



IMC RAMKRISHNA BAJAJ NATIONAL QUALITY AWARD



NGO

NON GOVERNMENTAL ORGANIZATIONS

Criteria for
Performance Excellence





Ramkrishna Bajaj
(1923-1994)

The younger son of Jamnalal and Jankidevi Bajaj, Ramkrishna was essentially a product of the freedom movement. Brought up under the personal guidance of Mahatma Gandhi and Acharya Vinobha Bhave since his childhood, he

participated in the freedom struggle and spent more than three years in jail.

He became the Head of the Bajaj Group after the passing away of his elder brother, Kamalnayan Bajaj. He was more of a business leader than a businessman. For him, being a part of the nation-building process was as important as running his business. Concerned about morality in public life, he concentrated on making businessmen aware of the need to fulfil their larger social responsibilities. He was also known for his deep involvement in social work and philanthropy.

Apart from his socio-economic activities at the national and international levels, he established various foundations and institutions for promoting social welfare and Gandhian constructive activities. He was particularly concerned with ethics in business, business self-regulation, and consumer welfare. He was the President of FICCI, Indian National Committee of the International Chamber of Commerce and IMC. He was the Chairman and Founder of various industry and trade organizations such as the Council for Fair Business Practices and the National Center for Quality Management

LETTER FROM THE
CHAIRMAN:
IMC Ramkrishna Bajaj
National Quality Award Trust



Welcome to the IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) NGO Excellence Framework.

For more than three decades, IMC RBNQA has encouraged organizations to improve their performance and build a culture of excellence. We are pleased to extend this philosophy to Non-Governmental Organizations through this framework.

NGOs play an important role in improving the lives of people and strengthening communities. Their work brings hope, creates opportunities and makes a real difference to society. To continue creating this impact, organizations need strong leadership, committed people and effective systems.

The IMC RBNQA NGO Excellence Framework is a practical guide that helps organizations understand where they are, identify opportunities for improvement and strengthen the way they work. It encourages better planning, stronger programme implementation, greater stakeholder confidence and continuous learning.

I encourage you to use this framework not only for recognition, but also as a tool for learning and improvement. The greatest benefit of this journey is the positive change it brings within the organization and the communities it serves.

The true value of an organization lies in the positive difference it makes in people's lives.

I wish you and your team every success in your journey towards excellence.

Best wishes,

A handwritten signature in blue ink, appearing to read 'Niraj Bajaj', written in a cursive style.

Niraj Bajaj
Chairman, IMC RBNQA Trust

LETTER FROM THE
DIRECTOR:
BUSINESS EXCELLENCE
IMC RBNQA Trust



Dear Applicant,

Thank you for your interest in the IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) NGO Excellence Framework.

Every NGO is driven by a mission to serve society. While each organization works in a different area, they all share a common purpose—to improve the lives of people and create a positive impact.

This framework has been developed as a simple and practical guide to help organizations review how they work, identify strengths, improve their systems and achieve better results.

As you go through this framework, I encourage you to use it not just as an award application, but as a tool for self-assessment and continuous improvement. The real value lies in the learning, the discussions and the improvements that happen during the journey.

No organization is perfect. Every NGO has strengths to build on and opportunities to improve. By taking small but consistent steps, every organization can become stronger and create a greater impact.

Excellence is not about being the best. It is about getting better every day in serving the community.

I hope this framework helps your organization strengthen its capabilities and fulfil its mission more effectively.

I wish you and your team every success on your excellence journey.

Best Wishes,

A handwritten signature in blue ink, reading 'Shailesh Ghodekar'.

Shailesh Ghodekar

Director - Business Excellence, IMC RBNQA Trust

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1.1 About IMC RBNQA

The IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) is one of India's leading frameworks for organizational excellence.

For more than three decades, IMC RBNQA has helped organizations strengthen leadership, improve performance and build a culture of continuous improvement.

The IMC RBNQA NGO Excellence Framework has been developed to support Non-Governmental Organizations (NGOs) in strengthening their leadership, improving program delivery and creating greater social impact.

More than an award model, it is a practical framework that helps organizations assess their strengths, identify opportunities for improvement and continuously improve the way they serve society.

1.2 Purpose of the Framework

The purpose of the IMC RBNQA NGO Excellence Framework is to help NGOs become more effective, sustainable and impactful.

The framework helps organizations strengthen leadership, improve planning, understand the needs of beneficiaries, engage donors and partners, develop employees and volunteers, improve programme delivery and measure results.

It also helps organizations identify strengths, address improvement opportunities and build a stronger foundation for long-term success.

1.3 Benefits of Using the Framework

NGO using the framework can:

- Improve planning and program delivery
- Better understand the needs of beneficiaries
- Build trust with donors and partners
- Improve the use of funds and other resources
- Measure program performance and social impact
- Improve transparency and accountability
- Create greater and more sustainable impact for the community

1.4 Who Can Use the Framework

The framework is designed for NGOs of all sizes working in different areas of social development.

It can be used by :

- Charitable Trusts
- Societies
- Foundations
- Community-Based Organizations
- Voluntary Organizations
- Social Enterprises working on non-profit initiatives
- Other Non-Governmental Organizations

The framework is applicable to NGO working in areas such as education, healthcare, livelihood, rural development, women empowerment, child welfare, environment, disability, skill development, disaster relief and community development.



Point Values by
Categories & Items

Category & Item	Points
1 Leadership	120
2 Strategy	85
3 Beneficiaries, Donors and Partners	85
4 Performance, Information and Technology	90
5 Workforce and Volunteers	85
6 Program and Service Excellence	85
7 Results	450
TOTAL POINTS	1000

1 Leadership (120 points)

Purpose

This item examines how leaders provide direction, build a positive culture, uphold the NGO values and help achieve its mission.

What to Describe

1. How do you communicate your Mission, Vision and Values to employees, volunteers and other stakeholders?
2. How do leaders promote honesty, transparency, teamwork and accountability?
3. How do leaders engage employees, volunteers, beneficiaries, donors and partners?
4. How do you collect feedback and use it to improve your work?
5. How do leaders encourage learning and continuous improvement?
6. How do you ensure legal compliance and effective governance?

2 Strategy (85 points)

Purpose

This item examines how the NGO plans its work, sets priorities and achieves its mission.

What to Describe

1. What are your NGO goals and priorities?
2. How do you understand the needs of beneficiaries, the community and other stakeholders?
3. How do you identify future opportunities and challenges?
4. How do you convert your plans into action?
5. How do you allocate people, funds and other resources?

3 Beneficiaries, Donors and Partner (85 points)

Purpose

This item examines how the NGO understands the needs of beneficiaries, builds strong relationships with donors and partners, and continuously improves its programmes and services.

What to Describe

1. How do you understand the needs of beneficiaries and the community?
2. How do you collect and use feedback from beneficiaries, donors and partners?
3. How do you measure their satisfaction and confidence?
4. How do you handle complaints, suggestions and grievances?
5. How do you use feedback to improve your programmes and services?

4 Performance, Information and Technology (90 Points)

Purpose

This item examines how the NGO measures its performance, manages information and uses technology to improve its programmes and services.

What to Describe

1. How do you measure the performance and impact of your programmes?
2. How do you review your performance and identify improvements?
3. How do you share knowledge and good practices within the NGO?
4. How do you use technology to improve your programmes and services?

5 Workforce and Volunteers (85 points)

Purpose

This item examines how the NGO attracts, develops, supports and engages its employees and volunteers to achieve its mission.

What to Describe

1. How do you recruit and retain employees and volunteers?
2. How do you develop their knowledge, skills and capabilities?
3. How do you provide a safe, healthy and supportive work environment?
4. How do you motivate, recognize and engage employees and volunteers?

6 Program & Service Excellence (85 points)

Purpose

This item examines how the organization plans, delivers and continuously improves its programmes and services.

What to Describe

1. How do you ensure the quality and effectiveness of your programmes?
2. How do you use funds, people and other resources effectively?
3. How do you work with partners and volunteers?
4. How do you manage risks and continue delivering services during difficult situations?

7 Mission Impact and Results (450 points)

Purpose

This category examines the results achieved by the organization and the impact created for beneficiaries, donors, partners and the community.

For important results, provide:

- Current performance
- Two to Three-year trend (where available)
- Targets
- Comparison (if available)

7.1 Mission Results (120 Points)

- a. Achievement of mission goals
- b. Number of beneficiaries served
- c. Social impact created

7.2 Beneficiary, Donor and Partner Results (90 Points)

- a. Beneficiary satisfaction
- b. Donor satisfaction
- c. Complaints resolved

7.3 Workforce and Volunteer Results (80 Points)

- a. Employee engagement
- b. Volunteer participation
- c. Training and capability development

7.4 Program Results (80 Points)

- a. Quality and effectiveness of programmes
- b. Efficient use of funds and resources
- c. Programme improvements

7.5 Financial Sustainability and Governance Results (80 Points)

- a) Funds raised and grants received
- b) Governance and compliance

The **IMC RBNQA NGO Excellence Framework** evaluates two important aspects of your NGO:

- **How You Work**
- **What You Achieve**

Both are equally important. Good ways of working help NGO achieve better results, while good results demonstrate the positive impact of those efforts.

The purpose of the assessment is not only to recognize excellence but also to help NGO identify opportunities for improvement and strengthen their ability to create a lasting impact.

A. How You Work

This assessment looks at how your NGO plans, manages and improves its activities.

Examiners will look for:

- A clear and systematic way of working
- Consistent implementation across the NGO
- Regular review and improvement
- Alignment with the NGO's mission and goals

Process Scoring Guidelines

Score	What it Means
0%	No clear process or supporting evidence is available.
25%	A basic process exists but is informal and followed inconsistently.
50%	A defined process is in place and generally followed. Some improvements are evident.
75%	The process is well established, consistently followed and regularly reviewed. It supports the organization's mission and objectives.
85%	The process is mature, regularly improved and delivering clear benefits. Employees and volunteers are actively involved in improving the way the organization works.
100%	The process is fully embedded across the organization, continuously improved and represents an example of excellence for other organizations.

B. What You Achieve

This assessment looks at the results your organization has achieved.

Examiners will consider:

- Current performance
- Improvement over time
- Achievement of targets
- Comparisons with previous years, similar organizations or relevant benchmarks, where available

Results Scoring Guidelines

Score	What it Means
0%	No results or performance data are available.
25%	Limited results are available with little or no improvement.
50%	Key results are measured and show some improvement.
75%	Strong results are achieved across key areas with positive trends. Most targets are achieved.
85%	Excellent results demonstrate sustained improvement, achievement of targets and favourable comparisons, where available.
100%	Outstanding results are sustained over time, demonstrating exceptional NGO performance and significant social impact.

Final Assessment

The final score is based on both **How You Work** and **What You Achieve**.

NGOs that have clear and effective ways of working are more likely to achieve better and more sustainable results. Similarly, strong results are most meaningful when they are supported by consistent and well-managed practices.

The purpose of this assessment is not only to recognize excellence, but also to help NGOs learn, improve and increase their impact on the communities they serve.

6.1 Eligibility

The IMC RBNQA NGO Excellence Framework is open to Non-Governmental Organizations (NGOs) that are committed to improving their effectiveness and creating a greater social impact.

To apply, the organization should:

- Be in operation for at least two to three years
- Have basic management systems and records
- Be willing to share information required for the assessment
- Participate in the assessment and site visit, if selected

The IMC RBNQA Trust may revise the eligibility criteria from time to time.

6.2 Application Process

The application process consists of five simple steps:

Step 1: Submit the Eligibility Form

Step 2: Submit the Application Report

Step 3: Assessment by trained examiners

Step 4: Site Visit (for shortlisted organizations)

Step 5: Final review and announcement of awards

Applicants should ensure that the information provided is complete, accurate and supported by relevant evidence.

6.3 Preparing the Application Report

The Application Report should clearly explain how your NGO works and what it has achieved.

Your report should:

- Answer all relevant questions in the framework
- Provide factual information and supporting evidence
- Describe your programmes, activities and management practices
- Present important results and social impact
- Highlight key improvements and achievements
- Use tables, charts or photographs, wherever useful

The objective is to present a clear picture of your organization, not to prepare a lengthy report.

6.4 Assessment Process

Each application is evaluated by a team of trained and qualified examiners.

The assessment focuses on how the NGO works and what it achieves.

The assessment process includes:

- Independent review of the Application Report
- Consensus review by the examiner team
- Identification of strengths and opportunities for improvement
- Preparation of assessment findings
- Recommendation for a site visit, where applicable

Throughout the assessment, examiners maintain strict confidentiality, objectivity and professionalism.

6.5 Site Visit

The purpose of the visit is to:

- Understand how the organization works
- Verify the information provided in the Application Report
- Meet leaders, employees and volunteers
- Understand key programmes and activities
- Clarify any questions

The site visit is not an inspection or audit. It helps the examiners carry out a fair and balanced assessment.

6.6 Feedback Report

One of the most valuable outcomes of participation is the **Feedback Report**.

Every participating NGO receives a Feedback Report highlighting:

- NGO strengths
- Opportunities for improvement
- Good practices observed
- Suggestions for future improvement

The Feedback Report is intended to help NGO learn, improve and create a greater impact.

6.7 Recognition and Awards

Organizations demonstrating excellence may receive recognition based on their overall assessment score.

Recognition levels may include:

- **IMC RBNQA Trophy**
- **Performance Excellence Trophy**
- **Certificate of Merit**
- **Commendation Certificate**

Participation in the IMC RBNQA NGO Excellence Framework is more than an award process. It is an opportunity for organizations to strengthen their leadership, improve their programmes, build stakeholder confidence and increase their impact on society.





Chamber of Commerce and Industry

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