WHEN YOU ARE HOMELESS AND CAN BARELY CLOTHE YOUR BODY, YOU HAVE ONLY YOUR SENSE OF SELF TO REMIND YOU THAT YOU ARE HUMAN. YOU ARE VULNERABLE - PSYCHOLOGICALLY, SOCIALLY, FINANCIALLY.

WHEN YOU ARE MENTALLY ILL, YOU LOSE YOUR SENSE OF SELF, AND OTHERS SHUN YOU. YOU ARE VULNERABLE - PSYCHOLOGICALLY, SOCIALLY, FINANCIALLY.

WHEN YOU ARE HOMELESS AND MENTALLY ILL, THE WORLD TURNS ITS BACK ON YOU. YOU DON'T EXIST. YOU BECOME THE NOWHERE PERSON

About Iswar Sankalpa

Iswar Sankalpa is a not for profit organization founded in the year 2007 by a group of mental health professionals in the City of Joy! Their aim at that time was to reach out to the 'forgotten' and 'untouchable' population – the homeless persons with psychosocial disabilities on the streets of Kolkata. They often wondered in their meetings, if any difference could be made to their lives! The Bengali word '*Sankalpa'* means 'Resolution'; and the organization has resolved to make the following differences:

- A difference in the way people with mental illness are perceived
- A difference in the way mental illness is treated
- A difference in the lives of those who suffer from mental illness

Today, Sankalpa, as it is commonly referred to is a multi-pronged service delivery organization. Its programs extend to both the homeless and urban home-based poor population with psychosocial problems in Kolkata. Sankalpa has worked with 2,422 persons with mental health problems in its urban mental health program and nearly 3,239 homeless persons with psychosocial disability on the streets of Kolkata (June 2017).

Vision

Sankalpa's vision is a visible, equitable, inclusive and sustainable socio-economic development of marginalized communities, of the homeless/low-income group with a psycho-social disability. In Sankalpa's vision, homeless and those persons below the poverty line with a psychosocial disability are included in health, shelter, rehabilitation and social security schemes of the government. Sankalpa in its programs aims for three outcomes for the person with psychosocial disability – improved productivity, empowerment and then reintegration back into mainstream society.

Mission [1]

Sankalpa's mission is "*to ensure the dignity and holistic well-being of persons with psycho-social disability, particularly to those from underprivileged parts of society, in a humane manner, and in addition, empower them in attaining their rights*".

In realizing its mission, Sankalpa has three main obstacles – poor awareness and knowledge levels of community on mental health; stigma and discrimination against a person with a psychosocial problem.

Sankalpa aims to improve availability and access to mental health services, reduce suffering & the lost-opportunity for both - the person suffering from a psychosocial issue and family members. Sankalpa believes that the treatment of mental illness should be comprehensive; not reductionist in its approach. It aims to showcase a robust productivity enhancement program that showcases the ability of the person with a psychosocial disability to earn an income and perform other roles. While it proposes to focus on the poorest and homeless, the availability of suitable mental health services would benefit one and all.

Its approach or strategy is to collaborate with other important stake holders and pool resources for the shared care of a person with a psychosocial disability. It is against isolation of the person and therefore uses hospital/shelter admission selectively as a part of the treatment process while continuing to treat the homeless person on the street.

Services provided

Iswar Sankalpa provides a range of services for the rehabilitation of person with psychosocial problems; belonging to the marginalized sections of the community.

Iswar Sankalpa brings together various stake holders on a common platform to:

- take care of the needs of clients (person with psychosocial problems)
- address discrimination, stigma, and lack of awareness towards mental illness
- provide mental health care, treatment, and support
- provide hygiene and nutritional care
- train in the enhancement of skills required for remunerative work
- restore a homeless person to a suitable destination
- support employment of a person with the psychosocial problem, homeless or otherwise

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[1] Iswar Sankalpa, Strategic Plan 2016-20

Definition of a Homeless Person:	
Doesn't have a home or settled place or abode, AND	The term "homeless" means such persons (including men, women, eunuchs, and children) who:
Live on pavements, OR	Spend their nights in night shelters or transit homes or child homes for a short term stay, OR
Spend their nights in /on their means of livelihood such as hand/push carts, rickshaw etc., OR	Spend their nights sleeping in the place of work such as shops (including dhabas), factories and offices etc., OR
Live in temporary structures at construction sites.	Spend their nights in public places such as railway platforms, bus stands and places of worship etc.
(UNDP, Delhi Government, Mission Convergence)	*Source: Homeless Survey, 2010 (Draft)*

These services are provided as projects. Currently 6 separate projects are managed by Sankalpa:

NAYA DAUR	Community-based service delivery intervention that reaches out to homeless **persons with psychosocial disabilities** and takes care of them on the streets in the community itself
AROGYA	Emergency hospital services for homeless persons with psychosocial disabilities
DROP IN CENTRE	Day Care Centres for providing psychosocial interventions to street clients.
SARBARI	Round the clock shelter for urban homeless women with psychosocial disability

MORUDYAN	Round the clock shelter for urban homeless men with psychosocial disability
SAMBANDHAN	Community-based urban mental health program
SAMPOORNA	Vocational Training and Livelihood support program

Sankalpa's mission is to pilot a comprehensive mental health service for the socioeconomic poor population living in slums of Kolkata; comprehensive services for homeless people and/ or those dwelling on street and a long term rehabilitation services for a person with psychosocial disability rendered homeless. However, in doing so Sankalpa aims at strengthening and cooperating with the Public Mental Health Care System.

Four Core Values
- Respect for difference:
  Recognising the diversity of the persons we serve is at the heart of Iswar Sankalpa's strength. The organization will respect 'the right to decide' of the persons with mental health disorders in fulfilling its mission. It is also committed to the equality of opportunity for all
- Humaneness within the organization:
  The organization believes that "*a person is a person through other persons (Ubuntu)*" and binds its members together with human values such as respect, trust, helpfulness, caring, sharing, solidarity and usefulness. Ubuntu is an African philosophy with its root in humanist principles which focus on the essence of being human. Iswar Sankalpa believes that one cannot be a human in isolation - but only in relation to others; in the interconnectedness of other people and the world. The organization believes in this philosophy as a means of defining its core values and principles. The focus is on the person, their being, and helping to bring meaning to their lives via rebuilding their connection to other persons and the world at large.
- Collaboration:
  Sankalpa believes in collaboration. It understands that for effective, responsive and accountable services inputs of all stakeholders are required. Iswar

Sankalpa will share its learnings with government and civil society. It is committed to inspire a dialogue from the bottom up; promote capacity building; facilitate coalitions and engage diverse stakeholders in health and rehabilitation services for socioeconomically marginalized population

- Credibility:

    Iswar Sankalpa will deliver what it promises. The organization will not commit something which is uncertain. But what Iswar Sankalpa will commit, the organization will put full energy to achieve it.

Together with the Social Welfare Department of the government of the state of West Bengal, Kolkata Municipal Corporation and the Kolkata Police, Sankalpa has strung together a care program for a homeless person with psychosocial disabilities in the city. Resources for the program are contributed by all partners and community which is the most important collaborator in the projects. Iswar Sankalpa has continuously raised awareness and support for the social inclusion of those with mental illness, in particular, those who have been pushed into conditions of unthinkable violations of all human rights. This has been done in partnership with Civil Society Organizations (CSOs) and the medical fraternity all over Kolkata and its suburbs.

Governance

The Organisation is governed by a nine member Governing Body. The Governing body works with the Director, Projects; two Assistant Directors, Program Officer, Projects and respective project coordinators in delivering the services called programs. The organogram is presented later.

Conclusion

Sankalpa's vision is translated into its programs. The Standard Operating Processes captures the main processes of the programs and activities therein. This document comes at a time in Sankalpa's journey when sharing its experience with others is as important as managing in house projects towards the realisation of its vision.

Rationale for documentation of SOPs

Purpose of SOP

This document details Standard Operating Processes across Sankalpa's projects. It purports to:

- Serve as a manual or reference guide for organizations attempting to implement mental health services using Sankalpa's services as a reference point;
- Serve as a reference point for periodic process and outcome audit of Sankalpa's projects and similar other projects;
- Serve as an Induction Manual for new staff joining a mental health program either at Sankalpa or any other organization doing similar work

The document captures each and every process and activities therein across Sankalpa's projects. It is written as a how to do document, as a manual. Processes have been assessed if they could serve as a standard for Sankalpa's projects and for purposes of the SOP manual. Suggestions for improvement are included. Information generated from projects has been tracked; forms used in the projects have been screened to see if all important information parameters are duly captured. This would help in the design of a Management Information System that Sankalpa is currently undertaking. Explanatory Frameworks that capture key processes and then presents these in a structure to make it easier for the reader to understand the sequence of processes and link the client level outcome with project level outcomes have been presented where possible. The document has several visual cues to enhance the understanding of the processes discussed.

Where have SOPs originated from

The processes have emerged from Sankalpa's work in answering mental health needs of its two main constituencies – homeless person with psychosocial problems and people living in slums of Kolkata. Since inception till date, as Sankalpa's work evolved, a few processes were identified that produced consistent results. At Sankalpa, it is felt that process fidelity or executing a process in a standardized way is important for consistent results and transparency. The documentation of Standard Operating Processes, therefore, makes it easy to perform each process in a near similar manner by different staff members of Sankalpa as also other agencies

replicating mental health work in their area. It also provides a common language across the organization and reduces personal interpretation of different processes, activities, and phenomenon.

Communication of processes adopted in mental health service delivery with its internal and external stake holders is a part of the transparency & empowerment focus that Sankalpa aims to introduce in mental health services such that not only results (outcomes) but processes are also shared with stakeholders.

Where are SOPs located in Sankalpa's work

The Standard Operating Procedure document is a part of the Results Based Framework adopted by Sankalpa in its Strategic Plan 2016-20 (SP-20). Documentation of SOPs and their adoption in work would contribute to intermediate outcomes 2 and 3 of SP 2016-20. These outcomes are integral to a high-quality mental health service and replication of best practices either fully or in parts in Sankalpa's own work and that of other agencies. It fulfills the short term outcome requirements and would serve as an important instrument both for internal monitoring and regular improvement of services, empowerment of middle management and replication of services.

In SP-20, Sankalpa's ultimate outcome is stated as - "*More effective, responsive and accountable services for socio-economically marginalized population with psycho-social disability*"

SP-20 marks the beginning of the Second phase in the evolution of the Organization. It breaks new ground for the organization, signaling a determination to apply more focus, rigor and an outcomes orientation to its work.

The Plan coincides with the introduction of Results-Based Management (RBM) at the organization. RBM would enable the organization to demonstrate to its stakeholders that it is making a difference in pursuit of strategic goals and priorities by placing an emphasis on clearly defined and measurable results.

Conclusion

Access to mental health services lags far behind the need of such services. It is only a matter of time that mental health services are up-scaled to cover different population groups across the country and different countries. Sankalpa's experience in implementing different projects is invaluable. In up scaling mental health services, organizations like Sankalpa could play an important role as a trainer and an

advocate. These SOPs provide an understanding into the work and steps that could be followed in its replication or adoption.

Method

Introduction

Standard Operating Processes were documented by an external consultant appointed by Sankalpa. The data collection involved both desk review and field work. The main sources of data collection were:

(i) Desk Review:
   a. review of documents produced by Sankalpa for various purpose
   b. review of scientific literature
(ii) Field Work:
   a. interview with staff members;
   b. interview with clients and other stake holders of the project;
   c. direct observation of processes

Desk Review

Desk review included documents produced by Sankalpa for different purposes at different points in time. These included:

1. Annual Reports
2. Project Proposals or grant applications
3. Planning documents such as Project Logical Framework Analysis
4. Documents prepared for designing information system for projects
5. Data entry forms used in different projects
6. A few Patient case files
7. Photographs
8. Minutes of different meetings

PubMedCentral and Google Scholar were used to search relevant scientific literature. All documents were marked and they have been referenced to in the SOPs. No individual information was taken from patient case files and no record of same has been retained by the consultant.

Field Work

Non-participant direct observation of processes was done in all projects. All these observations were done along with the staff members doing the process. Clarifications were asked and interaction with clients was done as part of the observation. Detailed notes were taken on paper which has been retained by the consultant. Photographs were taken to understand different processes and the document does not include personal photographs of any client. Permission was always requested before photographs. As per Sankalpa's instructions, photos have been used strictly as teaching aides and not to supplement process activity. This has helped reduce the volume of the document.

All interviews were held after oral informed consent. The consultant informed the purpose of the exercise to each member and after approval questions were asked. In some interviews, an interpreter was used and oral permission for same was asked from the respondent. An interview guide was prepared and all data was noted in the copy which has been retained by the consultant.

All interviews were identified by the name, designation and date interview. The text of interview was analyzed to see common items that informed processes. If any matter of concern or that would benefit from immediate improvement was observed, it was brought to the immediate notice of the senior management without disclosing the source of information.

The information system was thoroughly analyzed and each data entry form was taken either in the soft or hard copy. At the time of the SOPs, Sankalpa was also trying to put in place an MIS, therefore interaction was done with the person responsible for MIS.

Clarifications were sought repeatedly from the senior management of Sankalpa which provided perspective to the exercise and some quotes have been included in the document.

Feedback

One project was taken up at a time. After collecting data on the project, all observations were shared with the project team in a team meeting facilitated by senior management. All doubts were clarified in this meeting. The processes were validated by the team and only then included into the document. Process maps were shared with the team and adopted into the document. The licensed version of software Edraw Max Version 6.8 was used to draw process maps. Suggestions to

improve processes were humbly shared with the team and the same has been mentioned in the document. Only after recording all data was an explanatory framework built for each project. The staff, therefore, have not read or validated the framework. The adopted framework is included only to organize the work done in each project and to link the client and another level outcome to project outcome which is often a difficult thing to achieve.

Assistant Director of Sankalpa has painstakingly read each version of the document and provided feedback. The program coordinators have reviewed the process maps and other points presented to them and have suggested improvements without which the document could not have been completed. Errors still persisting are credited to the author.

Strategic Projects of Iswar Sankalpa for the period 2016-20[2]

Iswar Sankalpa proposes to undertake strategic projects as part of its strategic plan for the period 2016-20. These projects are briefly mentioned below. For any further information, contact Iswar Sankalpa.

1. Iswar Sankalpa (IS) aims to develop itself over the next 3-5 years as a technical resource and a capacity development organization for the government agencies and non-government organization working in health / social sector. IS would share evaluation studies of its programs; best practices from its different programs. This will be done in Sankalpa's quest to achieve and sustain visible, equitable and inclusive socio-economic development of marginalized communities of the homeless/low-income group with a psycho-social disability.

2. Iswar Sankalpa is working to develop a long-stay rehabilitation facility as an alternative form of reintegration. With the support of The Oak Foundation, Iswar Sankalpa has purchased a 50403 sq ft piece of land in Kashipur, in the outskirts of the city. Over the next 3-5 years, one of the primary focus would be to set up a long-stay rehabilitation facility for clients of Iswar Sankalpa who have no home or family to go back to or are unable to sustain themselves independently in the community. The vision is to build a model, sustainable, self-sufficient eco-village where community living will involve working together, learning together and sharing together leading to equality and a socially rewarding life. The main livelihood would be organic farming, animal breeding, pisciculture, and handicrafts. The produce will be used for

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[2] Iswar Sankalpa Strategic Plan 2016-20

consumption and any excess would be sold for income generation. The centre will be a part of the inclusive development of the village of Kashipur.

3. Another important project is to open a cafeteria cum boutique in the city managed by the clients for their rehabilitation and economic independence. With the support of Oak Foundation, Iswar Sankalpa has purchased a 660 sq ft space in the heart of the city, in Chetla, to set up this café. The cafe would double up as a training unit in food and catering business and upon successful completion of the training, placement support would be provided. It would also house a selling outlet for vocational products so that steady income is generated for the clients all over the year. It will create an ecosystem which will showcase the employability and skills of persons with psychosocial disability and break the stigma and myths surrounding the inclusion of such persons in mainstream society.

4. The current projects that have provided the experience would continue and expanded with as planned with respective partners. The Urban Mental Health Programme would gradually expand to cover five more municipality wards in the next three years. The outreach program has already expanded to include a night shelter for its vulnerable male clients. Sankalpa was recently granted the 1st floor of the female shelter where a recovery and rehabilitation centre would be set up. This centre will teach rehabilitation focused training in life-skills - functional literacy skills, conflict-resolution skills, communication skills and select vocational skills appropriate for the grassroots. The centre will accept trainees across all the programs of IS – including persons from the slum communities.

5. Sankalpa proposes to advocacy with government towards building a better healthcare/ social support system. It will strive to strengthen its networking and negotiation with the government and its agencies at both the State and National level to encourage the comprehensive inclusion of homeless person/person below the poverty line with psychosocial disability in health, shelter, rehabilitation and social security schemes of the government. This would be done through advocacy, capacity development and integration of IS projects with the government programs such as the National Urban Health Mission (NUHM)

6. Finally, Sankalpa proposes to perform a leading role in the Asian Networks for Rights of persons with psychosocial disability by building networks for advocating UNCRPD compliant Community Based Inclusion program across Asia with networks such as TCI – Asia (Transforming Communities for Inclusion), etc.

To keep a track of the progress on these projects, contact or follow Iswar Sankalpa by writing to them or log on to their website.

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GOVERNING BODY OF IS

ACCOUNTANT

AUDITOR

VOLUNTEERS

LEGAL ADVISOR

DIRECTOR - PROJECTS

CASHIER

SUPPORT STAFF

SWEEPER

DRIVER

SECURITY

ASSISTANT DIRECTORS - PROJECTS

PROGRAM OFFICER

OUTREACH COORDINATOR
- COUNSELLOR
- SOCIAL WORKERS

WOMEN SHELTER COORDINATOR
- NURSING STAFF
- COUNSELLOR
- SOCIAL WORKERS
- COOK
- SECURITY

RESTORATION COORDINATOR
- R. OFFICERS

DROP IN CENTRE COORDINATOR
- SOCIAL WORKERS
- VOCATIONAL TRAINERS
- COMMUNITY SOCIAL WORKERS (PART-TIME)

LIVELIHOOD PPROJECT COORDINATOR
- ASSISTANT PROJECT COORDINATOR
- VOCATIONAL TRAINERS

UMHP COORDINATOR
- COUNSELLOR
- SOCIAL WORKERS
- REHABILITATION OFFICER
- COMMUNITY SOCIAL WORKERS (PART-TIME)

MEN SHELTER COORDINATOR
- CAREGIVERS

PSYCHIATRIST

HR OFFICER

COMM & FR OFFICER

MIS OFFICER

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