teaching computers to workshop candidates in EnAble India. This just proves that little steps will take you a long way!

2. Relevance of the Case

In India, the disability sector is estimated at 4-5% of the population which is close to 70 million people being disabled as highlighted by National Centre for Promotion for Employment for Disabled (NCPEDP).² Despite these figures and provisions for the welfare of the disabled in Constitution of India, the needs of the disabled in terms of meaningful employment remain largely unmet.³ Similar is the case for other countries in Asia who have largely ignored or not addressed the concerns of persons with disabilities. By and large, PWDs are further excluded or discriminated against, through unequal treatment and denial of basic rights by the broader society. The need for meaningful employment for PWDs thus, becomes crucial from the viewpoint of economic growth for India, when it is known that the majority of the PWDs are youth.⁴ Despite the fact that India has ratified the UN Convention on the Rights of Persons with Disabilities (UNCRPD), young PWDs still struggle to gain access to quality education, vocational training and employment.⁵ Moreover due to multiple barriers and challenges associated with the disabled working population, it is in fact quite difficult for them to get adapted to the formal job scenario.

Though there has been a focus on skilling and earmarking of large governmental budgets, whether through individual departments or the National Skill Development Corporation (NSDC) there is no mandate for specific training for the PWDs. Moreover, taking for granted that the life of disabled is that of dependence, the developmental programs, barring a few, hardly make any efforts to include them. At the same time, it is also assumed that disabled cannot contribute to the growth of the economy and hence tend to miss out on this huge segment of potential economic agents.

2 2015, S. Abhi et al. Social Entrepreneurship-Building Sustainability through business models and measurement of social impact, Chapter 13, pp 299-303 in Manimala and Wasdani (eds.), Entrepreneurial Ecosystem- Perspectives from Emerging Economies, Springer (2015)

3 2011, Shenoy M. Person with Disability and India Labour market: Challenges and Opportunities, ILO Report.

4 According to Census 2001 data, more than 35% of the disabled persons (more than 7.5 million in number) were of age less than 20 years, another 15% were of age between 20 to 30 years and less than 20% of disabled males and females were of age more than 50 years.

5 Maureen Gilbert, Solution Exchange for work and employment community, Query: Access to decent work for Persons with disability, Compilation 19 August 2010.

In the light of the above context, the intervention by EnAble India, Bengaluru holds great relevance and significance. It addressed the concerns of PWDs by providing them with jobs, going one step beyond just showing sympathy to them through laying emphasis on building an enabling ecosystem for empowerment of PWDs. At the Asia level, 2013-2022 is being celebrated as the Asia and Pacific Decade of Persons with Disabilities to emphasize on disability inclusive development.⁶ Considering this phase of time, highlighting the significant contribution of the intervention by EnAble India for the PWDs would serve as a learning model for empowering the disabled through skill development and hence stepping stones in breaking the barrier of social exclusion.

3. The Intervention: Nature, Timeline, Strategy and Activities

EnAble India was registered, as a public charitable trust in 1999 by Shanti and Dipesh to work towards the economic independence and dignity of persons with disability. Since 2004, the founder and managing trustee, Shanti worked on a full time basis for the organization. Dipesh, co-founder and trustee joined her, five years later, in a full time voluntary role after leaving his consultancy services. Initially since the inception, the focus of the organization was on persons with vision impairment due to personal experiences of the founders. As the work grew there was a pressing need to find suitable jobs for the visually impaired and also the need to expand their work to reach out to persons with hearing impairment too.

As a result of this, in 2004 for the first time staff members were hired and by 2005, their office shifted to a 2000 square feet office in Bangalore, utilizing stipend from Ashoka fellowship offered to Shanti to fund the rent and administrative expenses. A couple of years back, the office was relocated to a new place in Bangalore funded and supported by Azim Premji philanthropic initiatives. During 2011-12, *EnAble India Solution Private Limited* as a social enterprise was set up with the help of a consulting firm i.e. Sattva. In 2011, the organization proposed its vision to bring about a change in the consciousness of stakeholders (PWDs, employers and community around PWDs) concerning PWDs.

Currently, the organization caters to PWDs who are largely the youth and have been affected by visual impairment, physical disability, hearing impairment, intellectual and development disability, profound disability, autism, cerebral palsy, mental illness and many others. It has around 50 paid employees out of

⁶ United Nations Economic and Social commission for Asia and the Pacific, Disability: Opportunities and Challenges. (Link:<http://www.unescap.org/our-work/social-development/disability/about>)

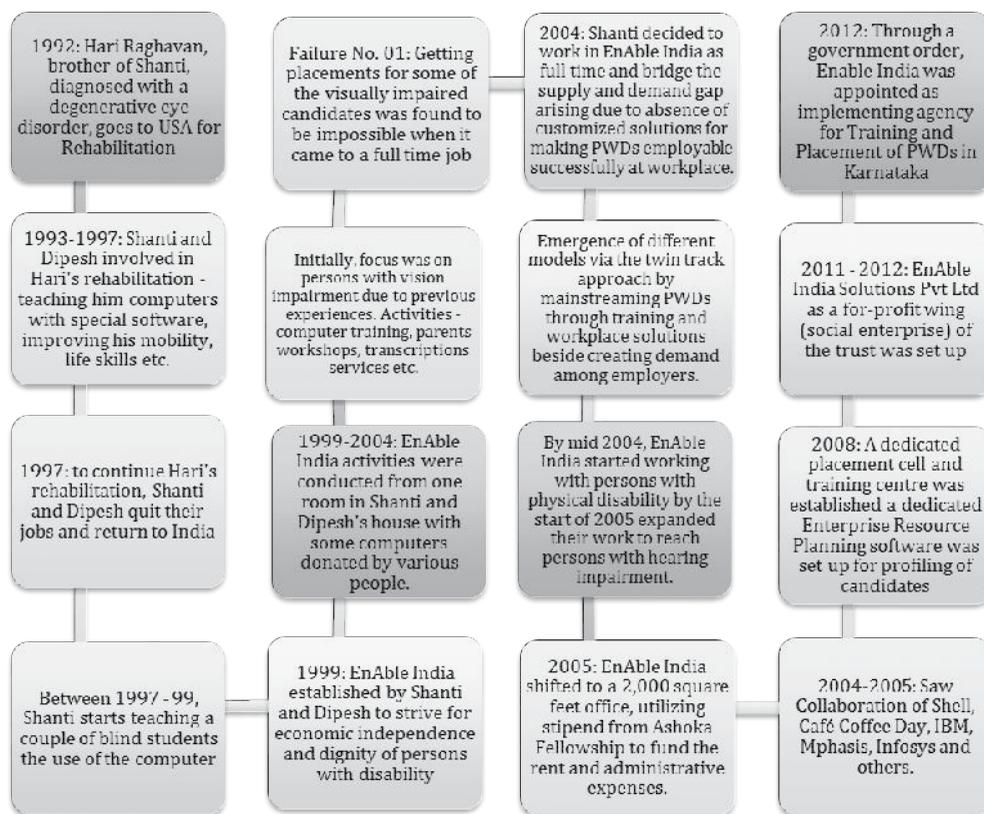


Figure 1: Timeline of key events from the Pre-inception to Inception to growth phases

which 49% of the staff members are persons with disabilities (vision impaired, hearing impaired, physically disabled etcetera) and 36% of the staff members are women. The figure below looks at the entire timeline of the initiatives taken by EnAble India, right from its pre-inception phase to its current phase.

Based on the available reports, including their annual reports, social audit reports, scoping studies etc., it is seen that the organization has two kinds of stakeholders viz. primary and secondary.

Primary stakeholders largely consist of PWD aspiring for employment, organizations employing them, service-delivery partners and implementing team at office.

The secondary stakeholder group comprises of those groups who are regularly updated about the progress of activities at the organizational level like funders/supporters, strategy partners, government and regulatory bodies and family of PWDs. EnAble India strives to build synergy between both the categories of stakeholders towards enabling the PWDs for employment.

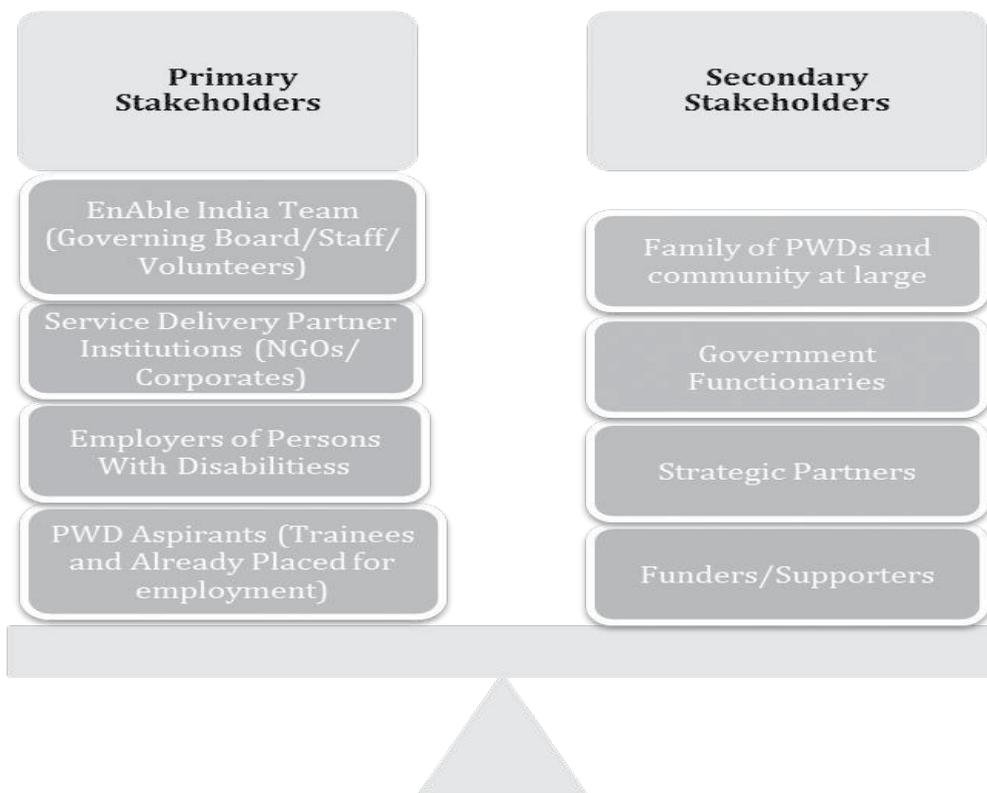


Figure 2: Stakeholders of EnAble India (Source: Social Audit Report 2010)

Given the timeline of the broader activities of the intervention and the concerned stakeholders, the following sections elaborate upon the activities and strategies followed by the intervention in detail.

4. From Registration Desk to the Job Desk

Since 2004, the intervention followed a Candidate Induction Programme (CIP) for all the candidates who registered with them (See Annexure - 1) either through a walk-in or through partner organizations in other states of the country. CIP helped in sourcing candidates for training and employment. Such an idea took shape when there was a growing number of disabled candidates looking for job and also because the work of EnAble India expanded beyond only catering to the visually impaired. The process of registration consists of collecting background information of the candidate on parameters like nature of disability, gender, age, education level, marital status, socio-economic background, prior work experience of candidate in skilled/semi-skilled/unskilled jobs, native location being rural/urban etcetera in addition to the expectations of the candidate from the organization.

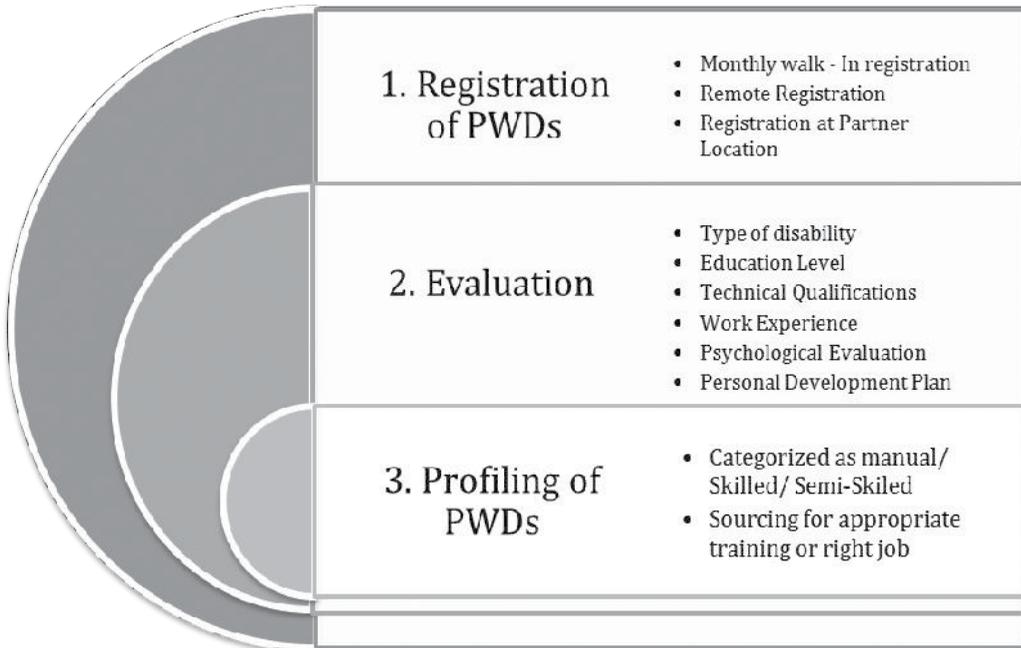


Figure 3: Process of induction for a candidate (Source: Social Audit Report 2010)

Registration is followed by evaluation, which consists of need assessment of the candidate and understanding the reasons behind their preferences. In profiling, which follows evaluation, jobs are identified for the skilled applicants through the existing demand from the client organizations that are willing to hire PWDs. The profiles of the PWDs are fed into ERP (Enterprise Resource Planning) software, which was installed in 2008 for efficient database management and improving the efficiency of selection and sorting of PWDs profiles. As a result of profiling and a simultaneous root-cause analysis of disability, a Personal Development Plan (PDP) is prepared in which the relevant type of training is identified and suggested for the candidates who are immediately unsuitable for employment.

5. From being ‘Disabled’ to Becoming ‘Enabled’

Once the profiling of the candidates who have registered with them was done, there were various types of trainings imparted by competent training teams to the ones who require the same. Due to the absence of any means to make the PWDs successfully employable at workplaces, EnAble India came up with a twin track approach on mainstreaming the PWDs through various trainings and workplace solutions besides creating demands among the employers. Trainings are designed based on the nature of disabilities of the candidates and nature of jobs expected by them be it skilled, unskilled or semi-skilled (See Annexure - 1).

Case Study on Profiling

A candidate with hearing impairment came to EnAble India with a B.Com degree. As part of profiling, he was given tests related to graduate, English and aptitude. As part of the tests, he had to write an essay. He not only failed to write an essay but he fared poorly too in all the tests. Realizing that he did not measure up to an average degree candidate with hearing impairment, the organization gave him the tests that the undergraduates would take. He could not perform well in these either. He did not have computer skills and hence, EnAble India could not consider him for semi-skilled category either. They evaluated the nature of his disability and did his psychological profile. They found that he was energetic and interested in working. But since he fell in the below average category, they counseled him that his skills were not matching the average person with a degree. He was fairly realistic and realized this. He was profiled in the manual moving category, which did not require too many skills. Eventually he was given a job as brew master in Café Coffee Day within a matter of a month or two. The company was happy since almost all the people with disability who were shortlisted by EnAble India were selected. The company's return on effort was high and so was the organization's. This remains a classic case for reiterating the importance of profiling. If he had been sent to any company merely on his educational qualification, he would have failed miserably. This would have resulted in loss of confidence for him. Also, the companies' relationship with EnAble India would have been put in a spot on the quality of the candidates coming from the organization.

The screenshot displays the EnAble India Candidate Profile system. The left pane shows the 'Candidate Profile' with fields for Name, DOB, Gender, Disability Type, Address, and Education. The right pane shows the 'Candidate Section' with tabs for Profile and History, and a 'Management Modules' section. Below the screenshot are three callout boxes:

- Basic information about the candidates (Date of birth, gender, disability type, address)**
- Evaluators Comments, "Great attitude, can also try for technical writing job"**
- Recommended Job Types: Skilled Dynamic
Recommended Roles: Administration /Logistics, HR, Service Management**

Box 1: How does EnAble India Profile their registered candidates
(Source: Social Audit Report 2010)

Figure 4

The trainings have well defined pedagogy and applications henceforth to gauge the level of the candidates. They focus on developing both hard and soft skills of the candidates for their future placements that includes Communications and English language training, life skills, computer training, domain specific trainings and much more. Once the candidates were trained based on the requirement, the skills gap was addressed for their prospective employment. Besides this, entrepreneurship development training for the poor, wage employment training for urban, peri-urban and semi-urban areas (largely in tier 2 cities) and community pilot training programmes for unskilled sector were also taken up.

6. Bridging the Demand-supply Gap for the PWDs

For mainstreaming PWDs into the workforce after their training, the efforts of placements started in 2004 when EnAble India, as a part of their twin track approach, created demand for the disabled among prospective employers. They, in turn, made the prospective employees aware about their future opportunities. It helped evolve a business proposition on why companies should hire the disabled. The employer outreach program model was conceived to collaborate with companies. Initially companies like Shell, Café Coffee Day, IBM, Mphasis, Infosys and others started to collaborate from 2004-2005. In addition to this, the organization focused on sensitizing the companies on making the workplaces inclusive through Disability Awareness Workshops for executives, managers and others. Such awareness worked to enable more placements of the disabled. Apart from this, EnAble India also promoted the idea of outsourcing the work of the companies through them to the PWDs.

From 2005 to 2007 placements started across multiple cities including Delhi, Mumbai, Hyderabad, Kolkata and Pune with the help of like-minded NGO partners in the local cities. Later in 2008 a dedicated training and placement cell was established at EnAble India. Such a cell gave the needed pace for expansion of activities like organizing job fairs towards Employment Guidance and Placement Services (EGP) to enable the PWDs.

7. Follow-up Activities

It was not only about the placement of the PWDs but also their constant follow-up which was ensured as a part of the initiatives taken up after the placement of the candidates. As and when the PWDs felt their motivation level for their work decreasing, it was easily possible for them to approach EnAble India for counselling. In keeping with the vision of building an

enabling ecosystem for the disabled and not just withdrawing from their efforts after the placement of the candidates, the organization also conducted retention surveys to understand satisfaction level of the candidates from the viewpoint of companies who hired them.

8. Financial Support

For its activities, the organization generated revenue through donations from individuals like Azim Premji through his philanthropic initiatives and institutions like banks, Sir Dorab Ji Tata Trust, Charities Aid Foundation, Sight Savers, American India Foundation, Tech Mahindra Foundation, other like-minded NGOs; corporate sponsorship, fund raisers and events like Marathon in Mumbai and Bangalore, professional charges, recruitment income and training and seminar fees⁷. Funds were also mobilized through the revenues generated by EnAble India Solutions Pvt. Ltd. along with the support from the Disability Department, Government of Karnataka.

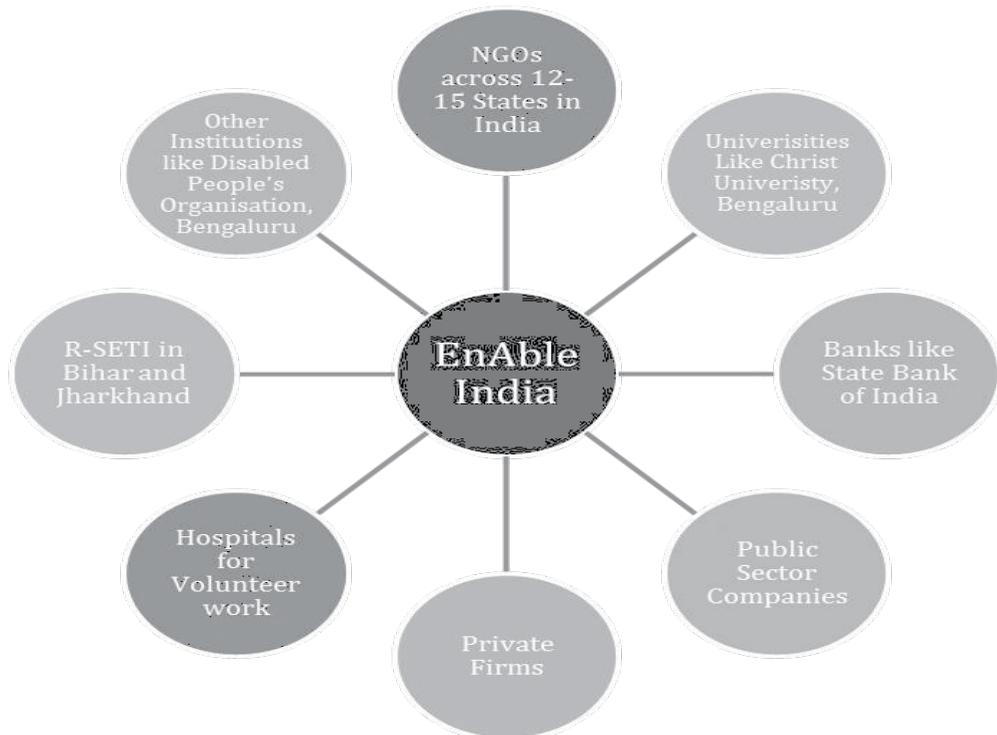


Figure 5: Partnership and Outreach of EnAble India

⁷ 2015, S. Abhi et al. *Social Entrepreneurship-Building Sustainability through business models and measurement of social impact*, Chapter 13, pp 299-303 in Manimala and Wasdani (eds), *Entrepreneurial Ecosystem- Perspectives from Emerging Economies*, Springer (2015)

9. Outreach and Partnerships

EnAble India engaged in partnerships across 12-15 states in India with NGOs for different purposes like receiving applications from the candidates, building capacities of NGOs working for the disabled etcetera. They had also partnered with universities in and outside Bengaluru for employability training of their disabled students, banks like State Bank of India and other public sector companies for capacity building and training of the disabled employees of such organizations, private firms and hospitals for volunteering work for its operations and activities like awareness building for inclusive work atmosphere. Through a government order in 2012, EnAble India was appointed as implementing agency for Training and Placement of Persons with Disabilities in Karnataka. Recent partnerships have been sought with R-SETI (Rural Self-Employment Training Institute) in Bihar and Jharkhand.

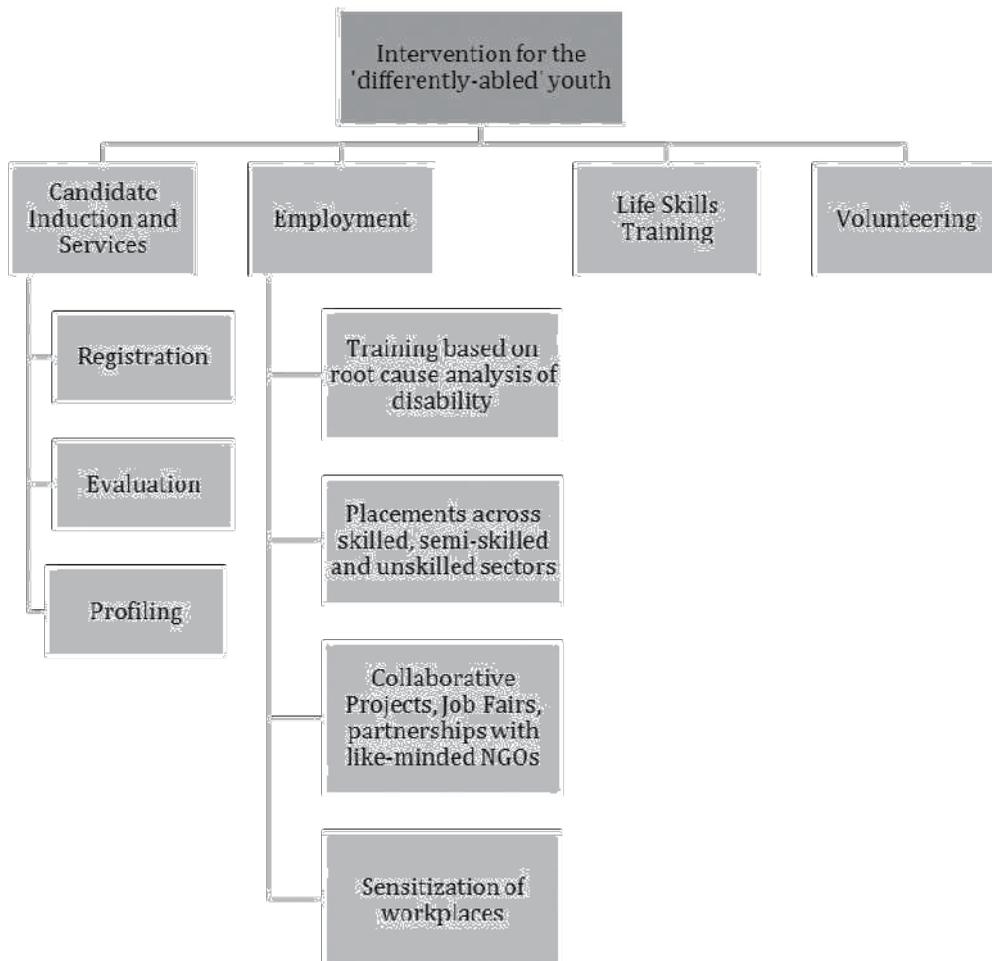


Figure 6: Schema of EnAble India's Intervention

In addition to this, partnerships with other institutions like Disabled People's Organization in Bengaluru have also been in place for emerging urban models to empower communities for their livelihoods. The strategy of having partners across India enabled in serving a larger section of the disabled in India. Lastly they engaged in partnerships outside India for instance the recent collaboration with Mauritius to provide training, content and expertise for PWDs in Mauritius making Enable India a global organization.

In a nutshell, the intervention catered to all the necessary activities that would enable a disabled youth to get a decent employment. This was ensured through the processes of initial induction, suggested trainings including life skills trainings based on the nature and causes of disability; placements across skilled, semi-skilled and unskilled sectors; follow-up of the same and sensitization of workplaces for an enabling ecosystem. Volunteers from partner companies, as a part of their CSR initiatives and otherwise, helped EnAble India in managing the day to day operations for the cause of disabled.

10. Spread and Scale

In the course of establishing partnerships, EnAble India scaled up through developing resources on disability like training manuals, e-learning modules, flash-based material for visual learners, audio plays for auditory learners etcetera. Apart from this, the organization engaged in capacity building of partner like-minded organizations and training of trainers through which they were able to reach out to more disabled youth in the country. Their disability awareness workshops for the companies have really helped them expand their operations to a great extent. EnAble India opened up the doors for the disabled in 400 new companies, found new roles for the disabled in new sectors like domestic BPOs, BFSI (Banking, Financial services and Insurance) services, auditing firms, hospitality, telecom, retail in addition to creating demand in 26 existing sectors.

11. Impact of the Initiative

The impact of the intervention for the disabled can be identified at multiple levels. At the level of employment, it is concerned with the immediate placements of the candidates in skilled, semi-skilled and unskilled sectors based across the country. It also spans across the incomes of the candidates as a result of employment that helped them financially. From the perception of the candidates themselves, increase in the level of their motivation to innovate and also serve the society through volunteering work was quite visible. Moreover, with them getting employment, they felt driven and inspired to help their fellow disabled youth. From the viewpoint of the companies in which the candidates got placed, impact can be identified in terms of

satisfaction level of the companies in retaining the disabled who are hired and being open to hire more such disabled youth. Largely, the impact is also seen in terms of the respect and dignity earned by the PWDs for their work from their families, the society and largely their work places.

11.1 Placements

During 2004- 2014, more than 70% of the trained candidates received employment through the determined efforts of the intervention which is visible in the table 1.

Looking at the placements in terms of the disabilities, it is visible that the intervention placed candidates with different kinds of disabilities although placements in physical disability, vision impairment and hearing impairment were significantly higher.

The candidates who got jobs were placed across the length and breadth of the country in 18 cities with different companies and in different roles as well with a majority of placements happening in Karnataka. (See Annexure – 1) The process also kept the aspirations of the candidates in priority when choosing a city.

Table 1: Registration, training and placements- From 1st Jan 2004 to 31st March 2014

Total no. of candidates registered	7266
Total no. of candidates trained	2932
Total no. of candidates employed	2057
Total no. of candidates employed (includes self-employed)	2266

(Source: Annual Report, 2014)

Table 2: Placement vis-à-vis nature of disabilities of candidates (2004-2014)

Candidate's Disability	Total no. of Candidate
Physical Disability	1104
Vision Impairment	480
Hearing Impairment	606
Cerebral Palsy	29
Mental Illness	16
Mental Retardation	21
Deaf and Blindness	4
Learning disability	6
Total number of candidates placed	2266

(Source: Annual Report, 2014)

From a sectoral lens, the organization directly placed more than 1,250 PWDs in the skilled sector⁸ not undermining the outputs visible in terms of self-employment aided through the intervention. The chart clearly indicates that there is no particular preference for employment of the candidates by the intervention since it is largely driven by the needs and aspirations of the PWDs.

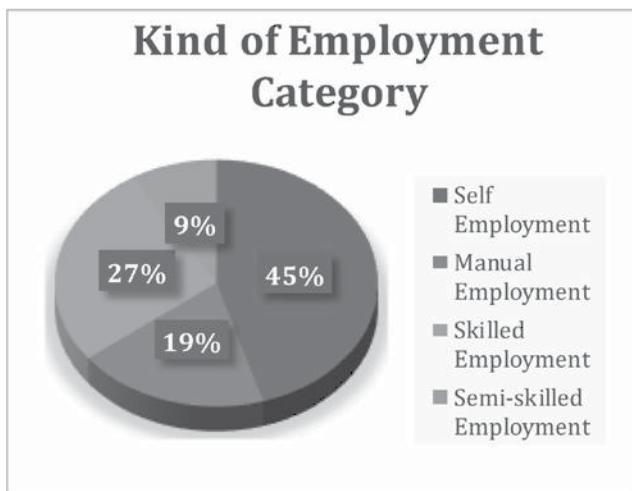


Figure 7: Kind of Employment Category

The candidates after their placement across different sectors have been able to earn an average monthly income ranging from Rs. 5,000 for manual jobs to Rs. 12,000 for skilled jobs. The distribution from a sectoral lens is given below⁹.

Table 3: Job category vis-à-vis salary

Job category	Average Monthly Salary
Manual	Rs 5000
Semi-skilled Non computer	Rs 6500
Semi-skilled computer	Rs 8000
Skilled Jobs	Rs 12000

(Source: Social Audit Report 2010 and Annual Report, 2014)

68% of the candidates earning Rs. 1.2 Lac/annum and in white collar jobs. The highest salary is earned by a visually impaired person is close to 12 lacs/annum.

The following chart gives a clear picture of the year on year growth indicators of the intervention during the period 2009- 2014.

⁸ 2015, S. Abhi et al. Social Entrepreneurship-Building Sustainability through business models and measurement of social impact, Chapter 13, pp 299-303 in Manimala and Wasdani (eds), Entrepreneurial Ecosystem- Perspectives from Emerging Economies, Springer (2015)

⁹ Annual Report, EnAble India 2014.

11.2 From the Perception of the Enabled

On one hand, placements have helped the disabled financially and on the other hand the disabled youth were empowered enough to reach out to other vulnerable sections of the society. For instance, a disabled candidate volunteered with transgender community in Bangalore to empower them, some served the old age people during their free time etcetera. The PWDs came up with innovative solutions and were highly motivated for the same. For instance, a candidate with vision impairment developed an all accessible bag while another developed an all accessible menu card for a restaurant in Bangalore (See Annexure – 2). Apart from the individual efforts of the candidates, it becomes important to understand the perception of the candidates about their workplaces. As revealed by the figure, more than 70% of the candidates who are placed in different companies felt good and happy about their work.¹⁰ Their team mates and colleagues too treated them with respect and not excluding them as ‘disabled’. Not only in their work, the candidates after going through the activities at EnAble India have received positive responses in their social life too along with a dignified perception of their work.

Table 4: Growth indicators through the years (2009-2014)

Growth Indicators	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Total
No. of PWDs registrations	694	725	849	662	1558	4,488
No. of PWDs trained (directly)	420	402	508	299	900	2,529
No. of volunteers	180	283	260	312	172	1,207
No. of companies recruiting	149	69	57	44	68	387
Total no. of placements	176	208	291	132	384	1,191
No. of workplace solutions	49	73	69	199	130	520
No. of states covered	13	14	19	12	14	NA

(Source: S. Abhi et al. 2015)

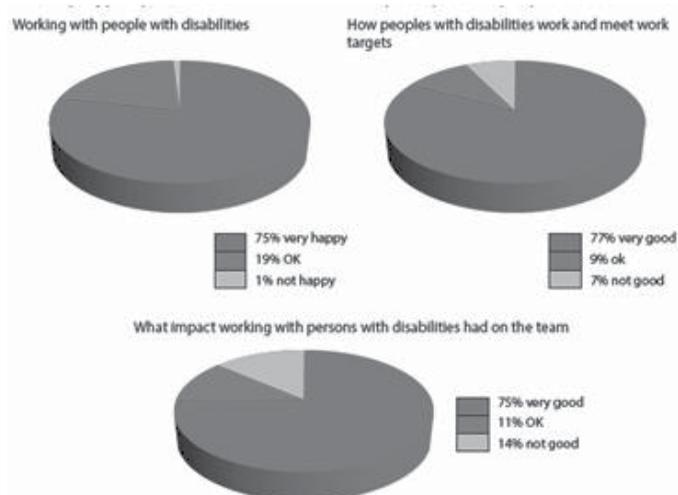


Figure 8: Feedback of the candidates placed by EnAble India in various companies

11.3 From the Viewpoint of the Employers

Apart from the responses and feedback of the enabled candidates with regards to their employment, its also critical to understand the perception of the companies about their employed PWDs. Retention surveys of the companies reported that 93% of them have had high a impact by hiring of PWDs in their organization.¹¹ More than 70% of the companies felt happy about working with PWDs. They also felt that the PWDs were dedicated to their work and also brought in positive energy in their team¹². As a result of this, other partner companies felt convinced to hire PWDs.

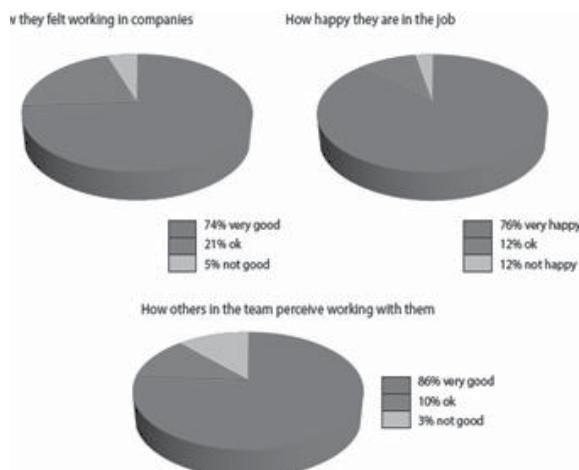


Figure 9: Responses of the Employers who have candidates from EnAble India in their organizations

11. Annual Report of EnAble India, 2012, 2013 and 2013

12. Social Audit Report, EnAble India 2010

11.4 Changed Perception at Multiple Levels

EnAble India contributed to the change in perception of the disabled in a three-dimensional approach, firstly, in their own eyes, secondly, in the eyes of the society and thirdly, in the eyes of the companies hiring them. At an individual level, the activities under the intervention like training, placements and employment made the disabled recognize their own self-worth, inherent strength and abilities, cutting the assumption of different dimensions of dependence. They now see themselves as fully functional and autonomous individuals who can contribute worth-fully to their household income and the economy. Secondly, at the family and society level, there was a realization that the disabled are not someone who need to be sympathized with rather their work needs recognition. Lastly, the intervention made the economic institutions like the hiring companies think that the disabled were highly productive individuals, and that their disability poses no barrier to their efficiency.

12. Issues and Challenges in Achieving Scale and Sustainability

The nature of the activities that the organization followed and kinds of networks that it leveraged in order to scale up has in turn made the intervention to come across some issues and challenges. They have largely been listed below:

12.1 Capacity Building of Partner NGOs

In the effort of identifying potential like-minded NGOs to work with not undermining the existing ones, the aspect of building capacities of NGOs in the right direction remained a challenge. Moreover, sometimes it is a trade off between the priorities of the partners and EnAble India to establish a good working relationship for the cause of the disabled.

12.2 Coordination and Management

Considering that the intervention leveraged a wide network of institutions, government agencies and NGOs, it is highly challenging for an effective coordination among them for day to day operations. Apart from this, the high usage of IT tools for training makes it critically challenging for a smooth management.

12.3 Ensuring Retention and Satisfying Dreams

It is true that when the intervention generated feedback of the disabled who were employed, some candidates were found unhappy with their job due to

unforeseen reasons. This makes it challenging for EnAble India to satisfy the candidate's aspirations or dreams on one hand and live up to the expectations of the companies on the other.

12.4 Workplace Sensitization

For companies who have an interest in hiring the disabled out of their CSR initiative, it is challenging for EnAble India to sensitize companies for hiring them within a regular HR policy from the viewpoint of mainstreaming the disabled in the organizational culture.

12.5 Lack of Necessary Resources

Lack of qualified professionals in the field of livelihoods and disability makes it challenging for the organization. Apart from this, ensuring that the needs of the disabled are met in their respective companies in terms of the required infrastructure for a particular kind of disability is difficult to put into place.

12.6 Successful, Unique and Sustainable Intervention

Having taken a note of the impact of the sectoral intervention from different perspectives, the intervention can be termed as a successful one. The twin significant contributions of EnAble India are in recognizing the potential of disabled and in mainstreaming them in the employment and labor market through a well designed skill training cum placement program. Building capacities of like-minded NGOs and entering into multiple institutional linkages and partnerships was a significant contributor to the success. EnAble India has also brought in multiple innovations through usage of IT tools, their Community Pilot Training Programme, 'work-at-home for disabled' programme that have made substantial difference.

The uniqueness of the intervention lies in the corporate experience of the founders, who instead of judging the companies, understood their pressures and responded to them by providing a business paradigm for hiring disabled. Apart from this, the companies were also provided with solutions and services to enable them in their hiring of persons with disability.

Besides the impact, the intervention in itself is quite different from very few civil society organizations, working for the disabled. EnAble India's work goes beyond just doing rehabilitation and legal level advocacy. Some of the key highlights of the intervention that make it a sustainable one are that it has created the necessary space for building an ecosystem for mainstreaming the PWDs through changing the mindset of the stakeholders. Adopting a solutions-oriented approach; the organization lays emphasis on not only training and skill building of PWDs, but also valuing the dignity of their work.

The nature of activities and strategies followed makes it compelling for the intervention to be replicated across India and Asia. One of the positive signs in this direction is EnAble India's recent partnership with Mauritius.

The intervention has received a lot of awards and recognition since their inception for instance Manthan Award for ICT Innovation, Rotary Award for vocation excellence, hosting and organizing the India Inclusion Summit etc. It has also received TV and press coverage. Not only the intervention, but the employed staff who were earlier candidates at the organization have received awards for their excellent performance in their respective companies.

13. Way Forward

Apart from EnAble India having been registered as a public charitable trust, operations of the for profit wing, *EnAble India Solutions Pvt. Ltd* is to increase so as to enhance inclusion of the disabled in companies. In addition to this, a dedicated website to bring the employer and the employee to a common interface to bridge the demand supply gap known as *EnAble India Academy* is also in the pipeline. Moreover, the organization has plans to penetrate more in the rural areas through agreements with the government like the ones with RSETI of Bihar and Jharkhand. No doubt, the larger intent of the organization is to take a step forward and focus on sustainable inclusion of the disabled. For doing the same, consultation from key stakeholders based on their role and method of engagement is perceived to be critical. This is also because, as perceived by the organization, an enabling ecosystem is needed for the successful inclusion of the disabled. The realization of building such an ecosystem will definitely go a long way in the vision of inclusion of the PWDs.

Annexure 1

Table 1: Break up of registered candidates according to the nature of disability
(Registered from 1st April 2012 to 21st March 2014)

Nature of Disability	Number of PWDs Registration	Nature of Disability	Number of PWDs Registration
Physical Disability	865	Mental Illness	25
Hearing Impairment	323	Cerebral Palsy	17
Visual Impairment	293	Others	3
Mental Retardation	29	Deaf Blind	3
Total			1558

Table 2: Types of Role offered specific to disability

Type of Disability	Offered Roles/ Responsibilities
Person with Visual Impairment	Service Management, Sales executive, Tele-caller, Medical transcriptionist, MIS executive, Logistics exec, Verifier, Programmer, BPO executive, Soft skills Trainer, Computer trainer, Massage therapist, Market analyst, Business development, Procurement executive, Admin executive, Packer, Telephone operator and more
Person with Hearing Impairment	Back office executive, Data entry operator, Network assistant, Graphic designer, Tester, Programmer, Training coordinator, Brew-master, Cashier, Quality checker, Doorman, Housekeeping, Car washer, Kitchen Assistant, Traffic attendant, Store keeper, Traffic attendant and more
Person with Physical/ Mobility Impairment	HR, System operator, Incident management, BPO executive, Programmer, Tester, Telecaller, Librarian assistant, Data entry operator, Cashier, Receptionist, Room reservation exec, CCTV operator, Assembly, Quality checker, Filing assistant, Sales executive, Store keeper, Admin assistant, Customer sales assistant
Person with Other impairments (Cerebral Palsy, Intellectual Disability, Mental Illness, Learning Disability)	Programmer, Online research analyst, Tester, Back office executive, Retail sales attendant, Traffic attendant, Stacker, Machine operator, Packer, Data entry operator, Quality checker

Table 3: Job Profile and the roles or Position offered based on the level of skill and/or Education of the PWD registered

Job Profile	Education and/or Skill Level	Roles/ Positions offered
Manual/ Unskilled	SSLC or less, No Skills Experienced, No Skills Required	ATM Caretaker Petrol pump attendant House-keeping attendant Helpers Customer service attendant
Semi Skilled	SSLC/PUC, Computer SSLC/PUC PUC, Computer PUC/Diploma/Graduate	Physiotherapist Dietician Customer Attendant Telephone Operator Tele-caller Clerk Computer Trainer Sales Assistant Admin Assistant Travel Desk Operator
Skilled	PUC/Diploma / Graduate	HR Executive Voice and Accent Trainer Computer Programmer Medical Transcriptionist Training Coordinator Web accessibility tester Executive Roles such as Tech Help Desk, Back Office, Business Development, Finance, Marketing, Quality Assurance, CSR, PR, Logistics, MIS etc. Market Analyst Translator Lecturer Counselor
PUC: Pre University Certificate equivalent to 12 th pass from school		

Table 4: Candidate development Programme Course Summary

Scope of Employment	Course Content
<p>Career Centric Computer training for Visually Impaired</p> <p>This is an initiative by EnAble India towards giving quality computer training for visually impaired people who have completed their studies and are seeking a job along with those who want to continue their studies in the field of computers</p>	<p>Computer Fundamentals (Introduction to Windows and applications, Editing, Dialog boxes, File and folder management)</p> <p>Microsoft Office with web applications like internet, accessing emails, using outlook express</p> <p>Communication skills with English training</p> <p>Keyboard Typing, Speed and Accuracy</p> <p>Screen reader fundamentals (using screen reader help)</p> <p>Miscellaneous concepts like scanning, software installations, computer physical connections, CD burning etc.</p> <p>Life skills training for including learning sessions, analytical skills training, exposure to case study.</p> <p>Specialized courses for employment of VI are Cisco Certified Need Assessment Training (CCNA), Need Based Computer Training (NBCT) and Need based online training.</p>
<p>Medical Transcription for Visually Impaired</p> <p>Medical Transcription (MT) is a growing industry which will always be having a demand all around the world. Medical transcription is a process of documentation of patient's history, diagnostic tests and involves just listening-typing.</p>	<p>Revision of Computer advanced – Word, Internet, Excel with MT specific JAWS Training</p> <p>Language of Medicine (anatomy and physiology, disease processes and pharmacology & laboratory medicine)</p> <p>Orientation of MT technology, practice and quality standards</p> <p>Communication skills – English grammar & Phonetics</p> <p>Privacy, ethics, and other medico legal issues</p> <p>Information about Healthcare records</p> <p>Required skills like attention to detail, accuracy and speed</p> <p>Preparatory sessions for facing interview and company test preparation</p>

<p>Business Process Outsourcing Training for Hearing Impaired</p> <p>Non voice positions are available in all major companies such as Mphasis, Reuters, IBM Daksh, TCS BPO, HTMT, J P Morgan, TESCO, HSBC.</p>	<p>Concept of BPO, associated terminology, use cases, types etc.</p> <p>Understanding requirements, handling templates</p> <p>Concept of quality</p> <p>Reading comprehension, communication skills and written English skills</p> <p>Analytical skills, common sense usage</p> <p>Microsoft Office with web applications like internet, accessing emails, using outlook express</p> <p>Keyboard Typing, Speed and Accuracy</p> <p>Preparatory sessions for facing interview and company tests preparation</p> <p>Disability specific component to work efficiently in the job</p>
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Table 5: Job Profile and the roles or Position offered based on the level of skill and/or Education of the PWD registered

Location – District/ cities in which Candidates have been placed	Number of Candidates
Bangalore	144
Bijapur	23
Kolar	25
Chikkaballapur	10
Davangere	20
Dharwad	20
Haliyal	16
Harohalli	8
Holalur	21
Kunigal	2
Mysore	22
Nelamangala	5
Vajrahalli	29
Hyderabad	7
Chennai	2
Mumbai	16
Uttar Pradesh	14
Total	384

Annexure 2



Figure 1: Accessible bag and Menu Card Developed by the PWDs registered at EnAble India