

Promote the Rights and Well-Being for

Persons with Intellectual Disability

Project Final Evaluation Promote the Rights

and Well-Being for

Persons with Intellectual Disability

Report

(2012-2016)



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Abbreviation

YMCA: Young Men's Christian Association

YWCA: Young Women's Christian Association

HoG: Home of Grace

CDPF: China Disabled Persons' Federation

NDPF: Nanjing Disabled Persons' Federation

DPF: Disabled Persons' Federation.

NBERA: Nanjing Bureau of Ethnic and Religious Affairs

NDCSA: Nanjing Disabled Care and Service Association.

SQS: Service Quality Standard

CPD: Center for persons with disabilities

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Section 1 - Introduction of evaluation 评估介绍

1. Brief Introduction of project 项目简介

Nanjing YWCA and YMCA are non-governmental organizations with over 100 years history. The two organizations are united as one in Nanjing to share all resource. Since the establishment of the two organizations, they have been advocating for peace, justice, health, dignity of human, protection of environment, rights of children and women, thus both organization has long history in social service. In 2012, YWCA started cooperation with Areopagos for a project with goal to promote well-being and human rights of persons with intellectual disability. Based on a baseline study, 6 objectives were set for this 5-year project from 2012-2016. 南京基督教男/女青年会是一家非政府组织，有着 100 多年历史。南京青年会和女青年会是一个联合体，共享人力和物力资源。青年会成立以来，一贯主张和平、公正、健康、人的尊严、环境保护、关注妇女儿童的权利，一个重要体现这些主张的重要方式就是社会服务。2012 年，女青年会与亚略巴谷基金会合作，开始一个 5 年项目（2012-2016）在南京开展智障服务。该项目根据对南京市智力障碍者生活现状和服务现状的调查结果，确定了 6 个项目目标，以促进智障人士的权利和福祉。

- To introduce a new model of rehabilitation center (Home of Grace) 建成一个以发展智障者潜能为中心的新型康复中心（华侨慈恩中心）；
- To upgrade the quality of professional service through providing training for (a) administrators and (b) special education teachers to cope with the urgent need of appropriate personnel for development of new rehabilitation centres in the next five years 通过对行政管理专业人员和专业人员提供培训，以提高南京残障人托养中心的专业能力；
- To improve the capability of parents and their awareness on intellectual disability 提高家长的能力和对智障的认识；
- To explore and create alternative employment opportunities for persons with intellectual disability 探索和创造智残人士的就业机会；
- To broaden government officials' perspectives on the rights and welfare for persons with intellectual disability. 拓宽政府官员对智残人士权利和福祉的视野和认识；
- To raise public awareness on acceptance and inclusion of persons with intellectual disability 提高社会对智障人群的接纳和融合意识。

Areopagos provides funding and technical support to this project, YWCA is responsible for project implementation, management and mobilization of local

resources 略巴古基金会为该项目提供技术和资金支持，而青年会负责该的实施、管理和当地资源动员。

2. Introduction of evaluation 评估介绍

2.1 Purpose and objectives of the evaluation 评估的目的和目标

2016 is the last year of the 5-year project and a final evaluation was planned. The main purpose of the final evaluation is to have an overall review on performance of the project within the five-year period, and it was also expected the evaluation would be a learning process that would bring out valuable information for Nanjing YWCA to localize the project or apply for a certain period of extension. 2016 年是该项目 5 年计划的最后一年，该末期评估在项目计划之列。该末期评估旨在通过对项目过去五年工作进行回顾和分析，总结项目取得的成就和需要吸取的经验和教训，以便对项目下一阶段的工作提供有价值的信息和建议。

- To review how does the project achieve its six objectives and outcomes 项目 6 个目标如何得到实现；
- To review progress towards independence from foreign funding and sustainability of the project 评估项目的可持续性；
- To review the management status (administrative, financial, implementation) 评估项目的管理情况（行政、财务、项目实施等）。
- To review the changes (if any) in the last four years in daily living for the students and their parents. 项目在过去四年中为智障者及其家属所带来的改变
- To review what are the main lessons learnt for Nanjing YWCA and local day activity centers on service to people with intellectual disabilities 青年会和当地托养中心在为智障者提供服务中的经验和教训

2.2 Methodology of evaluation 评估方法

In order to ensure the relevance of the evaluation results, participatory approach was applied in the whole evaluation process. Key members of project management team of YWCA participated in the whole evaluation process, the main findings were well communicated with YWCA after the evaluation. The followings are methodology/activities of the evaluation: 为尽可能保证评估结果的相关性，该评估全程采用参与式评估方法。项目主要负责人员参与了评估的全过程，评估中的主要发现也在评估结束时同青年会做了沟通和交流。该评估包括以下活动和方法：

1. Review project files before evaluation 项目评估前阅读相关项目文件以了解项目

The following documents were provided by project manager before the evaluation 项目经理在项目评估前给评估组提供了以下文件：

- baseline study 基线调查
- original project documents 初始项目建议书
- annual reports 年度项目进展报告
- mid-term evaluation report 项目中期评估

2. Presentation on project 机构及项目汇报

- Introduction of YMCA/YWCA 青年会介绍
- Overall introduction of the project 项目总体介绍

3. Visit different centers for persons with disabilities (CFPWD) 参观不同的残障托养服务中心

- Home of Grace (run by YWCA) 华侨慈恩托养中心
- Fenghuang CPD (Run by community) 凤凰安心托养中心
- Ningxin CPD (Run by DPF) 宁馨托养中心
- Yuanmeng CPD (Run by private) 圆梦托养中心

4. Interview different people 与不同的人面谈

- Interviewed teachers of HoG 与慈恩中心的老师座谈
- Interviewed parents of HoG 与慈恩中心的家长座谈
- Meeting with representatives of NDPF and CPD Association 与南京市残联和托养协会领导座谈
- Interview staff of Ningxin CPD 与宁馨的老师座谈
- Group discussion with YWCA staff 与青年会员工座谈

5. 查阅项目文件 Review of project documents

- Project management document including financial documents 项目管理文件包括财务文件
- Case management files of Home of Grace 慈恩中心的个案管理文件

2.3 Evaluation team 评估团队

The evaluation team consists of 3 external experts with different background, project manager Mr. Mar Rui and project consultant Mr. Feng Zhaorong of YWCA. The evaluation could be conducted smoothly due to good cooperation and communication of evaluation team, great support from YWCA, Nanjing DPF and different centers, which also ensured that key information were collected within limited time for a comprehensive project analysis. Each external has respective focus based his/her background to cover different aspect of the project, i.e. service, technic, community, family and project management etc. The following is the background of each external expert and his/her focus in the evaluation 评估组包括三个外部专家和女青年会的项目项目经理马锐先生和项目顾问冯兆荣先生。评估团有效的团队合作、来自青年会、残联、各中心的大力支持和配合使评估顺利完成，并在有限的时间内得到所需的信息，对项目进行综合分析。3 个外来专家根据他们的背景和专业，在评估过程中有各自的角色和重点，覆盖了项目的服务、技术、社区、家庭和管理等方面。外部专家的专业背景和评估中的侧重点如下：

Name 姓名	Background 背景	focus of the evaluation 评估中的侧重点
Mr. Au Wai Man 欧伟民先生	Service Director and Registered Social Worker of Fu Hong Society in Hong Kong. Mr. Au has more than 30 years' experience in	- Service concept and quality 服务理念和质量； - Service system and process 服务体系和流程； - Community inclusion 社区融

	<p>serving persons with intellectual disability in Hong Kong and has accumulated rich experience in both service and organizational development. He has been also working as consultant to provide technical support to a number of civil society organizations in mainland of China. 香港扶康会服务总监、注册社工。有 30 多年智障服务经验，也在中国大陆广东、南京等地为多家机构提供技术支持，在智障服务和机构发展方面有丰富的经验。扶康会也为该项目提供考察。</p>	<p>合</p> <ul style="list-style-type: none"> - Case management 个案管理； - Organizational development and management (CPDs) 托养服务中心的机构发展和管理。
<p>Prof. Huang Xiashan 黄晓珊教授</p>	<p>Associate professor of School of Sociology and Social Worker of Nanjing Normal University. Prof Huang has very good understanding of social service in China and current situation of social service and social work development in Nanjing, she also has good knowledge on social resource in Nanjing 南京师范大学社会学及社工学院教授。熟悉中国社工发展及现状。熟悉南京社工服务状况及资源。</p>	<ul style="list-style-type: none"> - Social Work 社工工作情况； - Case management 个案； - Group work 小组工作； - Resource mobilization in Nanjing 南京市资源利用。
<p>Mrs. Cai Yinghong (team leader) 蔡迎红女士 (评估组长)</p>	<p>Mrs. Cai is the chief Representative of Norwegian Mission Alliance for China, who has more than 10 years' experience in promoting disability inclusive development in China and has good understanding on disability development and community based approach. She also has good experience in management of foreign aid project. 挪威协力会中国首席代表。在国际机构</p>	<ul style="list-style-type: none"> - Lead and coordinate the evaluation 领导和协调评估； - Analyze project relevance, impact, effectiveness, efficiency and sustainability 分析项目的相关性、影响力、有效性、效率及可持续性； - Project management 评估项目管理； - Complete evaluation report 完成评估报告。

	从事残障发展十余年，了解中国残障发展状况，有丰富的外援项目管理经验。	
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Section 2- Significant findings of the evaluation 评估主要发现

1. Project Management 项目管理

1.1 Organizational development and leadership of YWCA 青年会机构发展和领导力

- YWCA has clear vision and mission, which are shared by all staff, it is also the reason that most staff join YWCA. 青年会有清楚的愿景和使命，每个员工对机构的愿景和使命都有认同感，也是他们加入机构的原因。
- YWCA has long history of social service for poor and vulnerable people. Currently, YWCA doesn't only inherit its history, but also try its best to pursue development by grasping opportunities for development of civil society organizations. 青年会在社会服务方面有悠久的历史，今天的机构不仅传承了历史，也不断在抓住社会组织发展机遇扩展其社会服务。
- Many staff has very strong motivation due to their faith, which is one of the most important reasons they are able to cope with challenges facing by the organization. 很多人有信仰为基础，有非常强的内动力，也是他们能应对目前机构发展中所面临挑战的原因。
- The organization just changed its president. The former president laid good foundation for this project including positive image of the project, good communication between government and NGOs, closer cooperation of NGOs in Nanjing. The evaluation team is also impressed by the new president of YWCA because of his strong motivation and great attention to the project. 机构新近换了领导，前任领导为项目打下良好的基础，包括建立项目积极的形象、促进政府和非政府机构之间的合作、南京社会组织之间的合作等。新领导也给评估团留下深刻印象，评估团能从与他沟通的过程中看到新领导的积极主动和对项目的重视。
- YWCA could extend its social services from the youth and the elderly to persons with disabilities through this project. YWCA is highly recognized in the disability field in Nanjing because their good cooperation with both government and civil society organizations. 该项目把青年会的服务从之前的助学和助老扩展到了助残，在过去项目的五年发展中，通过与政府和机构的良好合作，青年会在南京残障领域的工作得到认可。
- YWCA has been actively advocating to DPFs and mobilizing resource, the public performance is an example. In the first year, it was organized by only YWCA, gradually, more and more organizations joined it, by the year of 2015, it already became a brand in Nanjing with wide recognition. 青年会一直在积极有力的进行倡导和资源动员。公益演出就是例子之一，第一年，该活动完全由青年会

组织，逐渐的参与机构越来越多，到 2015 年，已经成为南京市广泛认可的品牌活动了。

- YWCA has established exchange with other YMCA. Just a few days before the evaluation, YWCA organized its staff and community leaders of Hua Qiao Lu sub-district to visit Shanghai YMCA and learnt from their good experience. 与全国其他青年会之间建立了交流合作。就在项目评估的前几天，青年会组织机构员工和社区领导到上海青年会考察学习，学到很多好的经验和做法。

1.2 Project management team 项目管理团队

- During the project evaluation, the evaluation team was impressed a lot by the project management team for their proactivity and commitment. They openly communicated with the evaluation team, and the process of the evaluation was also an opportunity for the evaluation team to discuss with them on problems, solutions and future development of the project. 在一周的评估过程中，项目管理团队给评估团留下了深刻的印象，他们积极主动、认真负责。整个评估过程中始终持开放坦诚的态度同评估组沟通、交流、探讨，使得评估过程中能对很多存在的问题进行分析，并寻找解决的途径，同时，也有机会一起探讨项目下一步的发展。
- Mr. Ma Rui, the project manager, who just joined the project 2 years ago, but has a very fast growth and has developed a good understanding of the project through his high level of participation. In the beginning of the evaluation, he gave a very detailed presentation on the project including how it started, what challenges YWCA had during the implementation and how the project deal with those challenges, future plan etc., which is great helpful for the evaluation team to get an overall picture on the project. 项目经理马锐虽然负责项目只有两年的时间，但成长迅速，对项目有很深的了解和参与程度。评估开始时，他给了一个非常详细的关于项目五年的发展介绍，详细介绍了每项工作是如何开始的、中间碰到什么样的挑战、项目做出怎样的挑战来应对这些挑战、目前存在的困难和未来的计划，对评估组了解项目的总体情况非常有帮助。
- The project advisor Mr. Feng Zhao Rong and his wife have social work and education background, they have been working with HoG as volunteer to support its development. They brought advanced service concept and experience from Hong Kong and insisted holistic development for service users in order to well develop their potential, which is a big step forward comparing with traditional service focusing only on “care” and “protection” . They followed person centered approach and guided teachers to make individual training with objectives for each service user, to ensure him/her obtain needed services and have good improvement physically and mentally. They also lead HoG and established close connection with community in order to optimize community resource and to provide more support and opportunities to service users so that to strengthen community inclusion. It is very valuable to have Mr. Feng and his wife's support to HoG. 项目顾问冯兆荣先生和他的太太有社会福利和教育的背景，退休后以义工身份协助慈恩中心的发展。在服务理念上，他们坚持全人发展的理念，突破传统、保守的以“安全”和“照顾”为核心的服务理念，坚持以开发学员潜能为目标的服务。在管理操作上，建立教师们的教学机制，坚持以人为本的发展，每位学员都有个人的训练项目和教案，让学员都获得适

切的培训，身心都得到恰当的发展；在社区联系方面，与社区邻里建立了紧密的联系并充分动员社区资源，让学员每星期都拥有机会，获专业的体训指导，也在社区内展示出伤健融合的榜样。冯生和冯太虽在退休之年，然利用自己专业的背景，引进慈恩中心，增强中心项目管理团队的智识和操作经验，为慈恩中心建立服务基础，实在不可多得。

- There is a strong team work good cooperation among departments of YWCA/YMCA and different projects, which leads to a good synergy within the organization, such as HoG provides lunch for YWCA/YMCA, education team supportive employment of HoG etc. 机构内部各部门之间和各项目之间有良好的内部合作，内部资源得到有效整合，如慈恩给青年会提供午饭，教育项目对慈恩的支持性就业提供帮助等。
- Talents of staff of YWCA are well used for different project, for example, Mrs. Guo, staff of education project, who is a good singer and she also teaches sing at HoG. 员工的潜能充分跨项目得到使用，如助残项目的郭老师歌唱的好，她经常到慈恩学员唱歌。

1.3 Project management 项目管理

- The project conducted a baseline assessment for situation of persons with intellectual disability and available service, which is important for setting project objectives and project planning. 项目在启动时完成了关于南京智障人士生活和服务现状的基线调查，对项目目标的设定和项目计划的制定提供了非常重要的基础；
- Project made necessary adjustment based on monitoring of project activities to ensure the relevance, for example, management and professional training of Nanjing CPDs, there was adjustment every year, thus, the relevance has been improving yearly. 项目在实施过程中通过监控不断调整项目活动，以保证项目活动与需求的相关性，如对南京市托养服务中心的管理和技术培训，每年都在做调整，使得培训质量和相关性逐年提高；
- This is a comprehensive project covers several areas, it is in general has positive development in an effective way, however, the project plan has no clear annual plan and indicators, staff can only follow the general objectives and indicators for project implementation, consequently, there is also lack of monitoring of annual objectives and indicators. 项目在过去五年牵涉多项服务，综合在整体发展上仍是正面及具成效的，唯个别及整体项目的年度总结与配合报告欠整存，在没有具体可检视的文件底下，无法具体检视进度效果和指标。在个别项目上，也缺乏按年发展或经检视后的年度计划，与及按年发展的服务指标和修正原因，员工在欠缺年度指标的指引底下，只能笼统的跟随大目标进行，没法按年找出工作落实情况或落差。

1.4 Financial management 项目财务管理

- The project has 5-year financial plan. YWCA and Areopagos worked out annual budget plan and submitted to Digni for approval. Project provided external audit report and annual financial plan. YWCA utilize funding following strictly requirements of finding agent. 该项目在 5 年项目计划中对 5 年的项目做出了每年的项目资金计划。在每年的项目活动中，青年会项目小组提出预算，与亚力巴古共同讨论后提交 Digni. 项目按 Digni 的要求提交年度财务报告和外部审

计报告。YWCA 在项目实施过程中，严格按照资助方要求使用资金；

- YWCA has financial management following non-profit organization accounting system. The accountant participated in budget and do accounting based on budget category. 项目按照非盈利组织的要求进行规范财务管理。会计参与项目预算，按预算设置会计科目，并记账；
- Project manager make activity plan based on approved budget and submit it to the account to check, to ensure the application fit into budget, if the actual need exceed budget, project team and accountant discuss how to use other resource to cover it. Every expenditure must be signed by the director of YWCA. Project manager and the accountant have close cooperation and monitoring to each other for financial management. 项目经理根据预算计划活动和预算细目，有会计审核，保证该活动计划符合预算，如果有超出预算部分，项目团队和会计要讨论其他资源动员。每一笔钱的使用最终由会长的签证才能使用，实现项目经理和财务人员之间的相互监督和相互配合；
- YWCA provides monthly financial report to its supervisor Nanjing Bureau of Ethnic and Religious Affair (NBERA), accountant of NBERA also regularly come to YWCA to check its account. 项目需要向主管单位---南京市宗教事务局提交月财务报告，宗教局的财务也会定期到青年会检查项目资金的使用情况；
- YWCA is also monitored by Nanjing Civil Affair and needs to submit annual financial report and audit report. 青年会每年也需要向南京市民政局提交整个机构。

2. Project objectives and achievements 项目目标及指标的实现情况

The project has 6 objectives and indicators for the whole project period in general, but lack of annual indicators and some indicators are not SMART, thus, it is difficult to measure outcome of each indicator, the evaluation team can only analyze the achievement of each objective in General. 项目制定了6个目标，针对每个目标也制定了相应的指标，但缺乏年度指标，而部分指标不符合 SMART 原则，因此评估过程中难以对每一个指标的完成情况进行分析，因此，评估团只能分析过去四年中每个目标实现的总体情况。

Indicators 指标	Major Achievement 指标完成情况/主要成果	Problems/Rooms for development 存在的困难/发展空间
<p>Objective 1: To establish a new model of rehabilitation center (HoG) 目标一：建成一个新模式的康复中心</p> <p>HoG was established in cooperation with Huaqiao sub-district committee, YWCA planned to develop it as a model to demonstrate good practice of serving persons with intellectual disability in Nanjing. 慈恩中心由青年会与华侨路街道办事处合作成立，青年会计划通过项目的支持，将慈恩中心建成南京智障服务的示范中心。</p>		
<p>Service users 学员</p> <p>Evaluation criteria for performance of service centers like HoG is developed in cooperation with local and international professionals, which including: skills of speaking, reading writing, social interaction, shopping and traveling, self-care and personal hygienic habit, attitude and behavior in helping others, self-identity with better self-confidence interacting with others, physical and mental health, relation with family members etc.. 联合地方和国际专业人员共同设计出服务评估标准，并用于评估学员的进步。（说读写、自我照顾、卫生习惯、社交能力、兴趣培养、生活技能、自我信心、运动、家庭生活、社区参与等）</p>	<ul style="list-style-type: none"> - HoG has formulated a basic system and is able to provide day care and training services including assessment of service user, case management, training, service procedure, parent development, and community inclusion etc., most of service users have obvious improvement in their capacity. 慈恩中心现时提供的日间训练，从服务使用者的评估、个案管理、训练模式、服务流程、家长发展、社区融合等、大致已形成一操作基础。大部份学员从训练学习中达致个人能力的提升，效果亦算显着； - HoG is able to accommodate 20 service users and to provide service based on individual need. 中心能容纳 20 个轻到中度的学员，为他们提供个性化的服务； - HoG has totally served 29 persons with intellectual disability since it was established in 2011 and 8 persons were referred. 从成立到目前为止，慈恩共服务了 29 名学员，其中有转出人数是 8 人。 	<ul style="list-style-type: none"> - For capacity training of service users, there are still rooms to improve service assessment and case management. HoG hasn't established systematic individual training mechanism. 在本位训练上，服务评估及个案管理这两部份还有发展空间,还没有建立起系统化的个别训练机制； - For basic service, there is still a need to develop systematic supportive employment by well linking training and need of society/market. Lack for follow up support for employed persons. 在基础服务方面，系统的支持性就业仍然有待发展。还没有建立起将学员工作能力培训与社会需要相结合的训练模式。缺乏系统的安排就业前评估培训，走访陪伴支援、跟进已就业的学员和后续支持； - So far, HoG's service is still based in

	<ul style="list-style-type: none"> - HoG has fully adopted the approach of person centered service 以人为中心的工作理念和模式已深入机构; - HoG pays great attention to holistic development of persons with intellectual disability to enable them and their families a beautiful life in all aspects. 机构关注智障者的全面发展,让智障者和他们的家庭享有“美好人生”; - HoG has developed various social service, which does not only improve capacity of service users and their social participation, but also mobilized a lot of social resources. 中心根据学员的需求开发多元化的户外活动,不仅很大程度上提高智力障碍者身心能力和社会适应能力,也动员了大量的社会资源; - Service users have significant progress of physical and mental health, self-care, working capability etc..学员在身体、心理、生活自理能力、工作能力等方面有很大提升; - HoG has initiated supportive employment including handicraft and job placement. 对支持性就业有很好的探索,部分项目如豆画、羽毛球工艺品等,有非常好的发展潜能; - About 20% of service user are successful employed through supportive employment. 有20%左右的学员通过中心的支持成功就业; - HoG also referred service users to other centers based on their potential, interest and talents 慈恩也根据学员的能力和兴趣进行转介; - HoG has established good cooperation with sub- 	<ul style="list-style-type: none"> - the center and hasn't extend it to community. 目前慈恩人是以机构训练为主,还没有将服务延展至社区; - Parents expressed that they are tiring of taking care of their children. It is necessary for HoG to strengthen such service to release parents' pressure/burden. 慈恩中心的家长代表表达陪伴子女在复康途上感到疲惫。故此,慈恩中心在这方面服务范畴也有加强的必要; - For social inclusion, there are still rooms to involve community more in HoG's activities, meanwhile, HoG also can participate more in community activities in order to further strengthen connection HoG and community. 在社会融合方面,中心的活动还有空间可引进更多社区元素和参与更多社区活动,以加强中心与社区的接触; - No capacity to provide service to persons with severe intellectual disability. 没有能力为重点智力障碍者提供服务; - Space of HoG is very small which limits activities of the center. 场地小,限制了中心活动的开展。
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	<p>district committee and communities, the sub-district committee provided building for HoG, service users participate in community service to demonstrate their capacity and potential, such as clean adlet, delivery food for elderly etc. 机构与社区建立良好的合作，社区为机构提供服务场地，学员参与社区活动，铲小广告、在老师的带领下为社区老人送餐等，让社区看到智障者的潜能;</p> <ul style="list-style-type: none"> - Among all centers visited by the evaluation team, HoG's staff and facility are not the strongest, but service users are active and happy. The evaluation team also learnt from parents that service users like HoG very much. 在评估组所参观的托养服务中心里，慈恩在场地、硬件设施和工作人员的专业背景方面不是最强的，但慈恩的学员的活跃程度和快乐程度都是很高的。从与家长的交流中，评估组也了解到学员对中心的感情也非常的深厚。 	
<p>Staff 员工</p> <ul style="list-style-type: none"> - Able to apply working concepts in teaching and everyday living situation. 能在每天教学和生活中贯彻既定的理念。 - Able to work with individuals and groups in a competent and friendly manner. 能称职及以友好的态度对待工作对象; - Able to write objective and accurate records on the progress of individual participants; 能客 	<ul style="list-style-type: none"> - The whole team of HoG is very committed with full motivation and love. 整个团队有敬业精神，有爱心、充满内动力; - Staff share the person centered service concept and are able to apply it in their daily work 员工认同的机构的服务理念，并能积极贯穿的工作中，因而建立了以人为本的服务模式; - Following the objective of holistic development, staff has been actively exploring effective and efficient training methods to further improve capacity of service users. 遵从全人发展的目标，员工们一直在有限的条件下积极探索有效的训练方法，帮 	<ul style="list-style-type: none"> - Due to low payment and other reasons, there has been high turnover of leaders and staff. (problems of all centers in Nanjing) 待遇低下等原因，导致中心人员的稳定性差，从中心成立到现在，中心的负责人和员工不断更换，影响的队伍的专业性发作（所有南京托养服务中心面临的问题）; - It is hard to attract male staff to work with HoG (problem facing by all centers in Nanjing) 难吸引和留住男性员工（所有南京托养中心面临的问题）;

<p>观、正确地书写个案记录;</p> <ul style="list-style-type: none"> - Able to introduce the activities and concepts of HoG to visitors and potential parents and participants interestingly and vividly. 能生动和有趣地向慈恩托养所的来宾和未来的学员和家长介绍慈恩托养所的工作理念; - Able to initiate and follow through new ideas 有能力发起和根据新的想法; - Become a proactive and problem solving persons at work.能创新和跟进新的理念; - Capacity of problem predict and solve 工作中有预见和解决问题的能力; - Receptive and keen to learn new ideas of educating persons with intellectual disability.接受和热切期望学习有关残疾人教育的新理念; - Improved presentation skills in conducting training for participants and parents. 增强和学员上课和家长沟通的能力; - Established network within the professionals and kept in good condition. 建立和专业人员的联络网, 并保持联络状态。 	<p>助发展学员发展他们各方面的潜能;</p> <ul style="list-style-type: none"> - Staff have good communication and cooperation with families to ensure a joint efforts to provide training and support to persons with intellectual disability. 员工与家长之间建立了有效的沟通互动机制, 使得机构和家庭在学员训练方面能够得到良好的配合; - Project advisor, Mr. Feng and his wife has been leading HoG team to well combine their good experience from Hong Kong and local context to ensure that HoG can systematically develop capacity of service: 1) be a happy person; 2) improved independence; 3) useful person of society, not only simply protect and care them in the center. 项目顾问有冯先生夫妇把在香港多年的服务经验与当地实际情况相结合, 确保了慈恩中心能在“让学员快乐”“提高学员自理能力”和“做有用的人”三个层面上系统的开发学员的能力。而非简单的把他们在机构保护和照顾起来; - HoG developed a lot of outdoor activities which also need staff to contribute their time and energy. 慈恩开发了大量社会活动, 这也要求员工在时间和精力方面有更大的付出。 	<ul style="list-style-type: none"> - Staff has no sufficient capacity to build up case management and training system 考量现职员工对个案管理的认识仍未足够, 缺乏相应的知识去建立个案管理的系统以及训练的手法; - In the past 4 years, staff received various training, but lack of stable and consistent technical support. 过去四年中接受了由不同人员提供的各种培训, 过于零散, 缺乏稳定系统的技术支持; - Based on the above, staff haven't received enough professional and systematic training, thus, they have no capacity to provide service to persons with severe disability. 基於上述原因, 员工缺乏专业的培训和系统训练, 在实务上, 没有能力为重点智力障碍者提供服务。
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<p>Parents 家长</p> <ul style="list-style-type: none"> - Provide genuine feedback and suggestion to the centre for the growth of the intellectually disabled child; 向中心提供自己智残孩子的真实情况和建议以求学员获得进步; - Improved knowledge and awareness of the rights concerning themselves and their child; 明白和认识家庭和残疾孩子的权利; - Corrected parental attitude and methods which satisfy the need of the family; 对有残疾孩子家庭的需求, 在父母立场上 持正确的态度和方法; - Able to share joy and sorrow with friends, other parents and centre staff; 能与朋友、其他家长及中心职员分享快乐和忧愁; , - More positive attitude toward the intellectually disabled child in the family.对自家的残疾孩子持更积极的态度。 	<p>Before the project, parents generally had low expectations to their children and HoG, they just wanted the center to take good care of their children, meaning feed them and keep them in a safe place so that parents can go to work or do their own things during the day. The project brought positive changes to parents as the follows 在项目开展前, 家长普遍对他们的孩子和慈恩的期望值都很低, 他们只是希望中心能给他们的孩子提供照顾和一个安全地, 以便他们能有时间去工作或做他们自己的事, 项目为家长带来了以下积极改变:</p> <ul style="list-style-type: none"> - HoG established parent committee 建立了家属委员会; - Connection of parents were strengthened through Weichat etc. 家长之间通过微信群等方向建立了连接; - Parents' awareness on intellectual disability has been improved and they become more supportive to their daughter or son, and treat and respect them as an adult 家长对智障的意识有提高、能更好的支持自己的孩子、把他们作为成年人尊重的对待; - Parents started to pay attention to service standard of HoG 家长开始关注慈恩的服务水平; - Parents became more active in participate in HoG 家长对慈恩工作的参与程度提高; - Parents started to aware rights of their children and initiated advocacy of policy and has made some successful, e.g. policy on subsidy for 	<ul style="list-style-type: none"> - Parents' willing is extremely important for development of each service user. Currently, a number of parents are still passively accept services provided by HoG, there is a need to deepen the level of participation of parents and to create platform for problem solving by parents. 家长的意愿对学员的发展很重要。目前仍有部分家长仍处于被动接受机构服务的状态, 家长参与程度需要进一步深化, 创造家长解决问题的平台; - Most care takers are mothers, there is a need to improve father's awareness, capacity and participation. 在家庭中照顾智障者的主要是妈妈, 爸爸的意识、能力和参与程度有待进一步提高; - Other family members like brothers, sisters and others needs to be motivated. 其他家庭资源(家长的兄弟姐妹或其他家庭成员)还没有得到开发。
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	<p>persons with intellectual disability was extended from only level 1& 2 to all through dialogue between parent representative and government officials 家长开始意识到自己孩子的权利，有参与了政策倡导的意识，并取得一些成功。如成功倡导政府将补贴从 1 和 2 度残障扩展到所有智障者。</p> <ul style="list-style-type: none"> - Establish good link between centers and families, which improved quality of training. 建立了家长和机构之间的连接，促进了训练效果。 	
<ul style="list-style-type: none"> - Volunteers 志愿者 - Participating in a responsible, proactive and friendly attitude 以一种负责、前瞻和友善态度来参与工作； - Able to interact and play with participants as ordinary friends; 能以对待普通朋友的态度和学员相处； - Sensitive to the feelings and physical conditions of participants when working with them; 在和学员相处时对他们的感受和身体出现的情况要敏感； - Able to understand and adopt the methods and concepts of HoG 能理解和接受慈恩托养所的工作理念和方法； - Willing to network and identify outside resources for the project whenever necessary. 本项目的发 	<ul style="list-style-type: none"> - YMCA has mobilized a big number of volunteers to support HoG's work, there are high-school and university students, teaches, housewives, retired persons, parents and Christians 青年会动员了大批的志愿在参与； - Capacity of volunteers are improved 对志愿者的能力有提升； - Facilitate development of association of universities 促进高校的社团发展； - Public awareness is improved through volunteers 提高了公众对残障的认识。 	<ul style="list-style-type: none"> - Lack of volunteer management system and mechanism (screening, assessment, training, management, link capacity and need) , most CPDs have this problem. 缺乏系统规范的义工管理机制（筛选、评估、培训、管理，义工的能力与机构的需求的对接等）；

展，随时发现和愿意和所外资源联系；		
<p>Objective 2: Improve Capacity of Centers in Nanjing 目标二：提升南京市托养服务专业服务水准</p> <p>According to requirements of CDPF, a number of sub-districts/communities established centers to provide services and care to persons with intellectual disability, mental disability and severe physical disability, but capacity of those centers need to be improved urgently. The project aimed to improve capacity of centers through training of both management and professional staff. 根据中国残联的要求，南京很多街道/社区建立了残障托养服务中心，但很多创始人有善心，但缺乏必要的管理和技术能力，该项目旨在通过对南京是托养服务中心的管理人员和专业技术人员提供相应的培训，提高他们机构的服务水平。</p>		
<ul style="list-style-type: none"> - Training of 228 (2 persons each for the 114 centres in Nanjing) Centre in-charge and potential heads of training and activity centre for intellectually disabled persons in Nanjing in 5 years 培训 228 名（每中心 2 名）管理或主要教育和训练人员为南京市 5 年内建成的 114 所中心服务； - Able to set up a system of management for centres serving persons with intellectual disability; 建立为智残人服务中心的管理制度； - Founding of an alliance body for training and activity centers in the city 在南京市成立服务中心联盟； - Setting up of standard management guidelines team for centers serving intellectually disabled persons. 成立为智残人的中 	<ul style="list-style-type: none"> - 60% of project funding was utilized to improve capacity of CPDs in Nanjing. 项目 60% 的经费投入到南京市托养机构的能力建设； - Project planned to provide training to 228 persons from 114 centers, however, the assessment conducted by Nanjing DPF discovered that only about 20 centers were well functioning, thus, in the past 4 years, about 60 centers benefited from the training (See appendix 1 for details). 项目计划为南京市计划成立的 114 家机构培训 228 名管理人员和特教/训练人员。但事实是通过评估，南京市 121 家中心中，能运作的只有 20 多家，而真正运作得好的只有 10 多家。因此，过去 4 年的培训主要是针对残联管理人员、社区工作人员及 60 多家机构的管理和工作人员(详情见附件一)。 - By the end of 2015, 70 admin/management staff and 110 professional staff were trained. 到 2015 年，培训了 70 名管理人员，老师 110 人； - The project has plan to provide training to 30 teachers/professional staff in 2016. 到 2016 年有计划培训 30 名老师； 	<ul style="list-style-type: none"> - Lack of systematic follow up to trainees. 缺乏培训后系统的跟进； - Lack for monitoring on how those training have change/impact centers. 没有监控培训给机构带来的影响和改变； - Not yet formulated systematic training courses 还没有形成系统的培训课程； - Relevance between needs/roles of trainees and training content need to be improved. 授课内容、师资与学员需求之间的针对性，师资筛选还需要进一步提高； - The study tour to Hong Kong opened eyes of some trainees, but lack of intensive learning. 把培训与香港的考察结合，开阔了学员的视野，但之前香港的考察比较表浅加之语音障碍等因素，部分学员感觉想深入了解的很多东西在考察中没有能学到；

<p>心管理标准指导小组</p>	<ul style="list-style-type: none"> - The project management team has adjusted training method and content based on results of each training to improve training relevance and efficiency 培训有根据需求做调整，从分散到集中，人员的选择更加精准，培训课程更有针对性； - The training has wide coverage of topic including policy, UNCRPD, service quality standard (SQS), study tour, team building, PT, ST and OT etc.), which are very helpful for improving trainees' capacity on management and service. 内容覆盖广泛（政策解读、UNCRPD 与托养机构的联系，SQS, 丹麦考察的分享、团队建设、专业培训包括 PT、OT、ST 等），对提高学员的管理和服务能力非常有帮助； - The study tour to Hong Kong opened eyes of trainees and greatly improved their understanding on service for persons with intellectual disability, some of their learning have been implemented in local context, such as SQS. 香港的考察开了学员的眼界，提升了服务理念，部分理念得到实践，比服务质量标准等； - The training also facilitated the network, study, sharing and cooperation among CPDs. 培训促进了机构之间的网络建设、学习、分享、合作、资源共享。 - The establishment of Nanjing Disabled Care Service Association (NDCSA) is very meaningful for standardizing management and improving service quality of centers. It is currently the first and only one Association for CPDs in mainland China. The Association has 	<ul style="list-style-type: none"> - Study tour to Hong Kong covered a big group of trainees, not yet trained a core management and technical resource team in Nanjing 香港的考察受益面广、但表浅，还没有帮助南京形成一个强有力的管理和技术资源团队； - There is a need to train local trainers. 当地的师资培训需要继续加强，选择合适的人，有目标的进行培养。
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	<p>been doing assessment for all centers based on SQS developed by NDPF, meanwhile, the Association has been actively involving in network, training, sharing and resource mobilization among centers/organizations. 南京市托养协会的成立，对规范行业工作有重要意义。该托养协会目前是全国第一家、也是唯一的一家。托养协会已经开始根据南京市制定的托养服务评估标准开始对各中心进行评估，同时协会在网络建设、组织培训、建立沟通、分享、学习、资源动员等方面开始起非常积极的作用；</p> <ul style="list-style-type: none"> - Laid good foundation for YWCA's involvement in disability development. YWCA has become a key player in Nanjing in the disability field and is high recognized by NDPF. 奠定了青年会在残障发展中的地位，青年会也成为南京残障工作领域的重要的推动者。青年会的工作得到市残联的高度认可； - YWCA and other NGOs could built closer relationship and cooperation with DPFs through the training. 培训促进了包括青年会在内的社会组织与残联的关系和合作； - Relationships among NGOs has been changed from mistrust and unfriendly to a mutual trust and cooperation/alliance. 社会组织之间的关系也从项目之前的不信任、不友好，转变为相互信任、合作和联盟； - Some staff from functioning centers have potential to be trained as trainers such as Gu Jie of Feng Huang center and Lian Jie of Ningxin 	
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	<p>Center. 部分运作的好的的中心的学员也成为师资, 参与培训。如凤凰的顾静, 宁馨的廉杰也有此愿望;</p> <ul style="list-style-type: none"> - Communication and sharing have been established among trainees (about 100 persons) 建立了学员交流群(100 多人)。 	
<p>Objective 3 Improve parents' awareness and capacity: 目标三: 提高家长对智障的认识和他们的能力 The project aim at improving capacity of parents and unite parents' associations of Nanjing to advocate to government departments for rights of their children. YWCA can be a base for empowering parents. 项目致力于联合南京的智障人士家长组织, 并能联合起来为他们孩子的权利倡导, 青年会成为赋予家长力量的基地。</p>		
<ul style="list-style-type: none"> - Understanding of their rights and proper ways of child development 认识他们的权利以及他们孩子的发展的合适途径; - Endeavoring to bring to the forefront of the government the issues concerning the well-being for persons with intellectual disability. 努力当面将智残人的主要问题反映给政府; - The alliance of parents and rehabilitation centres in Nanjing to put forward suggestions (practical and in line with the national policy and law) to the government to upgrade the welfare of the intellectual disability population 南京的智残人家长会以及智残人康复中心向政府提 	<ul style="list-style-type: none"> - Before the project, centers has no awareness of establishing Parents Association. The project facilitated the initiative of parent groups 在此项目开展之前, 机构不愿意建立家长组织, 项目成功的推动宁馨、凤凰等机构建立了家长委员会。 - Facilitate parents association development at city level (Angel Parent Mutual support Group) 促进了市级家长组织建设 (天使之家家长互助会)。 - Trained a few parent leaders 培养了数名家长领袖。 - Successfully advocate policy on subsidy for persons with intellectual disability at level 3 & 4, which was a big encouragement for parents 成功倡导了重残补贴政策, 让家长看到他们在倡导方面是可以有作为的。 - Awareness and capacity of parents were improved. 家长对智障的意识得到提高; - Strengthened the link and cooperation between parents and centers. 建立了家长和机构之间的密切的联系和合作。 	<ul style="list-style-type: none"> - Lack of experienced facilitator for establishing parent association (identify common interest, capacity development of parents etc.) 缺乏有经验的人员去推动家长组织的建设。(识别共同的兴趣、家长能力建设等)。 - Currently, most parents are service users of centers. There is a need to improve their motivation, interaction and capacity of self-advocacy, it is also necessary to strengthen the mutual support of parents and centers 目前家长还是服务机构的使用者。主动性、互助性和倡导能力有待开发。家长与机构之间的角色和协作需要进一步明确和加强: 机构与家长之间需要建立起相互尊重, 相互支持, 相互维护为共通的价值观念。 - Parents understand best the need of

<p>出对智残人相关的建议，（切实可行的，符合国家政策法令的）以提高对智残人群的福利。</p>		<p>their children, they should be actively express those need and advocate for their children on behalf of their children 家长作为智障孩子主要的照顾者，家庭照顾者可以是最能了解他们的代言人，家长可以反映智障孩子的身心需要与服务素求。</p>
<p>Objective 4 Create a new model of employment 目标四：创建另一种形式的就业机会 Because of discrimination and misunderstanding, persons with intellectual disability do not have equal opportunities for health, education and employment. The project established Eco-farm and sheltered workshop with purpose to well combining vocational training and employment. It aims at achieving sustainable development of both Eco-farm and sheltered workshop. 因为歧视，智障者常常得不到平等的健康、教育和就业等机会。项目创办了生态农场和庇护工场，旨在将职业训练和就业机会结合起来。新建的生态农场和庇护工场成为可以自给自足的企业。</p>		
<ul style="list-style-type: none"> - Steady income for participating persons from the centre's various operation and the eco-farm/sheltered workshop in rural areas 学员从中心的各项活动和生态农场获得稳定的收入； - New employment opportunity from other NGOS or commercial sector. 从别的 NGO 组织或企业获得新的就业机会； - The Eco-Farm to become a financially self sufficient operation. 生态农场成为一家可以自负盈亏的单位。 	<ul style="list-style-type: none"> - The Eco-farm has been providing training for service users from HoG and other centers in Nanjing. 生态农场能为慈恩和其他中心的学员提供训练； - All centers visited have been trying various ways of supportive employment, so far, focus more on handicraft. 所有参观的中心都有尝试不同的就业形式，但目前为止，主要以手工制作为主。 - Ningxin has established sheltered employment in cooperation with DPF and electric company and 宁馨通过市残联的协调，把电缆厂引进机构，创办了庇护工场，安置了较多的智障者。 - In the past 4 years, HoG has been exploring supportive employment, through cooperation with other centers, community and enterprises, 	<ul style="list-style-type: none"> - The Eco-farm hasn't reach sustainable development 田利斯还没有实现持续发展。 - Systematic supportive employment hasn't been established 系统的支持性就业体系还没有建立起，促进机构与社区的结合（就业市场调查、就业能力评估、跟进）

	<p>so far, 慈恩在过去四年中, 也对支持性就业方式进行了尝试, 通过开发社会资源, 开始了豆画、用废弃羽毛球做工艺品等项目, 这些项目有一定的发展潜力。</p> <ul style="list-style-type: none"> - There is a cooperation among centers. E.g. if HoG get order which is more than their capacity, they normally share with other centers which are doing same product, Ningxin provided training for service users of HoG 机构之间在就业方面建立了良好的合作, 如慈恩收到做不完的订单, 会分包给其他中心。宁馨给慈恩的学员提供豆画培训等。 	
<p>Objective 5 : 扩展政府官员的对有关智残应享有权利视野。</p> <p>Because of top-down approach, the understanding of disability by government officials is extremely important for development. It is NGO's role to advocate to government for policy and resource allocation. The project organized study tour to Denmark and Hong Kong for officials from DPFs to open their mind and to learn good experiences on service for persons with disabilities. 中国自上而下的工作模式中, 政府官员的认识对发展起到至关重要的作用, 而倡导政府的政策及资源分配等是 NGO 的角色。该项目通过到北欧国家考察等方式, 帮助官员开展新的思路, 学习其他国家的经验和做法。</p>		
<ul style="list-style-type: none"> - Better understanding of the situation of the disabled, especially of persons who are intellectually disabled. 对残疾人群体有更一层的理解, 特别是对智残人; - Improved awareness of the rights of the intellectually disabled 对智残人的权利有了更积极的理解; - Supportive attitude towards the YWCA project and its future development. 对 YWCA 的项目继续发展持支持的态度; - Willing to identify resources, both 	<ul style="list-style-type: none"> - Through the project, YWCA established close cooperation with DPFs at different levels, which provided good opportunity for YWCA to advocate for policy and to mobilize resources. 通过项目, 青年会与残联建立了非常紧密的合作关系。残联也非常认可青年会在推进残障托养服务中的重要性。这种紧密的合作关系也提供给青年会倡导政府的机会。 - Demark study tour opened eye of DPF officials and they have defined their fundamental roles are policy advocacy and development of mechanism, so they have been actively advocating for policies and improvement of systems. 丹麦的考察让残联领导认识到从政策和机 	<ul style="list-style-type: none"> - Continue to good cooperation with NDPF and other government departments 继续保持良好的沟通、对话及合作, 继续倡导, 整合资源推动工作。

<p>private and public for the project 愿意主动寻找支持项目的私有或公有企业资源;</p> <ul style="list-style-type: none"> - Willing to provide assistance for the project team whenever request is made. 任何时候只要项目团队提出请求, 愿意为其提供帮助; - Increased support from the government on granting more locations and financial support to run new centres. 政府增加对建立的新的中心的投入。 	<p>制层面保障是根本, 所以在进行大量的政策倡导, 机制建设。</p> <ul style="list-style-type: none"> - The study tour was also very helpful for Nanjing DPF to develop its SQS for CFPWDs. 丹麦考察学习对市残联起草《托养规范》提供了重要参考。 - The SQS developed by Nanjing DPF is important for quality control of all centers in Nanjing 残联开发了评估规范, 对服务质量的监控和机构的监督有重要作用。 - NDPF also established Association to support development of all centers. Leaders of YWVA has been involving leadership team of the Association. 建立了残障人托养协会, 进行行业规范。青年会领导是协会的副会长。 - Due to good work done by NDPF, it was requested by China Disable Persons Federation (CDPF) to develop national SQS for services for persons with disabilities. 因为南京市残联的托养工作得到高度认可, 中国残联委托南京市残联起草国家的托养管理规范。 - The project may also affect the resource allocation of NDPF, NDPF has intention to allocate it annual budget to well-functioning centers, and this will be very helpful for development of these centers. 转变残联资源的利用 (未来有可能把政府拨款分到各机构) - The project facilitated the implementation activities through its powerful top-down structure and wide network. 利用其自上而下的网 	
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	<p>络推进工作。</p> <ul style="list-style-type: none"> - The project also affected some prefectures within Jiangsu province and other province like Xinjiang.对对口单位新疆和省内其他地区也有影响。 - Standardize work with government documents 用文件的形式规范了工作。 - Nanjing DPF expressed that they will continue some of project activities, such as training, public performance and Associations 部分活动残联表示会继续（如培训、演出、协会的工作等） 	
<p>Objective 6 Improve public awareness on intellectual disability 提高社会对智障人士的意识</p> <p>There is still very serious discrimination because of low awareness, the project plan to improve public awareness though a series of activities. 由于公众对智障的意识低下，仍存在非常严重的歧视现象，该项目计划通过一些列活动，提高公众对智障的意识，以减少社会对智障者及其家庭的歧视。</p>		
<ul style="list-style-type: none"> - The presence of national figures from the Disabled Persons Federation and senior local officials to officiate at the opening ceremony of the international conference for services to persons with intellectual disability. 智残人服务机构国际会议有中残联官员出席，由地方高级官员正式宣布开幕； - Mass media publicity 大众媒体的宣传 - Integrative public performance by intellectually disabled persons becomes an annual event of 	<p>Since there was no survey like KAP (knowledge, attitude and practices), it is hard to measure the level of improvement of awareness of the public. However, the project did made some good achievements in this aspects 由于项目没有类似 KAP 之类的调查，很难评估工作意识提高的程度，然而，项目的确取得一些好的成果。</p> <ul style="list-style-type: none"> - Successfully advocate DPF, Charity Foundation and enterprises and get their support 成功倡导残联、慈善总会及企业等，并得到他们的支持； - The public performance is well recognized and become a very important mean to improve public awareness. Before the project, annual performance was organized by individual centers independently and had less than 100 audience, 	

<p>Nanjing 南京市每年都有智残人参与的演出活动；</p> <ul style="list-style-type: none"> - Annual exhibition of art and craft sales for products made by persons with intellectual disability becomes a special event of the city. 智残人手工艺品展览出售成为南京市每年的一道特殊风景。 - Events and projects to support services to the intellectual disability receive commercial sponsorship. 智残人的活动和项目获得企业的赞助。 	<p>until 2015, the event involved DPFs at all levels, almost 30 NGOs, parents, persons with disabilities, volunteers, mass media and donors etc., there were more than 1500 audiences 公益演出得到广泛的认可，并成为重要的提高公众意识的途径。项目开展前，公益演出通常是各机构自己组织，观众长不足 100 人，到 2015 年，该演出的参与者报告各级残联、近 30 家社会组织、智障者及家长、志愿者、大众媒体和捐赠者等，观众人数也增加到 1500 人以上；</p> <ul style="list-style-type: none"> - It created synergies among all stakeholders: the public performance brings many NGOs together with strong government support. 形成机构之间和合力； - There were also other publicity activities such as newspaper report on HoG, interview Mr. Feng and his wife by local TV etc, awareness of the public on disability is improved through these activities 其他宣传活动报告慈恩的报道、电视采访冯先生夫妇等，通过这些宣传活动，提高了对残障的意识； - Through the public performance, persons with intellectual disability and their families realized more on their potential and capacity. 通过演出，残障人及其家庭也更多意识到自己的能力； - NDPF is encouraged to continue the public performance as their annual show. 残联也愿意继续该活动，使之成为其年度演出； - It has formulated a cooperation among government and organizations. 形成了多部门、多机构的合作方式； 	
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	<ul style="list-style-type: none">- Through involvement of volunteers, awareness of the public has been also improved. 通过招募志愿者等活动，提高了公众的意识；- YWCA hasn't got capacity to influence CDPF, thus, the international conference hasn't been organized as per plan. 因为青年会还不足以影响中国残联，计划的国际会议还没能组织。	
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Section 3 - Conclusion 结论

There has been a huge gap between needs of persons with intellectual disability and available services in China, especially for young and adult persons, they have nowhere to go after special school education, but stay at home and are fully taken care by family members. 中国智障人士的需求和服务之间一直存在巨大的差距，特别是对于大龄和成年的智障人士，培智学校毕业后，他们通常没有地方可以去，而是呆在家里，完全依靠家人的照顾。

Service for persons with intellectual disability, mental disability and severe physically disability was started in 2007. In 2009, CDPF initiated a national programme called "Sunshine Home" to promote this service. Some areas with better social and economic conditions like Nanjing started CPDs to provide services accordingly. In 2012, a document called "Suggestions on Promoting Services for Persons with Disabilities" was jointly issued by relevant Ministers, Tax Bureau, Bank of People and CDPF, aiming to further improve service for the above mentioned groups. The document recommends to develop different model of services such as day care center at community level, home-based care etc. it also suggests that civil society organizations should be supported to provide services. 托养起源于 2007 年，2009 年，中国残联启动了“阳光家园项目”，以推进对智障、精障和重度肢体残障者的服务，一些社会经济条件好的地方开始了该服务。2012 年，由相关部委、人民银行、税务总局及中国残联共同发文《关于加快残障人托养服务的意见》，托养对象为智力残障、精神残障和重度残障。该文件建议以街道（乡镇）、社区（村）服务机构为依托，搭建残疾人日间照料服务设施、居家托养服务平台和网络，积极为残疾人接受托养服务提供便利的生活环境和服务条件。同时，引导和鼓励社会力量发展残疾人托养服务。

When the project started, there were about 100 CPDs established in Nanjing city, but most of them were not really functioning due to various reasons, such as low capacity, shortage of funding etc. This project has been an important platform to get all key stakeholders together to further strengthen service for persons with disability, thus, it has great meaning for the development of this service in Nanjing. 在项目开始的时候，南京也建立了 10 多个残障人托养中心，但由于缺乏技术、资源等原因，真正运作得好的中心很少。该项目成为一个推动南京市托养服务的重要平台，把南京市主要的利益相关方聚集在一起，不断探索行之有效的做法，对南京残障人托养服务提供了及时的支持，有着重要的意义。

The following is analysis and conclusions of project relevance, efficiency, effectiveness, impacts and sustainability. 以下是对该项目的相关性、有效性、效率、影响力和可持续性的分析和结论。

1. Project relevance 项目相关性

The evaluation team analyzed how the project objectives meet need of persons

with intellectual disability and their family; whether or not the project is feasible and applicable in local context, the evaluation team agree that the project has very high relevance as the follows: 评估组通过考察中的发现, 对项目目标是否满足智障者及其家庭和社区的需求, 以及项目是否符合当地实际情况、在当地是否可行等方面进行了分析, 评估团队成员一致同意, 该项目的相关性非常高, 具体表现为:

- A baseline assessment was conducted by Nanjing University when the project started, which included living situation of persons with intellectual disability and their families, available services, relevant policies and support from government, public awareness etc.. The assessment discovered that there is a big gap between the need and available service, persons with intellectual disability still have a lot of difficult to access equal education, job opportunity and other public service. Family normally take all the burden and they hardly got support, thus, most of families were living under average level of society; Most of parents felt very tired, meanwhile, they were worried about the future of their children, they didn't know who would take care of their children when they are died or older. Although inputs from government from different levels had been increasing, such as poverty subsidy, subsidy for severe disability etc., fund for each person is around 2400-6480 per year, which is far from the actual need. **The project aims at improving well-being and human rights of persons with intellectual disability, which is highly relevant to needs of this group of people and their families.** 该项目在启动时委托南京大学对智力障碍者做了基线调查, 调查内容包括智障者及其家庭的生存现状、政府对智障者及其家庭的支持情况、当时的服务机构情况、公众对智障者的意识等。该调查发现智障者在享有公共服务、所需的训练、平等的受教育、就业机会及其他公众服务方面仍有待提高。智障者带来的经济、照料等负担通常很大程度上由父母或其他家庭成员承担, 因而, 很多家庭的经济状况远低于南京市的平均水平, 而照顾智障者所带来的压力也让很多家长感到疲惫。他们绝大部分人都担心一旦他们失去照顾孩子的能力, 孩子未来的生活如何保障。尽管随着社会经济的发展, 政府在残障人方面的投入在不断增加, 如低保、重残补贴等, 但每个智障者每年得到的支持在 2400 到 6480 元之间, 远远满足不了他们的需求。该项目旨在通过与主要利益相关方的合作, 提高智障者的权利和福祉, 因而, **该项目目标和当地智障者及其家庭的需求有非常高的相关性。**
- Accordingly to requirements of CDPF, by the time of the evaluation, Nanjing has 121 centers, but the baseline assessment and assessment conducted by NDPF discovered only few of them are really functioning, most centers need to improve their service capacity, management and concept of service etc., 60% of project funding were utilized to improve capacity of CPDs in Nanjing and finally about 60 benefited from the project, thus, **the project objective of upgrading capacity of centers is highly relevant to needs of capacity development of CPDs in Nanjing.** 根据中国残联的要求, 到项目评估时, 南京在市级和部分社区供建立了 121 家残障人日间照料中心, 但基线调查结果和残联的评估结果显示, 很多中心的服务理念和服务质量都有待提高, 在管理和运作方面也缺乏规范化。提高南京市残障人托养服务的管理和专业水平是项目的重要目标之一。**该项目目标与当地的智障服务能力建设需求有非常高的相关性。**
- China has very strong top-down approach and need of persons with intellectual

disability are often neglected. Most of centers focus on “care” and “protection” for service users, not capacity and potential development. The project provides opportunities for DPF officials and managers of centers to learn from experience of developed counties and Hong Kong, which is very helpful for change people’s mindset. The project has been promoting “holistic development” and person centered approach, which is exactly the direction that China need to move towards. **Thus, the project is highly relevant to Chinese context.** 自上而下的工作模式在中国广泛存在，在这个过程中，残障人的需求常常被忽略。对智障服务仍主要停留在对他们的“看护”上，而非发展他们的能力和潜能。该项目通过慈恩中心以人为本的服务模式、香港考察、丹麦考察等，转变了残联和部分机构的工作理念。如，在残联制定的评估标准中，残障人及其家庭的满意度被纳入其中。到香港参观过的学员也告诉我们，对比香港的服务，很多中心缺乏人性化，而他们也在努力改进。该项目所提出的以全人发展为理念的模式，是中国在残障服务方面有待改进的，因此，**项目与当地的社会环境有很高的相关性。**

- In China, parents often do not have right perspectives on persons with intellectual disability and they normally think care and a safe place are sufficient for their children, thus, they tend to over protect their children and underestimate their capacity. Comparing with other type of disability, persons with intellectual and mental disability have lower capacity to express and advocate for themselves, therefore, build parents’ capacity and improve their awareness is very important. 在中国，很多家长对智障孩子的缺乏正确的认识，他们很多时候过度保护孩子，只是想把他们的孩子放在一个安全的环境里，给他们提高照顾，他们常常会低估自己孩子的能力。如何让家长对自己的孩子有正确的认识，并有能力去帮助孩子发展他们的潜能，是很多家长所需要的。比较其他类型的残障，心智障碍者是最没有能力表达自己的需求，为自己的权益倡导，因此提高家长在倡导方面的意识和能力也是非常重要的。
- The baseline assessment discovered the low awareness of the public on intellectual disability (it is also the current situation in China). Persons with intellectual disability can’t access equal opportunities as other community members because of misunderstandings and discrimination from the public. The project organized various activities like public performance to demonstrate capacity and potential of persons with disability. 基线调查中也提到公众对智障者的意识非常低下，因为歧视，智障者仍难同社会其它成员一样享有平等的机会。而该项目的目标之一就是媒体宣传、演出、倡导等方式，充分展示智障者的潜能，减少和消除对智障者及其家庭的歧视和排斥。该项目的公益演出活动逐年发展壮大，带来越来越大的影响力。In general, the project is highly relevant to need of persons with intellectual disability and their families, it also relevant to local context, thus, it is applicable and can be promoted in Nanjing and China. 综上所述，该项目目标与南京智障人及其家庭的需求有非常高的相关性，而项目所设计的活动与当地的环境密切相关，有很强的可操作性和可推广性。

2. Efficiency of project 项目的效果

China has strong top-down approach, it is vital to influence decision makers for

policy, resource allocation etc., for sustainable development. During the project implementation, YWCA established very close cooperation with NDPF and made a lot of efforts to advocate to NDPF leaders. The study tour to Denmark and Hong Kong opened the officials' eye and changed their approach and focus, it also mobilized local matching fund and other resource for this project. In the past 4 years, through the project, NDPF initiated the following work which are very meaningful for developing service for persons with disabilities. With strong involvement of NDPF and other government sectors, the project can efficiently achieve its objectives and laid good foundation for future sustainable development. 中国的工作机制是自上而下，对决策者在政策和资源分配等方面的影响对工作的可持续发展及其重要。在该项目的实施过程中，青年会建立了与南京市残联密切的合作，对残联的领导也进行了大量的倡导，香港和丹麦的考察打开了残联的工作思路，不仅动员了残联的资源参与到项目活动中。在过去 4 年中，通过项目的推动，在残障托养服务方面，残联做了一系列对为了托养服务有深远影响的改变和工作，不仅完成了项目目标，更重要的是为残障托养服务发展建立了长效机制，主要包括：

- Defined the role of DPF is to advocate for policy, standardize management, improve capacity of center, not direct service delivery. 明确残联的角色定位是在在政策倡导、规范管理、提高专业化服务等方面，而非直接提供服务。
- With technical support from Hong Kong, developed SQS for CPDs, the SQS included organizational development, quality of service, personnel, management etc., which is very important to facilitate service development. 借鉴香港的经验，制定了《南京市残障人托养服务规范化建设（第三方）评估实施细则》，该评估细则包括机构建设、服务质量、人员能力、管理制定等，对促进机构的发展有重要作用。
- CPD Association was established through NDPF, which is an important platform for improving capacity of centers, standardize management, network and sharing. 通过残联建立了托养服务协会，使得南京的托养服务在能力建设、规范化管理、网络建设、沟通分享等方面有了依托的机构。
- The strong involvement of NDPF is important for sustainable development of the project. DPF official told us that they would continue capacity development of centers through the Association and to continue the public performance even if the project is ended. 通过残联强有力的介入，对项目的可持续发展提供了重要的保障，在我们同残联交流的过程中，残联对项目开展的机构培训、公益表演等工作给予充分的肯定，并表示即使项目结束，仍会通过托养协会等将这些工作尽可能的继续下去。
- The project has influenced the resource allocation, e.g. NDPF has been increasing inputs to the project yearly, meanwhile, it is also actively advocate to government at different to increase their inputs; NDPF has intention to allocate its budget to each center which is functioning well, but need approval from relevant government sector. If this is realized, it will be very helpful for solve funding problems of each center. 促进了残联的资源分配。如残联有计划倡导政府，将年度预算更多分到机构中，这将从很大程度上缓解机构的生存压力。

Thus, the project is highly efficient when achieve its objectives through strong advocacy to government on service concept, policy change, mechanism, resource allocation etc. 因此，该项目在实现其项目目标的过程中，通过有力的倡导，带来政府机关在智障服务意识、政策、保障体系建设、资源分配等方面的积极改变，具有高效性。

3. Effectiveness of the project 项目的效率

Resource of the project from both Norway and local were optimized to achieve the objectives of the project, it reflects in the following aspects: 该项目在人力、财力和物力方面均以最佳方式使用，以取得项目的预期效果。主要表现为以下几个方

- 60% of project funding has been utilized for improve capacity of centers in Nanjing and about 30 center benefited from the project 项目资金 60% 用于南京市托养中心的能力建设，项目直接和间接的影响了 30 多个机构的发展和能力建设；
- The project motivated resource from DPFs, civil affair, charity association, enterprise, institutes and universities 项目充分动员了当地残联、民政、慈善总会、企业、机构、学校等资源；
- The project also motivated a big number of volunteers. 项目动员了大量的自愿者者团队
- SQS developed by Nanjing also affect the National SQS 南京做制定的评估标准对全国托养有影响；
- Resource within YWCA was well mobilized 青年会机构内部的资源得到有效整合。

In order to improve effectiveness of utilizing resource, participants for training and study tours should be well selected. 为了提高资源的使用效率，培训和考察的人需要更认真选择。

4. Impacts of the project 项目的影响

- **Persons with intellectual disability:** 1) HoG initiated by YWCA has been aiming at improving life quality of persons with intellectual disability through holistic development. They have firstly ensure that each service user is happy in the center and their capacity of self-care/independence is improved, based on that, to develop their potential and capacity and let themselves and the public know that they are useful. During the project implementation, HoG initiated a lot of activities to improve community participation of service users. Comparing with other centers we visited, HoG has very simple facilities and less human resources, but we did see the happiness of service users and high level of satisfactory of families. HoG has been also exploring supportive employment including job placement, handcraft. Some service users were successfully employed and referred. HoG is a good model in Nanjing. 2) Through capacity development of CPDs, parent training, community mobilization, advocacy by this project, there were much more persons with intellectual benefited from this projects, their social participation and inclusion have been improved. **对智力障碍者带来的影响:** 1) 青年会建立的慈恩中心，一直坚持以带给学员美好人生为目标的全人发展理念，在服务的过程中，首先让学员感到快乐、其次是提高他们的自理能力，在此基础上，充分发挥他们的潜能，让公众知道他们是有用的。慈恩在项目实施期间，不断开发社会活动，促进学员的社会参与。慈恩中心从设施及人员配置方面，算是比较简陋的，但慈恩的

学员有真正的快乐，家长也有很高的满意度。慈恩还在学员的支持性就业方面做了尝试，转介，包括安置就业、手工等，有一些成功的案例。慈恩是一个很好的示范中心。2) 通过项目对托养中心的能力建设、家长能力建设、社区动员、倡导等，很多智障者和家庭受益，提高了他们的社会参与和融合。

- **Family:** Service provided by centers release burden of families, meanwhile, families are more confident in their children. Capacity of parents has been also improved through formulation of family associations, resources are mobilized and parents are able to support to each other. Parents has awareness of advocacy and good achievement has made, which was a big encouragement for parents. **对智障者家庭带来的影响:** 中心提供的服务，在很大程度上缓解了家庭的压力，同时，家长们对学员有更多的信心。家长的能力也得到很大提升，通过家属委员会的建立，动员了家长资源、促进家长之间的互助，同时，家长也开始进行政策倡导，并取得非常好的成绩，对家长也是很大的鼓励。
- **Capacity of CPDs in Nanjing:** The project provided both management and professional training for about 180 management and professional staff of over 30 centers, which didn't only improved the capacity of these centers, but built up network/cooperation among organizations. It is important to create synergies to promote development of care service for persons with disabilities. The study tour to Hong Kong also open eyes for some centers. **对南京托养机构的影响:** 该项目过去四年中，对 60 多个机构、180 多名管理和技术人员提供培训，不仅提高了这些托养中心的能力，更重要的是建立了机构之间的网络合作，形成合力，共同推动残障人托养发展。香港的考察，扩大了很多机构的视野。
- **YWCA:** Through this cooperative project, YWCA was able to extend it service to disability. They also facilitated the development of CFPWDs in Nanjing through training, study tour etc., and capacity of some centers were improved. During the project implementation, YWCA established very close cooperation with NDPF, which provided great opportunity for YWCA to advocate to NDPF. NDPF didn't only worked out SQS for Nanjing, it also entrusted by CDPF and drafted national SQS through a comprehensive research in selected provinces, which had positive contribution to the national SQS. YWCA's great contribution in disability development is high recognized. **对青年会的影响:** 通过该合作项目，青年会的社会服务从之前的助学、助老拓展到残障服务。而项目通过培训、参观考察等方式，促进了南京残障人托养工作的发展，提高了部分托养机构的管理和服务能力，通过与残联的合作，南京市残联制定了是残障托养服务评估标准，同时也通过调研，制定了全国残障人托养服务评估标准，对全国残障人托养的规范化管理也起到积极的推动作用。青年会在残障发展方面的工作得到高度认可。
- **DPF:** Through advocacy of YWCA, NDPF paid more attention to advocate of policy, resource mobilization, standardize management mechanism and quality control. **对残联的影响:** 通过项目的倡导，促进了残联在残障托养工作中的定位，残联更多关注政策倡导、资源整合、规范管理、质量控制。
- **Civil society organizations:** Through the project, good communication and cooperation among government organizations and civil society organizations are strengthened, it didn't only ensure the smooth implementation of the project in an efficient way, but also facilitated the development of civil society

organizations. **对社会组织发展的影响:** 在项目的推动了, 社会组织和残联之间的连接和合作得到加强, 不仅在很多项目活动方面通力协作, 更重要的是, 促进了社会组织更加快速、规范的发展。

- **Community:** the project has very close cooperation with communities and communities are empowered to take more responsibility for persons with disability and there family. While providing support to centers, communities also actively include persons with disabilities into community development. Home of Grace encourages members to participate in community activities to demonstrate their potential and value. **对社区的影响:** 该项目也积极倡导社区, 与建立社区的良好合作, 从而使得社区的能力得到提升, 对待智障者的意识得到提升, 在为托养服务中心提供各种支持的同时, 社区也在积极的将智障者及其家庭纳入社区发展中。慈恩中心通过让学员参与社区服务, 让社区看到了智障者的潜能和价值。
- **The public:** through public performance and other PR activities, the public see capacity of persons with intellectual disability, these activities didn't only reduced discrimination, but also better mobilized resource. **对公众的影响:** 通过演出及各种宣传, 展示了智障者的能力, 让社会看到他们的潜能, 不仅减少了社会的歧视, 也开发了更多的社会资源, 促进智障者的发展。

5. Sustainability of the project 项目的可持续性

Service for persons with intellectual disability was just started in China in recent few years and it has very week basis and still has long way to go. Nanjing is already ahead comparing with most cities in China with support of this project. In the past 4 years, funding and technical support from Areopagos/Digni has been crucial for this project. Though the project hasn't reach 100% sustainability, in fact, it is very difficult for such a complicated and wide covered development project to reach full sustainability within such a short period, however, a lot of good foundation has been laid for future development, moreover, with the fast social and economic development of Nanjing, the future is very promising. 在中国, 智障服务最近几年才开始, 基础薄弱, 仍有待发展。和中国的其他城市比较, 因为该合作项目的支持, 南京已经走在中国很多城市的前列了。在过去 4 年中, 来自亚略巴古和挪威政府的资金资源和技术资源对项目的发展起了至关重要的作用, 尽管项目还没有实现完全的可持续发展, 事实上, 对于一个覆盖面如此广泛的综合发展项目, 要在如此短的时间内完全实现可持续发展, 是极其困难的。但该项目为当地托养服务的可持续发展打下坚实的基础, 随着当地快速的社会经济发展, 已经具备非常大的可持续发展潜能。

- **Funding:** There is a yearly increased financial inputs from local, i.e. funding from DPF was increased from CNY 70000 in 2013 to CNY 450,000. DPF did told the evaluation team that they would continue training for centers even if the project is finished. YWCA also told the evaluation team that they would try their best to continue HoG through fundraising locally. During the evaluation, YWCA was discussing with NDPF on development of supportive employment for persons with intellectual disability. Thus, it is possible to mobilize more resources locally in the next phase of the project. **资金方面:** 在项目实施过程中, 通过青年会的大力倡导, 当地政府在资源投入中逐年增加, 这巨大的促进了项目在资金方面

的可持续性。当地投入从 2013 年的 70000 多元人民币增加到 2015 的 450,000 多元人民币。在评估过程中，南京市残联表示即使项目结束了，对托养机构的人员培训还是会通过托养协会继续。青年会也表示即使项目结束了，他们也会努力在当地筹集资金，继续慈恩的工作。在评估时，青年会正与残联商谈合作在南京开展残障人手工研发的项目，该项目将系统的推进心智障碍者辅助性就业。因此，在下一期项目，有期望动员更多当地资源。

- **Management:** 1) The new leadership has proved strong motivation and capacity of social service development and has been actively promote the work. 2) Through the project, the project management team also grows quickly and are able to actively promote disability development and provide good quality of project management.

项目管理能力: a) 领导力: 项目去年更换了领导，新的领导有非常强的工作能力，也在积极推动机构的社会发展工作; b) 项目管理团队在过去几年的工作中得到快速的成长，能积极主动的促进残障发展和提供有质量的项目管理。

- **Human Resource:** Among trainees from different centers, there are a small group of persons have potential to be further developed as resource persons for in Nanjing. **人力资源:** 在过去 4 年培训过的学员中，有一部分有潜力通过进一步强化培训成为推动南京托养服务的资源。
- **Technical resource:** YWCA has identified a number of experts from Hong Kong and mainland China to provide training and technical support to this project. Potential local people were also identified and received some training. Establishment Association of service for persons with disability and development of SQS has laid good foundation for professional development of CFPWDs in Nanjing. The Association is new and its capacity needs to be further improved. **技术资源:** 在过去 4 年的项目实施过程中，青年会积累了一些来自香港、国内及省内的专业力量，为托养服务提供技术支持，同时，部分当地人员的能力也得到很大提升，有潜力成为机构管理和技术的资源。托养服务协会的建立和服务评估标准的制定，为规范南京托养服务打下了基础。协会成立的时间不长，能力需要进一步提高。
- **Network:** There is already a good network established through the project among well-functioning centers, DPF, associations, which is a good foundation for resource sharing and mobilization in the future.

网络建设: 通过该项目，南京部分托养中心已经建立网络式的合作，这对经验分享、资源共享有非常积极的作用。

Others: Some activities have possibility to be continued through good resource mobilization locally, i.e. public performance, it has been highly recognized by DPF, local government, and centers, they do have motivation to contribute to it. **Family group:** currently, parents are passively accept services provided by center and their capacity haven't been fully developed. **其他:** 部分活动可以通过继续动员当地资源继续开展: 1) 公益演出: 该活动已经得到残联的认可，残联也有继续推广的积极性，而在社会中为这样的一次性的宣传活动也相当难度小些，因此，该项活动应该考虑依靠当地资源继续下去; 2) 家长小组的活动: 目前很多家长仍处于被动接受服务的状态，在下期项目中需要更多的动员家长的积极性、主动性和资源，使得家长小组的运作与更多的自主性。

Section 4 - Answers to evaluation questions 回答评估问题

1. To what extent has the project achieved its six goals? If possible, the evaluation should provide statistical information regarding the project outcome. 项目的6个目标在多大程度上得以实现？如果可能，评估应该提供项目结果方面的数据信息。

Please see **Section 2, point 2 “Project objectives and achievements”** for details. 详见报告第二部分第二点“项目目标及指标的实现情况”。

2. Has the model Home of Grace influenced other centers? What changes do we find from the project start at Home of Grace as a day care center? 慈恩的模式影响到其他中心了吗？作为日间服务中心，项目让慈恩有哪些变化。

Yes, from our visit to other centers, we did discover that HoG have influence to other centers in the following way 从我们在其他中心的拜访中，我们发现慈恩中心对南京市的其他中心带来以下影响：

- Network and cooperation among well-functioned centers were established through HoG, such as Fenghuang, Ningxin, Yuanmeng etc. 1) referrals of service users among centers; 2) exchange and learning among centers, and cooperation for supportive employment, e.g. Ningxin provided training to HoG on bean painting, HoG share product orders to other center if they are over their capacity; 3) joint efforts for activities like the public performance, advocacy, training etc. 4) resource sharing, e.g. service users of HoG and Fenghuang have sport training together every week, which is cost-effective for using rented gym and coaches; 5) Service users and parents have interaction and sharing among centers; 6) Parent groups were established; 运作良好的中心之间建立了网络和合作：1) 中心之间开始了根据智障者需求和潜能的转介；2) 中心之间开始了分享和学习，并在支持性就业之间形成合作，如宁馨提供慈恩豆画培训，慈恩做不完的订单分包给其他机构；3) 形成合力开展活动，如公益演出、倡导和组织培训等；4) 资源分享，如慈恩体育训练与凤凰一起进行，充分有效使用教练和场地资源；5) 机构之间的智障者和家长之间开始有联系和互动；6) 促进了机构的家长组织的建立和发展。
- The project did brought changes to HoG in terms of service capacity, human resource development, organizational development etc. please see **Section 2 point 2 “Project objectives and achievements”, objective 1** for details 项目的确在服务能力、人力资源发展和机构发展方面为慈恩带来了变化，详见报告第二部分第二点“项目目标及指标的实现情况”。

3. What is perceived to be the most valuable new knowledge from the teacher’s and administrator’s training that have influenced the running of the day care centers? 对管理人员和专业人员的带来哪些影响他们中心运作的新知识？

Capacity development for teachers and admin staff includes both theory training and study tour to Hong Kong, which did not only improved their capacity on management and service skills, but also facilitated the supporting network. 管理人员和老师的培训包括理论培训和香港考察，不仅提高了他们的管理和技术能力，也促进了支持网络的建设。

- Centers started to pay attention to capacity development of service users. e.g. in both Fenghuang center and Ningxin center, we were told that they initiated activities to train service users on their self-management. 中心开始更多的关注智障者的能力建设，如，在凤凰和宁馨，员工告诉评估组，他们开始组织活动训练智障者的自我管理能力和参与程度。
- Parent groups/committees were established to improve parents' capacity and participation. 建立了家长组织以提高家长的能力和参与程度。
- Person centered service approach was started in some center. e.g. staff of Ningxin told us that they had been trying their best to implement what they learnt in Hong Kong including the setup of details of their training rooms to be more friendly for service users. 部分中心开始了以智障者为中心的服务，如宁馨的员工告诉评估组，他们在尽力实施在香港学到的东西，包括让中心的设置更加人性化。
- Centers pay more attentions to cooperation with communities. 中心也更加注重与社区的合作。
- Case management training provided them knowledge and skills to improve their work. 个案管理培训为学员提供了必要的知识和技能，以提高自己中心的个案管理。

Please also see **Section 2 point 2 "Project objectives and achievements", objective 2** for details. 详见报告第二部分第二点“项目目标及指标的实现情况”目标四。

4. How have the parents benefited from the parent training, and the organized activities with relation to the communication with the government, the centers, among themselves and their children? 家长如何从培训、与政府沟通、家长小组和亲子活动中受益？

Please see **Section 2 point 2 "Project objectives and achievements", objective 3** for details. 详见报告第二部分第二点“项目目标及指标的实现情况”目标三。

5. How have social training and public exposure affected the IDP own self, and the parents view of their child? 社交技能和社会参与活动如何影响到智障者？如何影响到智障者父母对他们孩子的看法？

In general, service for persons with intellectual disability is to provide "care" and "protection" in China, thus, even name of such centers are called "care and foster" center. Following holistic development concept, HoG has developed a lot of social training and public exposure for persons with intellectual disability and their parents, which greatly improve their social participation and inclusion. The social training and public exposure is a shining point of HoG. It is also a model for other centers in this aspect. 总体来说，中国在智障服务方面仍然以提供“保护”和“照顾”为主，因此名字都被称为“托养中心”，慈恩在服务过程中，遵循全人发展的理念，关

注智障者潜能发展，开发了很多社会活动，让智障者及其家属有更多的社会参与机，促进了他们的社会融合。这部分工作是慈恩的亮点，也是其他机构的示范。

6. What insights of policy have been gained by overseas field trips to Hong Kong and Denmark, and has it been useful? If so, in what way? 丹麦和香港的考察带来了什么思考？是否有用？如何有？有那方面的用？

The field trip to both Denmark and Hong Kong opened eyes for officials of DPF at both city and district level. They learnt how government define its roles in disability development, importance of good service by civil society organizations and person centered service concepts. After the study tour, NDPF did the followings which are extremely important for further complete its service and monitoring system. NDPF has clearly defined its roles: 1) advocacy for policy and resource; 2) quality control; build up supporting system. The followings were initiated accordingly 丹麦和香港的考察打开了残联官员的思路，他们学习的政府机构在残障发展中具体的定位及充分发挥社会组织作用的重要性，他们也开始意识到应将以人为本的工作理念融入工作中。市残联清楚定位自己在智障服务发展方面的角色：1) 倡导政策和资源；2) 服务质量监控和建立支持体系。市残联相应的开始了以下工作：

- SQS system 建立了服务质量评估标准
- Conducted assessment for all centers in Nanjing 对南京市所有服务机构进行了评估
- Establish Association for centers 成立了托养协会规范行业工作
- Advocacy of funding allocation to centers 倡导提高对服务中心的资金支持
- Capacity development of centers 机构的能力建设

7. What changes, if any, can be seen in the public's attitude towards IDP and their needs and rights, over the project period? 在项目实施过程中，公众对智障者的态度、已经智障者的需求和权利意识方面有哪些改变？

Please see **Section 2 point 2 "Project objectives and achievements", objective 6** for details 详见报告第二部分第二点“项目目标及指标的实现情况”目标六。

8. Consider changes in the project, such as establishment of the TOT group and cancellation of the administrators training. How have these changes improved the project considering sustainability? 在项目的改变方面，如建立 ToT 小组，取消行政人员培训方面等，这些改变如何提高项目的可持续性？

Centers for persons with intellectual disability were just initiated in recent years in China, the training for administrators was necessary to improve their awareness and capacity on this aspects. Following that it is important to have a core team which will be able to provide training, on-going technical support to centers, thus, ToT will ensure that such technical support system will be available in Nanjing, which is extremely important for sustainable development technically. 托养服务在中国处于起步阶段，对管理人员的培训对提高他们在托养服务方面

的意识和能力非常重要。在此基础上，有必要在南京逐渐培养一个能为托养服务提供培训和技术支持的核心团队，因此，ToT 培训可以确保南京建立和完善技术支持体系，这对项目在技术方面的可持续性非常重要。

9. Does the government perceive that the project has changed their service towards the IDP, if so how? 政府是否意识到项目为他们在智障者服务方面带来改变，如果有，如何改变？

This project is indeed has great direct impact to service towards persons with intellectual disability in Nanjing, it also indirectly impact this work at national level. Please see **section 3 point 4 “impacts of the project”** for details. 该项目直接影响了南京市政府的智障服务，也对全国的智障服务产生了间接的影响，见报告第三部分第四点“项目影响”。

10. Review Nanjing YWCA project management team, in regard to present and future capacity. In what way should YWCA and the government work towards sustainability of the training? 就青年会管理团队目前和未来可能有的能力而言，青年会和政府以什么样的方式实现培训的可持续性？

Please see **section 3 point 5 “sustainability of the project” and Section 5 “recommendations”** for more details. 见报告第三部分第五点“项目可持续性”和第五部分“建议”。

Section 5 - Recommendations 建议

1. Recommendation to Areopagos/Digni 对亚略巴谷基金会/Digni 的建议

- This project involves a late started, but urgent needed area, i.e. service and supporting system for young and adult with intellectual and mental disabilities. In most of areas in China, this kind of service is still blank. Nanjing was able to have an early start due to its better social and economic development. In the past 4 years, the project has become an important platform to promote service development for persons with intellectual disability in Nanjing, the experience accumulated in Nanjing can be learnt by other places in China. This project has also indirectly influenced the service development in China. However, because of the big gap between the service capacity and need, incomplete supporting system including policy and resource, although YWCA has made great efforts in the past 4 years, it is very difficult for such a complicated and wide range project to reach full sustainability in such a short period. From the conclusion of the evaluation, one can easily see that the project achievement has exceeded its initial expectations. If Areopagos/Digni stop supporting this project after 2016, some of achievement may not be maintained. Thus, the evaluation team

strongly suggest that Areopagos/Digni to continue for another 3-5 years to consolidate the project achievement and to reach fully sustainability in all aspects. 该项目涉及的是中国起步较晚、却又急需发展的领域，即大龄心智障碍者和重度残障者的服务体系建立，在中国大部分地区，该服务几乎是空白。而南京因为其社会发展水平，能在第一时间根据中国残联的要求，开始了探索，其成功的经验是值得中国其他地方借鉴的。该项目在过去四年中，成为一个重要的平台，巨大的推动了南京市的残障托养服务发展，也间接的影响了全国的残障托养服务发展。由于需求和服务能力之间的巨大差异以及中国还没有完全配套的政策和资源环境，尽管青年会做了非常大的努力，要求如此复杂和涉及面广的项目要在短短的 4-5 年中实现所有工作持续发展，是非常困难的。从评估的发现和结论中，不难看出，该项目到目前为止所取得的成就和推动的发展，很多已经超出预期。如果该项目在 2016 年底彻底结束，一些之前打下的基础可能将难以继续，因此，评估组建议亚略巴古基金会/Digni 至少再对项目提供 3-5 年的后续支持以巩固目前的项目成果、同时进一步提高和完善当前在发展中工作，特别是慈恩中心的发展和南京是残障托养服务的发展，真正实现该项目在南京的可持续发展；

- To continue to provide technical support to the project and to introduce good disability development experience of Norway to Nanjing; to continue to promote person centered services so that CPDs can pay more attention to individual' value/potential and quality of service. 继续对该项目提供技术支持，将北欧国家的残障人发展理念与当地的实际情况结合。继续强化以人为中心的服务理念，使托养中心能更多关注个体的价值和发展，关注机构的服务质量；
- Based the current work of HoG, to further improve its professional and systematicness of service management, and to introduce advanced training model and skills to improve the service quality. Meanwhile, to explore the possibility to outreach its service to community based on the center so that more service users can be reached. 在慈恩中心目前的工作基础上，增强服务管理的专业性和系统性，引入先进的训练模式和技巧，提升中心的服务质素。在服务模式方面，探讨从一个以社区为基地的中心扩展成为外展式，在服务导向的转移下，涵盖更多服务使用者的需要；

2. Recommendations to YWCA and NDPF 对青年会和南京市残联的建议

In the first phase of the project, YWCA and NDPF has established mutual trust and good cooperation, which ensured the project reach its objectives smoothly and efficiently. The evaluation team strongly recommend both parties to continue the good cooperation in the second phase of the project to reach sustainability in all aspects through improving management and technical supporting system for centers, advocacy to government to increase financial inputs CPDs and better mobilization of local resources. 在项目的第一阶段，青年会和南京市残联建立了相互信任和良好合作的关系，使得项目目标得以顺利和有效的实施。评估团建议双方在项目第二阶段中继续良好的合作，共同努力通过完善托养服务支持体系、倡导政府对托养中心更多的资金投入及其他资源动员等，实现项目各方面的持续发展。

2.1 Planning of second phase of the project 后续项目的规划和管理

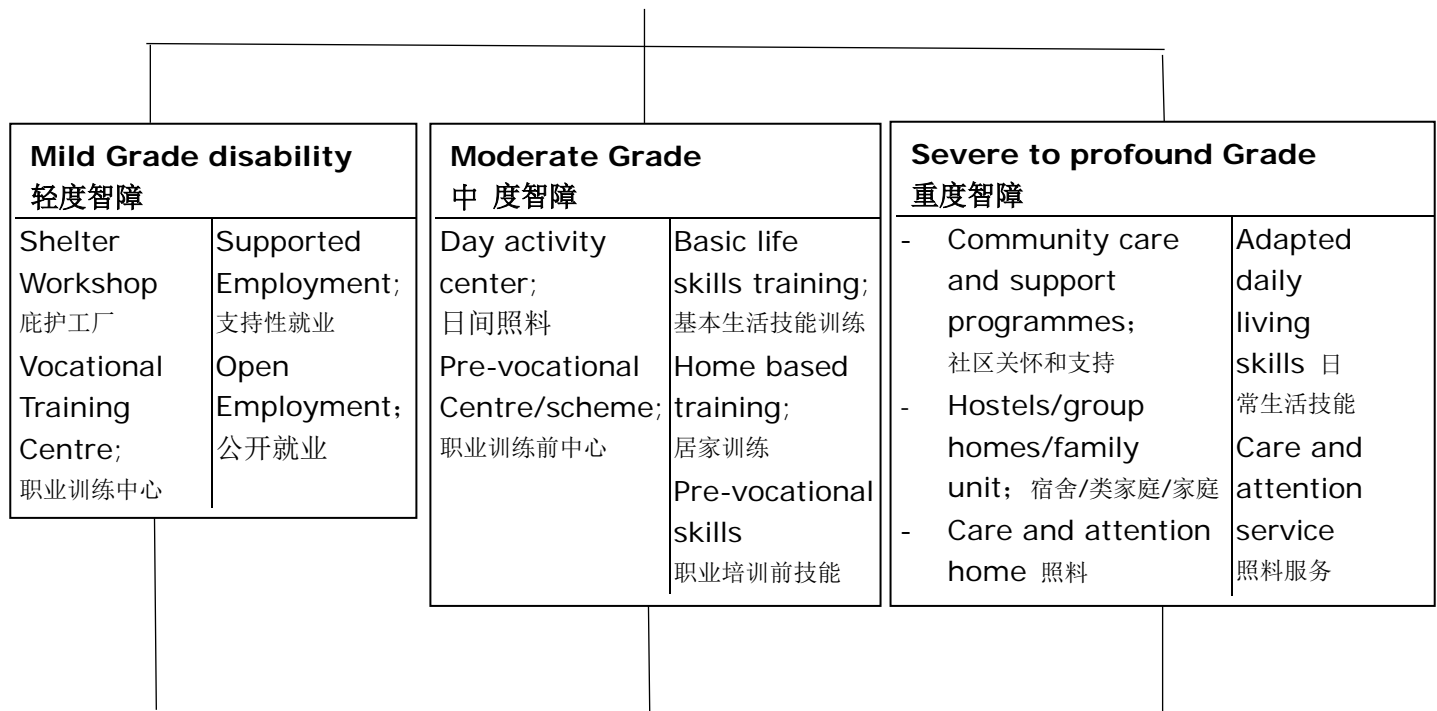
- Refer to recommendations by the evaluation team and organize a participatory workshop for planning of next 3-5 years of the project including major stakeholders like YWCA, NDPF, Areopagos, **parents, NDCSA, CPDs and community** etc. It is important to identify possible local resource as much as possible to ensure the project can be fully sustained by the end of the second phase in terms funding, technic, human resource etc., such as resource from DPFs at all levels and community etc. 参考评估建议，组织项目主要利益相关方，包括青年会、残联、亚略巴谷、**家属**、托养协会以、托养机构代表、社区代表等，讨论项目未来 3-5 年的计划。特别是要在计划过程中有效动员来自残联、社区等当地资源，以促进项目在未来 3-5 年中在资金、人力、技术、管理等方面实现完全的可持续发展；
- Following the principle of SMART to set up indicators of project plan. 根据 SMART 原则，制定项目后续计划中各项指标。
- In the past 4 years, through the project, experienced expertise from Hong Kong, Taiwan, other cities in mainland China, and local universities were mobilized to provide training and technical support to the project. but systematicness needs to be improved. Fu Hong Society has more than 30 years' experience in service and care for persons with intellectual disability, they have provided opportunity for study tour in Hong Kong. It is helpful for YWCA/NPDF to establish cooperation with organizations like Fu Hong Society, which can provide systematic technical support including capacity development for centers, intensive study in Hong Kong, organizational development, training curriculum development, volunteer management etc. 在过去四年的项目实施过程中，很多来自香港、台湾、省内及当地大学的专业人员应邀对项目提供了支持，包括培训、对慈恩中心提供技术指导等。但系统性需要提高，建议项目与类似香港扶康会这样的机构合作，为项目提供持续、系统的支持，包括能力建设、香港的学习、机构发展与管理、培训课程开发、志愿者管理等。

2.2 To further improve capacity of centers in Nanjing 进一步提高南京市残障托养服务机构能力

Currently, there are 121 CPDs in Nanjing, there may be more in the future, so, to further improve their service and management capacity through establishing an a well-functioning support system is important for sustainable development of those centers. 南京目前有 121 家残障托养中心，未来可能还会有新的中心建立，因此，通过建立有效运作的支持系统，进一步提高托养服务中心的服务和管理能力，对促进其可持续发展极其重要。

- It is important for each center to have a clear identification on service positioning and target users so that capacity can be developed accordingly in a systematic way. The following is the illustration of objectives of different target groups 每个机构应对其服务和目标群体有明确的定位，以便对机构进行相应的、系统的能力建设，下图是不同程度智障者的工作目标：

<p>Service Positioning of center 托养中心的服务定位</p>



Based on service users to decide:
根据服务对象确定

- Operation model 运作模式
- Human resources development need 人员发展需求
- Knowledge and skills 所需的知识和技能

A technical/resource team to support each center 建立一个对中心提供支持的技术/资源团队:

- Training curriculum and material development 开发培训课程和材料
- Training 提供培训
- On-going support 提高持续的支持

- Community Inclusion should be the goal of each center. In order to reach this goal, each center should work along this direction and formulate specific objectives at individual, family and community level. The following is objectives of each level. 社区融合应该是每个中心的工作目标，每个中心的工作应该以指此為服務方向，為智障者、他们的家庭和社區工作訂定明确的目标，具体如下：



- In order to devise the above, it is suggested to develop and train a core management and professional resource team in Nanjing to facilitate the development CPDs. Select suitable persons as delegates to Hong Kong for 1-2 weeks intensive study on service management and supervision, then to implement what they have learnt in local context. Capacity of the core team can be gradually improved to be trainers, to participate in training course development and to provide technical support to centers etc. This needs a systematic plan and close follow up. 为了开展上述工作，建议培训一个核心的管理和专业团队，以推动和促进南京的残障托养服务中心的发展。选择合适的人员，到香港进行 1-2 周的深度学习，并将所学的东西与南京的实际情况相结合实施运用。该核心团队可以通过逐渐的能力建设，成为南京的培训师资、技术和管理资源、培训课程设置等。為建立此核心团队是需要有系統的計劃及緊密的跟进。
- Training of trainers (TOT): To identify potential management and professional trainers from different centers, and to train them to be trainer. 师资队伍培训和能力建设。识别来自各康复中心有潜力的管理和技术，逐渐培训他们成为师资，并对他们在实践过程中出现的问题进行持续跟进和整合，以形成更有本土特色的师资训练体系。
- **To work with NDCSA and universities like Nanjing Special Education University** to develop systematic training curriculum and material with clear objectives, topics, target groups, monitoring of training outcomes and qualification of trainers etc. 与托养服务协会、**南京特师等高校等机构**一起开发系统的培训课程。包括培训目标、内容、适合对象、培训效果监控评估、师资等。
- To improve relevance of needs/roles of trainee and training topics/contents. 培训内容与学员的需求结合需要进一步加强。
- Demonstration model: It is valuable to having some real service models in Nanjing with its services to be demonstrated for the learning of different centers,

i.e. to build and develop a center with its niche to cater for persons with different grades of intellectual disability. If this is not possible, the project can select a few well-functioning centers to demonstrate services for different people, e.g. have HoG to demonstrate service for persons with mild disability, to have Fangzhou to demonstrate services for severe disability. 發展服務示範點。發展重點服務單位成為示范中心，供其它中心学习和借鉴，例如发展一間中心擁有特別重點服務，可以为不同程度智障者提供服务的示范中心。如果做不到，也可以选择少量运作良好的中心展示他们各自不同領域的扭相關服务，如发展慈恩中心成為示范轻度到重度智障者服务，发展方舟作為示范重度智障者服务。

- Include training for administrators and teachers in work of NDPF and CPD Association, ideally, funded by NDPF and other local resources. 将对各中心的管理和技术服务纳入市残联和市托养服务协会的工作或培训任务，最好由残联的经费支付。

2.3 Improve capacity of parents 家长能力提升

Parents are eager to know more people who have same experience and share their concerns and interests, while expecting experience sharing, they also expect to have a platform that they can express needs of their children and advocate for them, thus, it is necessary to continue the development of parent groups/associations. 作为同路人，家长们都渴求在复康路上能认识更多同行者，他们之间已存在共通的积极性，他们期望可以在交流经验之余，在认可的平台，为智障孩子表达和寻求更适切的需要。因此，继续加强家长委员会的建设。

- To train facilitator to help to formulate parent groups/associations, including capacity to identify the common interest of parents and build parents' capacity. 培养有经验推动家长组织建立和发展的人，包括如何识别家长共同的兴趣、对家长进行能力建设等)。
- It is indeed necessary to continue to motivate parents and to unite those who have same interests together, to improve parents' capacity through training to achieve ultimate goal of self-management and development. 诚然，家长的积极性需要继续开发，以共同兴趣凝聚同行者的参与，设培训以培养家长的能力建设，最终以实现家长组织的自我管理和发展。
- There are a lot of parent organizations in mainland China, it will be useful to build up some exchange and learning with them. 国内有很多地方开始在成立家长会，可以同他们建立交流和学习。
- To define roles of parents and to build their capacity accordingly. It is necessary to further motivate parents so that they can provide mutual support to each other and can actively advocate for their children (**advocate for policies, resources and changes of public attitudes etc.**). 进一步强化家长的角色，进一步开发家长的主动性、互助性和倡导能力(**政府资源、政策、公众态度等**);
- To strengthen the link between center and parent for mutual support. 加强机构与家长之间联系，形成家长和机构之间相互支持，相互维护的关系。
- To improve participation of fathers. 动员父亲的参与。
- To motivate other family members beside parents, such as brothers and sisters 开发父母以外的其他家庭资源，包括兄弟姐妹等。

- To encourage parents to advocate to the public with their own resource to increase the awareness and acceptance of society to persons with intellectual disability. 继续鼓励家长利用自身资源，推动大众对残障群体的认识与接纳，倡导一种关怀社会的价值理念。倡导政策。
- As care-taker, parents understand best the need of their children and they are the best persons to express those needs on behalf of their children, therefore it is important to empower parents to do so. 家长作为智障孩子主要的照顾者，家庭照顾者可以是最能了解他们的代言人，家长可以反映智障孩子的身心需要与服务素求。

2.4 Volunteer 志愿者

- Establish mechanism and system of volunteer management and training. Set up network of volunteer. 建立志愿者的管理和培训机制。构建志愿者的网络，
- Each center should have its own stable volunteer team. 托养服务中心需要学习培养自己的义工团队。
- Disability field also needs volunteer with professional background, volunteers can be categorized based on his/her background and needs of organizations, such as policy advocacy, services, management etc.), it is also helpful to have incentive mechanism. 残障服务领域需要更多较为专业化的志愿者，可将志愿者根据专业和机构的需求进行分类（政策倡导类，机构服务管理类，提供具体服务类）管理，并完善激励机制。
- Support YMCA/YMCA to develop model of volunteer management system as demonstration for other organizations in Nanjing 青年会建立志愿者管理机制，成为其他机构的示范。

2.5 Improve public awareness 提高公众意识

- To improve frequency and opportunities of social participation of persons with intellectual disability, such as talents and skills demonstration, performance etc. encourage the inclusion of persons with disabilities and without disability, to build up inclusive social value. 继续加强智障者社会参与的机会和频率，创造合作平台，如展艺、文娱项目，鼓励伤健共同参与和协作，建立伤健共融的社会价值观。
- Mobilize more media to publicize activities on social inclusion of persons with intellectual disability to improve recognition of the public. 继续利用更多媒体的力量，宣传和展示伤健共融的活动，增进社会人士对残障人士的认同。
- The public performance is well recognized locally, to think about the possibility of being taken over by NDPF to be sustainable. 公益演出得到当地广泛的认可，可以考虑由市残联接手成为其年度演出，实现该项活动的持续发展。

2.6 Persons with severe disability

Currently, most of centers including HoG can only accept persons with mild and moderate grade of mental disability. There is a need to provide service to person with severe disability in Nanjing. In the second phase of the project, it is

suggested that YWCA may discuss with NDPF and other centers on how to include these group of persons into services, e.g. include them in community outreach services? 目前包括慈恩在内的机构接受的主要是轻中度智障者，重度智障者的服务有待提高。在下期项目中，与残联、托养服务中心等探讨如何将重度智障者纳入服务。

3. Recommendation to HoG 慈恩托养服务中心

3.1 Service 服务方面

Currently, HoG is providing day care and training for persons with intellectual disability and has built its own foundation system. Under the existing mode of operation, it has developed a package of services including assessment for service users, case management, training approaches and process, parents' development and community participation/inclusion etc. Most of the service users have been found with good enhancement in personal capacity through training. HoG has got files of case recordings, but there is no apparent systematic training assessment and mechanism particularly, the vocational assessment of the service users. Moreover, there is no link between vocational training and market survey on demand for their services. The followings are suggestions for further improvement. 慈恩中心现时提供的日间训练，从服务使用者的评估、个案管理、训练模式、服务流程、家长发展、社区融合等、大致已形成一操作基础。大部份学员从训练学习中达致个人能力的提升，效果亦算显著。中心有个案记录，但缺乏系统的评估与训练机制、缺乏学员的工作能力评估，社会的需求和工作训练还没有建立联系。可以在以下方面进一步提高。

- **Service positioning:** to clearly define HoG's service positioning and target of service users. 服务定位：慈恩需要明确自己的服务定位和服务对象。
- **Competency based training:** In training aspect, it has left space for improvement on the service assessment and case management. HoG is advised to consider choosing an individual assessment system which is recognized internationally and introducing a systematic training approach named as "Individualized Training Programme" to be adopted in the center. It helps to initiate an objective based and efficient training plan for each service user. For case management, it is important to create comprehensive filing for each service user including their needs on physical and mental status, individual training, family support and social participation. 在本位训练上，服务评估及个案管理这两部份着实留有空间可作积极发展，可考虑参考国际认可的个人能力评估导向，引入系统化的个人训练计划(Individual Training Programme) 概念和方法，为个别服务使用者订立以目标导向/效能统合的训练计划。在个案管理上，可为个别服务使用者建立专门档案，整合个案在身心状态、训练需要、家庭支援和社会参与各方面的需要。
- **Basic services:** To consider strengthening supportive employment for service users and collaborating with market/society situations. The provision of vocation training should include pre-vocational assessment, follow-up support to employed persons. 在基础服务方面，可考虑加强对服务使用者的工作能力培训，结合社会需要，发展系统性的支持性就业服务，包括安排就业前评估培训，走访陪伴支援、跟进已就业的学员和后续支持。

- **Community inclusion:** To introduce and initiate more community activities be held in HoG and further strengthen its connection with community networks including volunteers, civil society organizations etc. To promote the residents with more understanding about the services of HoG and the persons with intellectual disability through their participation on community inclusion activities. 在社会融合方面，中心的活动可引进社区元素，加强中心与社区的接触，包括发展义工、连结社区团体，举办更多的社区共融活动，展示更多智障者的讯息，让社区人士通过多种渠道对慈恩中心有更深切的认识。
- **Community outreach service:** In aspect of service positioning, HoG can consider developing outreach service. Due to limited space, HoG can only accommodate 20 service users at the moment. For future direction, HoG can think of a strategy to actively extend its service from center to community. In service conception, HoG may fully utilize the resources to expand its service from day care center to community based service on reaching a higher goal and better social inclusion effect. In actual practice, the center can send experienced staff to nearby urban or rural areas to provide services to those can't access any training service, to encourage participation of family member/care takers, and to provide continuous training through community outreach approach. 在慈恩中心的发展定位方面，可以考虑开展社区外展服务。慈恩中心受场地等限制，只能容纳 20 名左右的学员，可以考虑可考虑作更积极的服务延伸，结合中心基础服务，将服务覆盖面从日间训练发展到社区复康，争取更扩阔的目标，达致社会融合。结合中心基地既有的系统培训，派出经验员工，到附近城乡接触未能参与训练的大龄智障人士，鼓励家庭照顾者的参与和支持，以外展到点方式，提供持续的训练。
- **Release burden of parents:** Parents of HoG expressed that they have already felt very tire to shoulder the big burden by taking care of their children with intellectual disability. Thus, it is necessary for HoG to think of supportive services of this aspect, such respite care. It is suggested that while providing training and support to parents, HoG may consider organizing parental education for the parents i.e helping them to form parents' support groups. The support group helps them to gain opportunity on exchanging their experiences regularly, to encourage mutual support among them and to help them express the needs on behalf of their children. 慈恩中心的家长代表曾表达陪伴子女在复康途上感到疲惫。故此，慈恩中心在这服务范畴也有加强的必要，如喘息服务。在为家庭提供辅导和支持服务时，也建议组织家庭成员聚会，定期分享训练经验和成果，鼓励互相扶持，甚且可以为智障子女发声，为他们道出需要。
- **Supervision system:** If the plan is being actualized to expand service from center to community and to strengthen community inclusion, HoG needs to introduce a professional and systematic concept and method. In view of that, it is necessary to have professional supervisor who has good understanding on rehabilitation and is able to provide on-going support to staff of HoG. **Current, HoG has supervisors, but no systematic mechanism.** 若从单一训练中心发展至社区共融基地，慈恩中心需要引进专业和系统性的概念和工作手法。所以，引入对复康服务有深切认识的专业督导，持续对慈恩中心的全工进行指导和支持，是确切有需要的。**目前慈恩有督导，但没有系统的机制。**

- **Location:** If there is a possibility on service improvement, it is suggested to find a bigger place so that the center can organize more activities in various aspects and scales. 如果有可能，寻找更大的地方，以便中心能开展更多活动。

3.2 Human resource and organizational development 人员和机构管理

- To improve stability of personnel 提高人员的稳定性;
- To Improve admin and management capacity 提升机构行政和管理能力;
- To continue to improve capacity of professional staff. Currently, there are records of training for service users, but lack of systematic assessment. 继续提高员工的专业能力：目前有训练记录，但缺乏系统的评估(去年开始);
- Establish systematic and stable technical support 建立对机构持续、稳定持续的技术支持实施。

3.3 Supportive employment 支持性就业

- **Sustainable development of Truls Eco Farm:** The original plan for Truls Eco-farm was to provide job opportunity for persons with intellectual disability, but it turned out to be a training facility since service users only wanted to have short experimental training there. Thus, it is necessary for YMCW to re-define the purpose and function of the Garden. Besides the current services for persons with intellectual disability, it can be expended to other people including persons with non-disability, e.g. develop it as natural education base, which can further strengthen inclusion. YWCA can think about cooperation with schools, Youth Federation, Women's Federation etc. 田利斯的持续发展：田利斯的运作模式需要进一步确定，除开展常规服务以外，还可以将其拓展为残障人士自然教育基地，并进一步吸引非残障人士的参与，促进残健融合；青年会可以考虑同学校、共青团、妇联等合作。
- To improve the system of supportive employment through better link training and needs of society, including capacity assessment, market and follow up etc. 系统的支持性就业体系，促进机构与社区的结合（就业市场调查、就业能力评估、跟进）；
- Currently, there is a need to develop professional service and intervention approaches for adults with disabilities, it is important to further deepen current service and gradually built up a new rehabilitation model by well combining therapy of life skills, arts and sports so as to promote it in cross-disciplinary areas. 目前针对大龄残障人士的康复尚且缺少更专业的干预提高技术，可进一步将机构已有的服务项目深化，并逐步探索一套基于生活治疗、艺术治疗和运动治疗基础之上的新康复模式，以实现跨区域推广的目的。
- To strengthen cooperation with relevant organizations and enterprises to develop products, which are suitable persons with disabilities to participate in design and produce. 机构在产品项目开发方面，还可继续加强与社会团体的合作，开发更多适合残障人士参与设计、生产的产品。

Section 6 - Appendix 附件

Appendix 1: Organization list of training of management and professionals 管理和专业培训机构名单

Management 管理人员	2013	2014	2015	Professional 专业人员	2013	2014	2015
NDPF 南京市残联	2	3		Ningxin CPD 宁馨阳光家园		1	2
Xuanwu District DPF 玄武区残联	1	1	2	HoG 慈恩托养服务中心	3	2	
Qinhuai District DPF 秦淮区残联	2	1	2	Welfare center of Jianye District 建邺福利院	1	1	
Jianye District DPF 建邺区残联	1	1		Day Care Center of Pukouqiao sub-district 浦口 桥街道日托	1		
Shahe sub-district of Jianye District 建 邺区沙河街道残联	1			Qilin sub-district CPD of Jianye district 建邺区麒麟街 道残疾人托养中心		1	
Xinlong sub-district of Jianye district 建 邺区兴隆街道		1		Nanshanyuan CPD of Jianye 建邺区南山园残疾人托养中心	1		
Mochouhu sub- district of Jianye district 建邺区莫愁湖 街道残联			1	Jituo CPD of Xinglong sub- district of Jianye district 建 邺区兴隆街道积托托养中心		1	
Nanyuan sub- district of Jianye district 建邺区南苑街 道残联			1	Tiancheng Art Center of Jianye district 建邺区天成艺 术中心凤栖苑原生艺术工作室			1
Gulou district DPF 鼓 楼区残联	3	3	2	Day Care Center of Jianning Road 建宁路日托	1		
Zhongyangmen sub-district 鼓楼区中 央门街道	1	3		Fangzhou center for persons with intellectual disability 方舟启智中心	2	1	2
Huaqian sub- district Gulou district 鼓楼区华侨街 道		1		Work therapy center of Qinhua district 秦淮精神病工 疗站	1		
Fenghuang sub- district of Gulou district 鼓楼区凤凰街 道		1	1	CPDof Qinhuai district 秦淮 区残疾人托养中心		2	2
Rehe subdistrict 鼓 楼区热河路街道		1	1	Aixin CPDof Ninghai 宁海爱 馨托养中心	1		
Jiangdong sub-			1	Boai Qinshan CPD 博爱勤善	1	1	

district of Gulou district 鼓楼区江东街道残联				残疾人服务中心			
Yuhuatai district DPF 雨花台区残联	2	2	1	Longpao sub-district DPF of Liuhe district 六合区龙袍街道残联		1	
Banqianxincheng sub-district of Yuhuantai District 雨花台区板桥新城残联			1	Liuhe Sunshine sheltered workshop 六合阳光庇护中心	1		
Banqian sub-district of Yuhuatai district 雨花台区板桥街道残联			1	Sunshine home of Liuhe district 六合区阳光安养庇护中心			1
Qixia district DPF 栖霞区残联	1	1	2	Bo Ai CPD 博爱安养庇护中心	1		
Jiangning district DPF 江宁区残联	1	1	1	Huofenghuan CPD 火凤凰残疾人托养中心	1		
Lukou district DPF 江宁区禄口街道	1			Houzhaimen CPD 后宰门残疾人托养中心	1		
Tangshan sub-district of Jiangning 江宁汤山街道	1			Yinxin CPD of Gulou district 鼓楼区银杏托养中心	1		
Chunhua sub-district of Jiangning district 江宁淳化街道	1			Fenghuan CPD of Gulou district 鼓楼凤凰安养中心			1
Hengxi sub-district of Jiangning district 江宁区横溪街道残联			1	CPD of Hongshan sub-district 红山街道残疾人托养中心	1		
Chunhua Community CFPWD 江宁区淳化社区托养中心			1	CPD of Pujiang sub-district 江浦街道残疾人托养中心	1		
PUkou district DPF 浦口区残联	1	1	1	Yongning sub-district CPD of Pukou district 浦口永宁镇残疾人托养中心	1		
Pancheng sub-district of Pukou district 浦口区盘城街道残联			1	Dingshan sub-district DPF of Pukou district 浦口区顶山街道残联		1	
Liuhe district DPF 六合区残联	1	1		Xingdian sub-district DPD of Pukou 浦口区星甸街道残联		1	
Yeshan sub-district of Liuhe district 六合区冶山街道残联			1	Yanjian sub-district DPF of Pukou district 浦口区沿江街道残联		1	

Longchi sub-district of Longhe district 六合区龙池街道残联			1	Sunflower CPD of Pukou district 浦口区太阳花残疾人互助乐园			1
Dachang sub-district of Liuhe district 六合大厂街道残联			1	Tangquan sub-district of Pukou district 浦口区汤泉街道残联			1
Huagongyuan sub-district 化工园区残联	1	1	1	Taishan sub-district CPD of Pukou district 浦口区泰山街道残疾人托养中心			1
Lishui district DPF 溧水区残联	2	1		CPD of Qixia sub-district 栖霞街道残疾人托养中心	1		
Hengyu day care center 溧水区恒宇日间照料中心			1	Yihe elderly center of Qixia district 栖霞区颐和老年康复护理中心		1	
Gaochun district DPF 高淳区残联	1	1	1	Qixia district CPD 栖霞区阳光家园残疾人托养中心		2	1
Employment department of Gaochun district 高淳区就管所			1	Yueyuan CPD of Qixia district 栖霞区悦园残疾人托养所			1
YWCA				Qinhuan service for persons with disability 秦淮残疾人服务中心	1		
Fenghuang Anxin CPD 鼓楼区凤凰安养中心		1		Qinhuai Bording center 秦淮寄宿中心	1		
Ningxin CPD 宁馨阳光家园	1		1	Honghua sub-district CPD of Qinhuai district 秦淮红花街道残疾人托养服务站		1	
Najing Welfare Foundation of Persons with Disabilities 南京市残疾人福利基金会			1	CPD of Yuhua district 雨花残疾人托养中心	1	1	
Yili City DPF 伊利市残联办公室			1	Meilida day care center 雨花梅利达残疾人日托中心	1		
Jiefang Road DPF of Yili City 伊利市解放路残联			1	Banqiao Yongan CPD of Yuehua district 雨花区板桥永安残疾人托养中心		1	
Sunshine Home of Yili City 伊利市解放路阳光家园托养中心			1	Saihongqiao CPD of Yuhua district 雨花区赛虹桥托养中心			1
				Ruihubokang hospital of		1	

				Yuhua District 雨花区瑞虎博康医院			
				Tiexinqiao CPD of Yuhua district 雨花区铁心桥残疾人安养庇护所			1
				Ruikang CPD of Gulou District 鼓楼区瑞康托养中心		1	
				Fenghuan CPD of Gulou District 鼓楼区凤凰安养中心		1	
				Yuanmeng CPD of Gulou District 鼓楼圆梦托养中心			2
				Amity CPD of Gulou district 鼓楼区爱德慈佑院			1
				Guxin CPD of Gulou district 鼓楼区鼓馨阳光家园		1	1
				Yongyang town CPD of Lishui district 溧水区永阳镇残疾人托养中心		1	
				Honglan town CPD of Lishui district 溧水区洪蓝镇残疾人托养中心		1	
				Lishui district special school 溧水区特殊教育学校			1
				Lishui district CPD 溧水区残疾人托养中心		1	1
				Jinniuhu sub-district of Liuhe district 六合区金牛湖街道残联		1	
				Henliang sub-district of Liuhe district 六合横梁街道残联		1	
				Sunshine home of Liuhe district 六合阳光安养庇护中心		1	
				六合区西厂门关爱残疾人托养中心		1	
				Changlu sub-district of Liuhe district 六合区长芦街道残联		1	
				Chengqiao sub-district DPF of Liuhe district 六合区城桥街道残联			1
				Zhuzheng CPD of Liuhe district 六合区竹镇残疾人托养			1

				中心			
				Mochou district CPD 莫愁残疾人康复托养中心			1
				Qingshan CPD of Gaochun district 高淳区青山残疾人托养中心		1	
				Hecheng CPD of Gaochun district 高淳去河城托养中心		1	
				Chunan community CPD of Gaochun district 高淳淳安社区残疾人托养中心		1	
				Gaochuan district special school 高淳区特殊教育学校			1
				Chengzhen CPD of Gaochun district 高淳区城镇残疾人托养中心			1
				Meiyuan Sunshine Home of Xuanwu district 玄武区梅园阳光家园			1
				Mingxin Child development center 玄武区明心儿童益智教育培训中心		1	
				Guli sub-district 江宁区谷里街道残疾人托养中心		1	
				Jiangning District CPD 江宁区残疾人托养中心		1	
				Rehu sub-district CPD 江宁区热湖街道托养中心		1	
				Renzhongren CPD of Jiangning district 江宁区人中人托养康复中心			1
				Ningxin Sunshine Home of Jiang district 江宁区宁馨阳光家园			1
				Xuanwumen sub-district CPD 玄武门街道托养服务所		1	

Appendix 2: Training curriculum 培训课程

Training Curriculum

2013		2014		2015		2016
Admin staff 管理人员	Professional staff 专业人员	Admin staff 管理人员	Professional staff 专业人员	Admin staff 管理人员	Professional staff 专业人员	Professional staff 专业人员
Laws and policies 政策法规		Laws and policies 政策法规		Disability service in Denmark 丹麦残疾人服务考察专题分享		Nationals standards of centers for persons with disabilities 托养机构的国家标准解读
Social work 社会工作		Social work 社会工作		Disability social work 残障人社工		Disability social work 残障人社会工作
		UNCRPD 联合国残障人权利公约		UNCRPD and service for persons with disabilities 从 UNCRPD 到托养服务		Fundraising of civil society organizations 社会组织筹款途径
Team work 团队建设		Team work 团队建设		Team work 团队建设		Team work 团队建设
	Counseling 心理咨询	CBR				Development of civil society organizations and social enterprises 社会组织及社会企业发展
	PT 物理治疗	Hong Kong SQS and application 香港 SQS 及运用		Standards of centers for persons with disabilities 托养机构规范化		Physical and mental characteristics of persons with intellectual disability 智障者的身心特征
	OP 作业治疗			Fundraising of civil society organizations 如何发挥社会组织开展众筹的途径和方法		UNCRPD and service for persons with disabilities 和托养服务
	Autism 自闭症		Case assessment and individual education plan 个案评估及个别化教育方案	机构内家长工作		OT for persons with intellectual disability 智障者的作业治疗（理论和实践）
	Special education 特殊教育		Special education 特殊教育		Individualized rehabilitation service 个别化康复服务	Individual plan for persons with disabilities 残障人个别化托养服务计划制定与管理

			Development psychology 发展心理学		System of case assessment and management 个案评估及管理 系统	Hong Kong SQS 香港 SQS
			Daily living skills 生活适应		Physical and mental characteristics of persons with intellectual disability 智障者身心特征	Language communication and non-language communication 语言与非语言类沟通
			Sheltered employment 庇护性就业		Counseling 心理辅导	Special education and relevant professional services 特殊教育及相关专业服务
			OT			Handle of emotions of persons with intellectual disability 智障者情绪问题处理
			Vocational training 职业训练			Parents work of institution for persons with disabilities 残障人托养机构家长工作
			Training of handcraft 手工课策划和实践			
			ST			
			Education method of service center for persons with intellectual disability 智障托养机构的教育方法			

Appendix 3 : Visit Ningxin Sunshine Home for persons with disabilities 附件 3: 参观宁馨托养服务中心

Ningxin CPD is co-founded by NDPF and Nanjing Service Center for Person with Disability. It is able to serve up to 60 service users. Ningxin is the best among centers the evaluation team visited in terms of qualification of staff and facilities. Ningxin serves primarily people with intellectual disability and autism. 宁馨阳光家园是由南京市残联和南京市残障托养中心合办的残障托养服务机构，可以容纳 60 名学员。在评估组所有参观的托养服务中心中，其规模最大、设施最好。中心目前主要接纳智力障碍者和自闭症者。

Besides from daily living skills training, Ningxin developed programs for vocational training and supportive employment, such as handcraft, online store vending, snail mail, and sheltered workshop. Ningxin has been cooperating with Renai Electronic Company and helped placed 20 of its service users who have intellectual disabilities in the company's sheltered workshop. These services users are able to be employed with stable income and social securities. 除了日常生活技能训练等托养服务外，中心还发展了劳动就业实训工场等辅助性就业，如手工艺品制作、网店销售、蜗牛信、庇护工厂等。其中与爱仁电器公司合办的庇护工厂，安置了近 20 名智障者，他们有固定的收入和社会保障。这些年轻人和非残障人一样享有就业的机会。

Ningxin is one of Nanjing Municipality's "Ten Key Programs on Citizen's Wellbeing in 2010" as well as CDPF's second batch of national "Sunshine Home" models. The director of Ningxin said "ordinary care services provide handcrafting trainings. Wage is distributed in accordance with number of handcrafts sold. This sheltered workshop is aimed to provide employment and stable income to people with intellectual disabilities and autists who had developed skills from previous trainings. 宁馨是南京市政府"2010 年度十大重点民生工程项目"，也是中国残联第二批全国"阳光家园"示范机构。中心主任说"普通的托养就是通过参加一些传统的课程班，让学生们学会一些手工艺活，然后根据销售情况拿计件工资，属于庇护性劳动。而实训工场则是对一些经过培训有一定水平的智障和孤独症患者，提供稳定的工作和收入。

Because of the unique services Ningxin provides, the fee it charges is higher than other centers, but parents of people with intellectual disabilities and autists are willing to pay because of the optimistic prospect users have as a result of the services. 因其特色服务，宁馨阳光家园的收费比其他机构高，但家长愿意支付。因为其相对较好的收入状况，员工对收入和发展空间都比较满意。

After visiting Ningxin center, evaluation team has scheduled a talk with Vice Director, Mr. LIAN Jie, Social Worker, He Guangmin, Financial Manager Weina Zhu. The following is the log. 参观完中心之后，评估组与宁馨的常务副主任廉杰、社工何广旻、财务管理人员朱维娜进行了座谈。以下是座谈的记录。

1. What did you learn from the training?在培训中你学到什么?

Lian: I was among the second batch trainees, but because of the working in the logistics, I was involved in the first and third training batch as well. I learned a lot from the training,

especially from the study tour to Hong Kong as we try to implement and localize Hong Kong's SQS. The first year's training, PT, OT, ST, etc., was too specialized, and exceeds trainees' understanding. However, the second and third year's trainings were adjusted to the need of trainees and other relevant topics were added, such as online marketing.

廉：我是第二届培训的学员，但因从事培训后勤工作，所以第一和第三期都参与了。我是学社工专业的。培训中学到很多东西，特别是香港的考察和参观，我们把香港的 SQS 与当地的情况相结合。第一年的培训太过于专业，PT、OT、ST 等，深度超出学员能理解的范围。第二年和第三年根据需求做了调整，弱化了太过于专业的内容，加入了互联网营销等更有针对性的课程。

He: I was among the third batch of trainees. We received intensive training, which produced better learning environment and outcomes. Courses were designed according to our needs, such as Case Management, which significantly enhanced my quality of work. I began to keep record of our services to gain a better grasp of the improvement of our service users as well as providing feedback to the parents. The systemic approach I learned from the training helped me a great deal. However, there weren't enough courses on autism. I went on a study tour to a autism center in Beijing, and found that our center was quite different from them. I hope there would be more courses on autism in forth batch of training.

何：我是第三期的学员，培训采取集中培训的方式，学习效果和氛围更好。课程很多内容都是我们需要的，如个案管理对我的工作有非常大的帮助，培训之后我开始在对每天的日常教育做记录，以此了解孩子的变化，也能给家长做反馈。这些系统对工作帮助很大。但课程关于自闭症的内容很少，我去年去北京星星雨学习，发现我们机构和他们的差别还很大，我希望第四期的培训能增加这方面的内容。

Zhu: I am an early staff of Ningxing. I witnessed the development of Ningxing. I was among the third batch of trainees. The study tour to Hongkong had offered me an opportunity to learn a model where care and rehabilitation are combined, and made me realize Nanjing's concept on service for persons with disability isn't good enough. Hongkong's regulation is more formalized. Even though their building is aged, it felt cozy like home. Our center is more like a hotel or office.

朱：我是宁馨最早的员工，见证了宁馨整个的发展过程。我是第三批的学员。香港的考察让我看到他们托养和康复相结合的模式。南京对托养的理解不对。香港的管理更为规范。虽然房子很旧，但给人有家的温馨感，我们的中心更像宾馆或办公室。

Through YWCA, we launched some outreach services. Service users and their parents were satisfied. We also learned from the Hongkong model and established Parent Committee, but its efficiency is yet to be improved.

通过青年会，我们可以开展一些外展活动，学员和家长们都很高兴。我们也借鉴香港的模式，建立了家属委员会，但运作还有待提高。

2. What was the most impressive thing from the courses?课程中印象最深的内容是什么?

He: Case management. Managing cases well provides many benefits to our work, let alone it can be shown to the parents.

何：个案管理。做好个案管理对后续工作带来非常多的便利，也有东西给家长看。

Lian: The training covered many topics including team building, case management, special education, psychology, and so on. They are all useful in our center. Although we might not be able to implement all of them, they broadened our horizon. The training is constantly adjusted according to the needs. The secretary of CFPWD Association took part in the training. I hope I could also become a trainer in the future.

廉：培训内容的多样性，覆盖很多内容，包括团队建设、个案管理、特殊教育、心理学、对中心都有用。虽然我们不能完全都使用，但能提高认识，扩大了视野。课程不断的根据需要在调整。托养协会的秘书长也参与了培训。我希望未来我也能参与培训。

3. What would you add to the training if it is conducted again? 如果再办培训，需要增加哪些内容？

He: Autism. There are many practitioners in Nanjing who received training, but lack of practices. They rely primarily on lectures on theories.

何：自闭症。南京很多从业者接受过培训，但缺乏实践经验，主要靠理论讲座。

Lian: Volunteer training. Ningxin has 500 volunteers, among them 100 come to help frequently. They provide care, serve, teaching, and help organize events. 95% of them are university students. Qualityed volunteers are rare.

廉：义工培训。宁馨在册有 500 人，常来的有 100 多人，做些陪伴、代课、帮助举办活动。95%都是高校学生。优质社工比较少。

4. Among things you learned from Hongkong, what would you apply to your center? 在香港学到的可以运用的东西

Standardized service procedure

服务流程规范

Person centered service

人性化的服务

The use of assistive devices

辅具的使用

Improvement of functional area (our center is like an office)

功能区规范（我们还像该办公楼）

5. What does standization means to you? 对你们来说规范意味着什么？

Using the model learned from Hongkong, adjusted to local situations, to create a standard. Shot a demonstrate VCD on our center.

有制度，借鉴香港的经验，结合当地的实际情况拿出一个标准、规范。拍摄一个 VCD 示范托养中心。

Learning from experience of the Hongkong Parent Committee, we organized several events. Yet managing was difficult and not yet reach self-management.

借鉴香港的家长委员会的经验，开展了活动。但管理起来还有困难，没有达到自治。

Details, such as file management, efficiency improvement etc.

细节，如文件管理，提高效率等/

Our concept is different as well. We focus majorly on caregiving and safety, but the

Hongkong model emphasizes personal development. Their service is more meticulous. 服务理念也有差别，我们主要还是在养和安全方面，而香港更关注的是个体的发展，工作更为细致。

6. Any plan in the future?未来的计划?

Lian: After working for three years, the institute assigned me a specific role and provided me with opportunities for skill building. We will improve our market development. We see opportunity for future growth. Without the Norwegian Program, we could not have the growth we achieved today.

廉：工作了三年，机构给了我明确的定位和能力建设机会。未来要加强市场开发。能看到未来发展的希望。如果没有挪威项目，不能有今天的发展。

He: Improve our services on autism.

何：做好自闭症，提高质量

7. What would you want to add in future study tour? 如果再有参观和考察机会，有什么希望?

We hope to deepen our understanding on Hongkong's experience and practice on services provided to people with intellectual disability. Our previous study tour was very short, and time didn't permit us to learn many that we hoped to learn.

希望能更深入的了解和学习香港在心智障碍托养服务方面的经验和做法。之前的考察只是蜻蜓点水，很多想学的东西没有学到。

Appendix 4: Visit HoG

附件 4：参观慈恩托养服务中心

With support of Huaqiao sub-district of Gulou district, HoG was established in June 2011, building was provided by sub-district committee. Currently, HoG provide day services to persons with mild to middle level intellectual and mental disabilities, to develop their physical and mental capability, social skills, family and community participation, leisure and entertainment. 慈恩中心在鼓楼区华侨路街道的支持下，成立于2011年6月，中心目前的场地和房屋由华侨街道提供。中心目前接受16-60岁的轻到中度智力和精神残障者，为他们提供日间托养服务，以实现其体能、智能、心理、社交、个人自理、家居自理、社区自理、休闲娱乐等方面的潜能发展。

HoG has clear mission, i.e. improve capacity of persons with disability so that they can fully participate in society. HoG has strategy of helping service user and their family to have beautiful life to realize its mission. 慈恩中心有明确的使命：即提高智障人士的自我管理和社交适应能力，帮助他们融入社会，参与社会。中心通过帮助智障者及其家庭获得美好人生的工程的策略实现其使命。

The team of HoG includes a director, a vice director, 2 managers, a special education teacher, 1 internship, 1 logistic staff and 1 volunteer. One staff has long experience, one staff just obtain social work certificate and one staff has special education qualification,

one staff has certificate of community based rehabilitation and sign language. 目前的服务团队包括主任 1 人，副主任 1 人，主管 2 人，教职员工 1 人，实习生 1 人，专职义工 1 人，后勤 1 人。其中，有一名主管有多年托养服务经验，一名老师已取得助理社工证书，一名老师特教专业毕业，并取得社区康复师证书和手语证书；

HoG has 17 service users, of which, 12 male and 5 female. 11 person with intellectual disability, 4 person with mental disability and 2 have multi-disabilities. 目前中心登记在册的学员有 17 人，其中男性 12 人，女性 5 人；智障者 11 人，精神障碍者 4 人，多重残障者 2 人。

Activities of HoG 中心开展的活动包括：

- Teach sing by parents 家长教唱歌；
- Organize birthday party for service users and make birthday cake to share with parents 组织生日会，带领学员做蛋糕，与父母分享蛋糕，感恩父母；
- Provide services by volunteer from international church every Thursday. 每周四国际礼拜堂的志愿者会到中心开展服务；
- Teach drawing and painting by teachers from Nanjing Art College 学员绘画艺术展：请南京艺术学院的老师提供支持；
- Organize various outdoor activities to help service users to get to know the environment where they are living and to include in the society, such as knowing the city, joy walking, performance for the elderly and so on. 学员户外俱乐部（认识生活环境、融入社会），包括认识南京、行走的力量、给老人表演等；
- Happy sports: cooperation with a sports agent in Nanjing to guild service users to do exercise every week. 快乐运动：与南京一家体育运动机构合作，指导学员开展健身运动；
- Baking: Teach service user to do cookies, cakes etc. 面点微工厂：开发了很多面点产品，如曲奇、巧克力蛋糕等；
- Provide training on handcraft 手工训练；
- Community service 社区服务；
- Second hand shop provides job for 2 service users 二手店为学员提供庇护性劳动岗位，目前安置两名学员。
- Shopping: let service users know the function of supermarket in the community and how to use community resources, improve social skills of service users, learn to use money. 让学员认识和了解社区内的超市及功能，鼓励学员使用社区资源，学会社区资源使用的社会规则，为学员创造更多社会交往的机会，提高学员的社交能力。银行职员也参与交给学员识别钱，建立钱的概念和意识，学会使用钱；
- Publicity: Create opportunity for service users to express themselves 创造学员和家长的表达的机会；
- Eco-farm: Provide living skill training for persons with intellectual disability in Nanjing 面向南京市所有智障人士及家长、托养中心开放、主要用于智障人士生活能力培养。

Parents work 家长工作

- Formulated rules for parents committee in July 2013 2013 年 7 月开始制定慈恩家长会制度；
- Provide training to parents 也给家长提供培训（去年的个案培训，家长也参与）
- Keep good communication with parents on the training progress of their children 与家

长进行个案沟通。

- Invite parents from other centers to share experience 也请其他几个成功的家长到慈恩分享经验
- Organize activities for parents and service users together 亲子活动

Facilitate the exchange and cooperation of centers 推动机构交流

- Before the project, there was no much exchange and sharing among centers/organizations 在项目以前，机构之间缺乏往来。
- HoG regularly organize parties to involve staff and service users from other centers which strengthened the connection among centers 慈恩会定期的开展联谊活动，邀请其他机构参与慈恩的活动，不仅增进老师之间的交往，也增进学员之间的交往。很多学员在其他机构都有好朋友。

Referral 转介

So far, 7 persons were referred to other centers or for employment 到目前为止转介了 7 个人

- One was referred to learn painting 一个转去天成画画
- One was referred to sheltered workshop 一个到宁馨就业（电缆）
- two were referred to a restaurant or washing dishes 一个到餐厅洗碗
- 2 were referred to second hand shop 两个到二手店工作
- 1 was referred to supermarket 苏果搬运。

There are case records, but lack of systematic assessment and training mechanism. There is no link between training and need of market. There is no follow up and assessment for service user. 中心有个案记录，但缺乏系统的评估与训练机制、缺乏对学员的工作能力评估，社会的需求和工作训练还没有建立联系。对转介出去的学员没有跟进和评估。

There is monthly parent activities, but parents are passively accept service provided by the center. 每个月都有家长活动，但家长是被动参与和接受中心的服务。

The center pay a lot of attention to special education, for young and adult, it should focus on training. 机构还是以特教为主，对于大龄和成年人，应以训练为主。

Community participation should be strengthened 社区的参与不够

Supportive employment was just started 支持性就业才刚开始。

HoG participated in a lot of community service and is recognized by society. HoG can do more, such as formulate volunteer team to provide service to elderly people etc. 做了很多公益活动，让社会认同慈恩，方式很好，也取得很好的成果，但作为中心，但可以做得更深入一些，把我们的学员组成义工队，到老年院、监狱等地开展公益活动，送温暖。把学员的爱心分享出去。

Appendix 5: Interview teachers of HoG

附件 5: 与慈恩中心老师座谈

Participants: Mrs. Cheng, Mrs. Wang, and Mrs. Pan 参与者: 陈老师、王老师和潘老师

1. 请大家做个自我介绍及为什么来慈恩? Self-introduction and why come to HoG?

Mrs. Cheng: joined HoG in 2012 when HoG just started, initially, I worked as volunteer, at that time, there were only two staff and 1 volunteer to serve about 10 service users. Due to low payment, it was very difficult to keep staff and many staff left. The current team is highly motivated. My daughter had virus meningitis and had coma or almost 50 days, when she got her consciousness back, my husband and I had to train her from very basic living skills like eating. During my daughter's rehabilitation, we received support from my people through community, finally, my daughter fully recovered, she finished her high education. I accumulated a lot of practical experience through help to my daughter and I wanted to pay back to the society by using my skills and knowledge.

陈老师: 2012 年来到慈恩中心, 开始是志愿者。刚开始来时机构刚成立, 感觉师资力量薄弱。那时候两个老师加一个志愿者, 有十多个孩子。工资待遇低, 难留住人, 很多老师都离开了。目前的团队很有凝聚力。我因为女儿患病毒性脑炎, 昏迷 50 多天, 植物人。待她醒来, 所有的东西都要从头教, 包括吃饭时的吞咽等, 在那个过程中, 通过社区的支持, 我们得到很多帮助, 我的女儿得到很大的好转, 大学毕业工作了。我希望能回报社会, 将自己的经验用于帮助那些需要帮助的人。

Mrs. Wang: I was a sales person of cosmetic product, in 2009, I got to know a volunteer organization and I got great interest in social work and jointed that organization as volunteer, I joined HoG last year. I believe everyone has a very soft part in their heart, I feel so blessed that my heart was touched. My income now is much less than as a sales, but my life is more meaningful.

王老师: 我是化妆品销售, 后来偶然结识了一个义工组织, 于 2009 年开始做义工, 之后去一个残障机构做老师, 去年加入慈恩。每个人内心都会有一个最柔软的地方, 很感恩, 我的那部分被触动了, 虽然做社会工作收入比原来少, 但很有意义。

Mrs. Pan, my previous job was children's potential development, I just joined HoG recently and I am happy that I can work with HoG to help developing potential of persons with intellectual disability and to release their families' burden. I do believe that persons with intellectual disability have potential, we just need to provide appropriate training to them. My education background is special education, so persons with disability is not new for me.

潘老师: 我以前是做儿童潜能开发的。我最近加入慈恩, 我很高兴能在这个机构, 开发孩子们的潜能。有智障孩子, 是家庭很大的负担。我相信智障者有潜能, 只是需要更多的开发和累积。我在大学学习的是特殊教育, 对残障群体不陌生。

2. 你期待孩子的目标是什么? 你们觉得目的达到了吗? What are you expectations to service users? Do you think your expectations have been achieved?

Mrs. Pan: can take care of themselves. Most of our service users have improved level of independence. Independence brings more happiness and freedom.

潘老师: 生活自理。我们很多非残障的孩子生活自理能力都有很大提高。自理能带来更多的快乐和自由度。

Mrs. Wang: My basic expectation is they can take of themselves, ideally, I hope they can be fully participate the society. When their parents are getting old, they can express their own need and can live with dignity. I also hope that the acceptance of the society to persons with intellectual will be improved with our efforts.

王老师：基本期望是生活自理，理想的是走入社会。等父母老了，他们能表达自己的需求，能有尊严的活。我们也希望通过努力提高社会对智障者的接纳度。

Mrs. Chen: When my daughter was sick, I was so afraid of her future when I am getting old, at that time, doctors told us that we should not have too much expectations to our daughter, luckily, my husband and I did not give up, my daughter could fully recover and she can live independently now. We should do the same for persons with intellectual disability and set goals for their training and make improvement step by step.

陈老师：在女儿生病的时候，我很担心，也很害怕，女儿连笑都不会，以后我走了以后她怎么办。那时候，医生告诉我对女儿期望值不能太高，但我和老公没有放弃，而是从教女儿笑开始，一点点训练她。我每天买三分报纸，专拣开心的内容念给女儿听。不停练习，最后女儿康复了、自立了。对智障者也一样，我们要对他们有目标，不断提高。

3. 你们现在的工作能帮助他们达成上述目标吗? Can you work help service users to reach those goals?

Mrs. Pan: some of our service users could do nothing when they joined HoG, we trained them from washing dishes and well combine their physical exercise and daily training so that they capacity can be improved gradually.

潘老师：我们有学员刚来的时候，什么事都不会做，我们教会她洗碗。我们还要坚持要求他们一直做。把身体训练与他们的日常工作融在一起。我们甚至分解每个工作的步骤，以逐步训练学员的能力。

Mrs. Wang: we have been exploring effective training methods. Parents tend to over protect their children at home and do not give opportunity to their children to do things. I think we should stick to goals.

王老师：我们不断的在摸索。很多孩子在家里都是由父母包办，父母不给孩子机会。家长剥夺了孩子的能力。我认为要坚持目标。

Mrs. Chen: in the beginning, there were a lot of things were done by service users together, those who had higher capacity got more opportunities, then, we provide training based on each service users capacity and trained them from simple things for those who had lower capacity, we saw progress within one week.

陈老师：刚开始的时候，很多事情是学员们一起做，能力差学员得到锻炼的机会不多。我们就把学员按能力分级，分别教，从最简单的部分开始一步步教，一周就看到效果。

4. 你们觉得孩子们有自己的期望吗? Do you think service users have expectations for themselves?

Mrs. Wang: Some service users do have expectation for themselves, some want to have a

job, some want to work at the Eco-farm. Some are not clear about this.

王老师：一些孩子有意识，有的还在想工作，有的想去田利思。有的还在没有。

Mrs. Pan: For those who have not expectations for themselves, we can help them to develop it.

潘老师：有些孩子没有意识，我们可以帮助他们开发。

5. 你们认为家长的角色重要吗？有不配合的家长吗？Do you think parents are important? Is there any parent don't supportive?

Mrs. Wang: Yes, it will have good results only when parents and teachers have same objectives.

王老师：是，只有家长和老师目标一致，一起努力效果才会好。

Mrs. Chen: Parents who are not supportive can be improved through good communication. Sometimes, it is more difficult to work with parents. However, we can't make progress for service users if we don't change their parents.

陈老师：有家长不配合的，但可以通过沟通提高。有时候家长的工作比孩子的工作还难。但家长不改变，孩子难改变。

6. 在工作中有没有觉得自己的能力、技巧有不够？

Mrs. Pan: I have experience in children, I need to learn the needs of young and adult psychologically and physically.

潘老师：对这个年龄的心理、生理需求不了解。我以前有的是儿童的经验。

Mrs. Wang: I do not have professional background and I need to improve this aspect.

王老师：我不是专业，我的生活经验会很丰富，但专业知识差。

Mrs. Chen: lack of professional knowledge

陈老师：缺乏专业知识。

7. 社会还是不能完全接纳智障者，带他们出去被排除的感觉强吗？Do you feel exclusion from society when taking service users out?

Mr. Wang: Yes, but I don't mind. It is because service users exposure which lead to low acceptance of the society. I have been trying my best to create opportunities for them to communicate and interaction with others. Sometimes, there was discriminate

王老师：有，我不介意。就是因为出去少，社会接纳的程度才不高，所以我带他们出去时，我尽可能的创造机会让他们与他人接触。有时候碰到歧视，但我会据理力争。

8. 对中心未来有什么期待？机构哪些方面需要提高？Do you have expectations to HoG? What should be improved by HoG?

Mrs. Cheng: Staff of HoG are very active with full of motivation, we have very good link with service users and knows very well about their needs, but there is a big need of support from government so that HoG can have a better development. Support from government in recent years are gradually increasing which give us some hopes. We love our work. We

also appreciate the opportunities provided by YWCA for our capacity development.

陈：中心的员工们，有动力、积极努力、与学员的深度连接，了解学员的需求，但需要政府加强支持力度，机构才会有更多的发展空间。这几年政府支持的力度在逐渐增加，看到一些希望。做了这么多年，我们爱上这一行了。青年会提供学习的机会，促进我们思考。

Pan: The space of HoG is too small which limits our activities, we can't organize small class training and other activities.

潘：机构空间再大点，学员能在生活中学习，学习中生活，无法开展小班化教育，也不能开展更多其他活动。

Mrs. Chen: high turnover of staff, lack of rehabilitation facilities. There was no exchanges among center before, YWCA improved the situation, it should be further strengthened.

陈：人员流动大，缺乏康复设施。以前机构之间没有交流，青年会将机构之间的交流带动起来，但还不够。

9. 家长如何知道慈恩中心? How do parents get to know HoG?

Most were referred by other parents.

Appendix 6: Interview parents of HoG

附件 6: 与慈恩中心家长座谈

1. 从什么途径知道慈恩的 How did you know HoG

Mrs. Huang: My son had nowhere to go when he finished his special education. I searched online and found Fenghuan CSC, but it only accepted persons from their own community. In July, we were referred to HoG by other people.

黄妈妈：孩子特校毕业时，没去处。我在网上搜索，找到了凤凰，但他们只接纳本社区的智障者。2012年7月经人介绍来的慈恩。

Mrs. Zhang, we were referred by DPF of our district in 2011. My son has multi-disabilities and school refused to accept him.

张妈妈：残联介绍的。2011年成立时来的。孩子双重残障，学校不收。

Mrs. Zhu: We were referred by another center. My son had study in a special school for 4 years.

朱妈妈：从另外一个中心转过来（机构搬迁）。上了四年特校

2. 对孩子的期望? What are you expectations to you children?

Mrs. Zhang: can take care of himself, it will be better if he can have a job. My son's capacity has a big improvement since he joined HoG.

张：能照顾自己，如果能就业就好。来慈恩后我的孩子生活自理能力提高很大。

Mrs. Huang: My daughter are happy and have friends, not just stay at home.

黄：初衷是孩子有集体生活，能快乐开心，而非呆在家里。

Mrs. Zhu: Mine is the same both of them.

朱：我和两位妈妈的期望是一样的。

3. 你们都参加每月的家长会？希望听到什么？*Do you regularly participate parents' activities organized by HoG? What do you want to know from the event?*

We participate in most of activities, we want to know more about our children's life at HoG. 我们基本都参加，希望能多听些孩子的情况。

Mrs. Huang: I participate every time and want to know more on our daughter's life in the center, I also try my best to participate in activities of HoG.

黄：我每次都来，我希望听到孩子在中心的活动情况，有机会我也会参与到活动中。

3. 中心还有什么可以改善的地方？*Is there anything that HoG should improve?*

Space is too small, this has been mentioned for many times.

活动场地受限，硬件受限。也提到过很多次。

4. 孩子们回去后会给家里汇报学校情况吗？孩子们喜欢到中心吗？*Do your children share with you on their life at HoG? Do they like HoG?*

They like HoG very much. They like Monday to Friday as they can come to the center. They are not happy for the weekend as they have nothing to do at home. 非常喜欢。孩子周一到周五都很开心，周末在家就不开心，因为在家里一个人做事没兴趣。

5. 你们觉得孩子最大的进步是什么？*What is the biggest progress for your children?*

Mrs. Zhang: Expression and perception sensory ability have been improve. They are happier with better self-management. They can do house work.

张：感知和表达能力提高了，幸福满满。情绪很好。自我管理能力提高。会做家务了。

Mrs. Zhu: My son can wash his clothes and know change clothes.

朱：可以洗自己的衣服，知道换衣服。

Mrs. Huang: My daughter had studied in both regular school and special school, she has no much improvement in her capacity, but she feels happy as she has friends.

黄：上过普校，又上过特校中专，能力提高的空间不大，但有朋友，孩子快乐。

6. 除了周一到周五的课，有其他需要吗？*Do you have other need besides the services provided by HoG from Monday to Friday?*

Hope to have respite service for parents so that parents can have some days for relax 希望有喘息服务，节假日或疲惫的时候，能有几天的时间放松，家长可以付点钱。

6. 最担心的问题？*What are you worried most?*

Who will take care of our children when we are getting old?

我们老了，年龄大了孩子怎么办。

Mrs. Huang: I am not worry much. I know I will be old, it is difficult to know the future. It

is important that I can accompany her everyday. I hope I can live to 100 years old so that I can take care of my daughter for 80 years. There is a fast social development and government has been increasing support. I hope there will be organizations to provide care to my child like what has been doing in Hong Kong, I am willing to donate all my property to the organization if there is one. I believe that we can reach level of Hong Kong in the future.

黄妈妈: 我不担心, 我知道我会老, 我每天带着孩子开心就好, 未来不可预见。她给我陪伴, 我给她陪伴就好。我希望我能开开心心的活到 100 岁, 孩子和我一起活到 80 岁。社会在进步, 政府会有越来越多的支持。希望能像香港那样, 有好的机构给孩子提供照顾, 我把所有财产交给机构都可以, 我相信未来大陆也能达到那个水平。

Mrs. Zhang: I hope there is an organization to continue to take care my child when I am old.

张: 希望我老了后, 有个机构可以收留孩子, 他的生活有保障。

8. 你们会组织起来, 代表你们的孩子吗? Are you willing to united to represent your children?

There is a group of parents in Nanjing, there are more and more parent joining it, parents are trying to promote something. 目前南京有一个家长群, 队伍不断的在壮大, 也在推动一些事情。

9. 作为家长, 你们如何给中心提供支持? As parents, how do you support HoG?

We have a Weichat, I can provide my suggestion and recommendations to HoG. 有微信群, 有好的建议我会给老师聊, 不合理的方面也提出来。

10. 你认为未来家长还能在哪些方面做更多? What else you can do in the future?

We can united and advocate for our children. We have a group now, but it has no close link. 团结起来, 争取智障者更多的权利。目前有交流群, 但联系比较松散。

Appendix 7: Meeting with staff of YWCA

附件 7: 与青年会员工座谈

Mr. Ma Rui, project manager: I joined YWCA in 2013 and started project management. I have learnt a lot in the past two years, we need to jump out from our traditional think, especially during these days' project evaluation, I learnt we need to take the context of society into consideration and have higher perspective. E.g. Truls Eco-farm is the first farm therapy service center, Yuanmeng CFPWD has idea to copy this model, but they link it to market and established with enterprise so that they are able to provide more services and service users are wide, covering persons with non-disabilities.

Challenges: How to establish stable professional and management teams, which affected a lot of service quality. The high turnover of staff caused a lot of difficult for our human resource development. We need to ensure that staff feel secured at HoG, meanwhile, we also need to influence the CFPWDHR development in Nanjing to improve their payroll and to have rooms for their growth. Currently, a lot of staff do not just shift from one center

to another, but leave CSC.

马锐：2013 加入青年会，2014 年参与项目，两年中学到很多东西，包括在做项目的过程中要跳出传统的思维，特别是这两天的评估，发现我们没有把残障人群体放到大的社会环境中，应该有更高的角度。

比如：田利斯，中国第一家农疗服务，圆梦也有复制这个模式的想法，但他的理念把市场结合，他们与企业合作，他们的服务内容比田利斯多，有点像农家乐，面对的服务对象不仅是残障人。

挑战：如何建立稳定的专业和管理团队，团队的稳定性影响到专业服务，培养好的人离开，又需要时间去培训。除了给员工安全感以外，也需要通过项目去影响大环境，包括薪资、上升空间。目前因为这些问题，很多人并非从一个机构跳到另外一个机构，而是离开这个行业。

Director Liu: I agree with Mr. Ma Rui. The project didn't only facilitate the development of YWCA, but also affected CFPWD development in Nanjing, and affect work of NDPF and Nanjing CFPWD Association. YWCA has been involved in a lot of big events and some of them were actually initiated by YMCA. We appreciated the foundation laid by our previous leader Mrs. Li Enlin. Though we have been facing a lot of challenges, we will continue to try our best to develop services for persons with intellectual disability. Many staff are willing to stay with YWCA because of their faith.

刘会长：同意刚才马锐，项目能带动 YMCA 的发展，也影响到南京的残障托养服务。影响了南京市残联和托养协会的工作。很多大的项目和活动都与 YMCA 有关系。基本都是在 YMCA 的推动下完成的。也感谢李会长带来团队脚踏实地的推进项目。尽管我们仍面临很多挑战，我们仍然要去努力去做。很多员工愿意留在青年会是因为信仰。

Future development: It will be good if we can continue to receive support from Norway, even if it will be decreased progressively, which will be important to consolidate our work. If not, we will actively mobilize resource locally to maintain HoG. We will pay more attention to build staff's capacity of HoG.

未来的发展：我们有两套方案，有挪威的支持最好，因为项目在发展中，哪怕是递减性的，可以稳固我们的工作。如果没有项目支持，我们可能只能维持慈恩的工作。我们之前也积极的和街道、区、市残联联系，争取他们的支持。我们会更多关注慈恩老师的技术支持，加大他们的专业力度。

Currently, we are discussing cooperation with NDPF on a souvenir shop in Zhongshan park, which will create job opportunities for our service users. Through the cooperation, we will also initiate research and development of handcrafts which are suitable for persons with disabilities, we will invite experts from Hong Kong and Taiwan to support us. 目前，我们与残联合作，拿到中山陵会爱坊的项目，将促进残障人就业和全市残障人手工艺品的研发，我们今年邀请了港台转家研讨，开发适合残障人做、有市场的手工艺品。

There will be a big event on "Day for Persons with Disabilities" in May of this year jointed organized by YDPF, YWCA, Civil Affair Department, and the vice mayor of Nanjing city will participate in it. This project laid a very good foundation for YWCA's work in the disability field, it also helped YWCA to establish good cooperation with government organizations. 今年五月的助残日将举办大型活动，由残联、YMCA 和民政，南京的副市长也会参与。挪威项目为 YMCA 在残障领域的工作打下很好的基础，也帮助青年会和政府建立良好的合作。

We increased salary for our staff in the first half of this year, we also pay great attention to staff's capacity development and tried to provide them training opportunity including financial management. We visited Shanghai YWCA and plan to have a study tour to Guangzhou YWCA in the second half of this year. We strongly believe, YMCA/YWCA will have a bright future as long as we keep going. 我们今年上半年也调整了薪水。今年也会送员工出去培训。包括财务管理。只要我们坚持，青年会的未来是非常有希望的。我们也在促进交流与合作，我们上周考察了上海男女青年会，他们做得更规范和系统。下半年去参观广州男女青年会

Mr. Zhao, vice director: I witness the whole process of the project. WE do the work based on our love and faith. We pay a lot of attention for resource mobilization and network with open mind. Our long-term hard work and advocacy lead us to where we are today. We learnt a lot from other centers, like Feng Huang. Through the project, we have been able to do our work in a more systematic way. The achievement of the project exceed expectations.

赵副会长：我见证了项目的整个发展如何一步步发展到今天。我们凭着信仰和爱心做事。我们重视整合资源建立网络，持开放的态度。今天看到的果效是多年倡导的结果。我们从其他机构学习很多，比如凤凰，之后有项目的支持，让我们能更系统的去建立网络和合作、资源分享。应该说项目达到了超预期的效果。

Through cooperation, we could better mobilize resources, meanwhile, civil society organizations are also recognized by government through the cooperation. 我们与政府的合作也得到加强，更好的整合了资源。政府也知道社会组织的能做很多事，在政府、社会层面都达到预期的效果。

Since 2000, there have been a lot of volunteers participated in our work, they mainly from universities and churches.

从 2000 年开始，很多义工参与此项工作，主要来自高校和教会。

Challenge: How to mobilize more resource and improve capacity staff to realize sustainable development of HOG is still a challenges.

挑战：慈恩的可持续发展，人员的专业化，自身的经费。项目是种子，但如何更多吸引社会资源，加大募款的力度。

Future: Space is still a constrain for HoG's development, we hope to find a bigger place for the center so that we will be able to provide more services. Though there are still a lot of challenges, we will continue the project, YMCA/YWCA will try to mobilize more resources. Presently, we are discussion the project plan for the second phase.

未来：慈恩的场地受限，未来希望能在区或市级找到更大的地方，提供更多的服务。尽管挑战多，但青年会一定要继续该项目，青年会也会利用自身的影响，动员资源，继续工作。目前的项目建议书还在讨论中。

Mr. Zhu: I am responsible for education project. Whenever there is a need from the disability project, I always activity participate in it. I assisted in set up the second hand

shop and placed two service users.

朱老师：我负责助学项目，在需要帮助的时候，我也全力以赴参与残障项目。我帮助成立了二手货店，安置了两个学员。

Mrs. Guo, volunteer: HoG is very blessed, it also promoted the development of CFPWD in Nanjing. Some of project activities are very influential, such as, the public performance, which provide a great opportunity to persons with intellectual disability to show their potential. Parents also received a lot support from HoG. Before, persons with intellectual had nowhere to go and became a big burden of family, services provided by HoG has been also a big release for families. HoG has a committed team. I believe that HoG can definite find ways and resources to continue its good work and to have a promising future.

郭老师：慈恩中心是很蒙福的，对南京的托养推动也是非常大的。很多活动非常震撼人，如公益演出。智障人士和普通人一样，需要有个机会展示自己。家长也得到很多的支持，以前这些智障人士没有地方去，是家里的负担，机构对家庭也是一个释放。

慈恩的团队付出很多，尽管有挑战，我相信其他地方也有资源，只要我们想做事，我们就能有办法，慈恩的前景会非常好。

Mr. Xie: I am responsible for logistic of our organization. I was also responsible for the infrastructure of Truls Eco-farm. Before it was a piece of wasteland and now it become a nice garden to provide training for service user.

谢师傅：我负责后勤，包括慈恩和田利斯的基建，以前那些地方都是废弃的地方，现在开发成培训基地了。

Mrs. Wang, accountant: I participated in the project from very beginning. The project helped YWCA extended its services from youth and elderly people to persons with disabilities. Income of HoG can't fully cover the costs of the center, we hope to get more support from government and civil society.

王琳，会计。我参与了整个项目的过程，项目帮助 YMCA 从青少年和老人拓展到了残障人，新领域的拓展。项目让我们感觉到我们是为全南京市的发展做推动，视野更高。目前收支总是不平衡，希望社会能更多做支持，政府也能加强支持的力度。

Appendix 8: Meeting with representative of NDPF and Association

附件 8：与南京市残联和托养协会代表座谈

Participant: Mr. Zhang, director of education and employment department of NDPF

Mrs. Gu Jing General secretary of Nanjing CFPWD Association

Ms. Xu Xiao Wen, staff o Nanjing CFPWD Association

Mr. Ma Rui, Project managers of YMCA/YWCA

Mr. Feng Zhaorong, project consultant of YMCA/YWCA

Ms. Li Xiyu, staff of YMCA/YWCA

参加人员：南京市残联教就处张处长

南京市残障人托养服务协会故秘书长

南京市残障人托养服务协会办公室主任徐晓雯

YWCA 项目经理马锐

YWCA 项目顾问冯兆荣

YWCA 刘夕语

外部评估组成员

NDPF and YMCA/YWCA has very successful cooperation. During the project implementation, we had improvement every year. I have been working with education and employment department for 3 years. As government organization which is in charge of providing quality of management and service of CSCs in Nanjing. CFPWD was initiated in 2007 and it was integrated in DPF's work in 2010. Started from 2016, it is requested matching fund from district/county government 市残联与青年会的合作非常成功，在项目实施过程中，每一年都有改进和提高。我到这个处 3 年，残联作为行业主管部门，提高行业管理和服务水平。托养起源于 2007 年，2010 年纳入残联工作，以前主要是保障生活，通过与 UNCRPD 结合。从 2016 年起，要求各级政府要有配套资金。

So far, there are 121 CSCs in Nanjing, they are on various levels of management and service quality. In 2015, NDPF worked with CFPWD Association and developed SQS for Nanjing's CSCs referring to SQS of Hong Kong, with focus on the following services for persons with disabilities 1) self-care ability; 2) social skills, 3) rehabilitation; 4) skills development; 5) recreation and sports. 目前南京共有 121 家托养中心，这些中心的服务和管理参差不齐。2015 年，残联和托养服务协会一起，借助香港的 SQS，开发了南京市的服务评估标准，主要关注残障人的 1) 生活自理能力；2) 社会交往能力；3) 康复能力；4) 技能开发；5) 文体活动。

NDPF and Nanjing CFPWD Association did assessment for all the 121 centers and discovered that only 20 of them are functioning and about 10 are well functioning. For those reach standards of the SQS, NDPF provide CNY 30,000 as award. Satisfactory of service users and their families is also included in the assessment. The assessment team includes experts, managers and head of centers which are well running. 残联对全市 121 家机构评估，发现，真正在运作的有 20 多家，而运作得好的有 10 余家。评级后残联对达标的中心提供 30000 元资金。在评估的过程中，也调查学员和家长的满意度。评估团队包括专家、管理人员、做得好的机构负责人。

NDPF has clearly roles and responsibilities, i.e. advocacy for policy, standardize management and quality control. 残联的定位，倡导政策、规范管理、质量控制。

When the project is ended, NDPF will continue training for centers through CFPWD Association. 如果项目结束，残联会依托协会继续培训。

Enlightened by study tour to Hong Kong, DPF established Nanjing CFPWD Association, which is a non-profit organization, it is the first Association in this field in China. It is a platform between centers and government, and network of all centers. The project supported by Norway played a very important role in facilitating establishment of the Association. In 2015, all centers started quarterly communication, sharing and learning through the Association. The association also initiated Salon for teachers of centers to discuss problems and solutions. 受香港考察的启发，残联成立了托养协会独立注册的非营利性机构，

是南京第一家托养协会，也是全国第一家托养协会。是政府和机构之间的平台，机构之间的网络。挪威项目在协会的成立和发展中起了重要的推动作用。从 2015 年开始，通过协会，机构之间建立了季度联系和交流会议制度，分享创新、经验和交流。开办了教师沙龙，探讨存在的问题与解决方案。

NDPF has been also advocating to government at different levels to increase their inputs to CSCs. 残联也在呼吁各级政府增加对托养中心的投入。

NDPF matched CNY 500,000 to the project to build capacity of CSCs in Nanjing.

Currently, the annual inputs from government to service in this aspects is CNY 3.3 million, NDPF is considering to allocate this amount of money to about 20 centers which are well functioning, each center can have CNY 150,000, which can greatly release their pressure. 目前，南京市政府在托养方面每年有 330 万的投入，可以考虑投到 20 家左右做得好的机构，缓解他们的资金压力。每个机构每年有大约 15 万左右，是一笔不小的支持。

Staff stability has been a biggest challenge for all centers, the Association has been looking for solutions. The following are reasons for leave of staff 如何留住人员是目前碰到的最大的挑战，协会也在积极寻求解决途径。离开的原因主要包括：

- Insufficient capacity 能力问题
- Low payment 待遇问题
- Lack of rooms for growth 缺乏个人成长空间

Through support from the project, the first issue has been partially solving, for the second and third issues, there is a need to advocate to policy. A lot of centers are trying their best to improve payment for staff. 通过协会和残联，目前在解决第一个问题，挪威项目对此帮助很大。第二和第三个问题需要推动政策。很多机构也在努力调整待遇问题。

The association will continue training, meanwhile to initiate advanced study programme and to professional supervision 协会会继续提供培训，同时成立研修班和督导小组。

Appendix 9: Visit Yuan Meng Center for Persons with Mental Disability

附件 9: 参观圆梦托养服务中心

During our visit in Fenghuang Day Care Center, we heard there is another day care center for persons with mental disability, which has reached sustainable development financially without funding from DPF, we decided to pay a short visit to understand the operation of the center, which may have something that other centers can learn from it. 在参观凤凰托养中心的时候，听顾静秘书长提到鼓楼区的圆梦托养中心，该中心没有残联的资助，但基本实现自负盈亏，评估组临时决定到圆梦做个简短的拜访，了解其是如何实现自负盈亏的。

Yuan Meng was established by 3 young persons born after 1990's, it is the first community rehabilitation center for persons with mental disability in Nanjing. Currently, it mainly provides support to young person around 20 years old, most of them are student. Yuan Meng has established very close cooperation with Psychiatric Department of Nanjing Brain

Hospital, the hospital highly recognizes the service provided by Yuan Meng, thus, it does not only refer discharged patients to the center, but also provide necessary technical support and information to the center, meanwhile, the center also time update the hospital on progress of each member. Through the good cooperation among hospital and community center, a comprehensive and systematic support system has been established for persons with mental disability, which is vital for their social participation and inclusion. 圆梦由三个 90 后大学生创办, 是南京第一家精神障碍者社区康复托养机构。目前主要接受的对象是 20 岁左右的年轻人, 学生居多。圆梦与南京脑科医院的精神科建立了非常密切的合作, 医院认同该社区康复模式, 不仅将出院后的患者转介到圆梦继续康复服务, 也对圆梦提供必要的信息和技术支持。而圆梦也会与医院及时沟通, 让医生知道病人康复进展, 通过医院和社区康复的合作, 建立了完善的从医疗到康复的服务体系。

The center has 1 special education teacher, 2 social workers and 1 psychiatric counselor 中心有 1 名特教老师、两名社工和一个心理辅导师。

The center has been trying its best to mobilize resource, such as cooperation with farm to provide therapy, cooperation with psychiatric agent, meanwhile, it also developed programme like bakery, music and sports etc. 机构充分开发社会资源, 如与农村合作提供农疗服务、与心理咨询机构合作提供心理咨询服务, 还开发了烘焙、音乐、运动等兴趣项目。

The center has developed professional assessment mechanism and a serious of services, based on assessment results 机构建立了专业的评估机制和一系列的服务, 根据评估结果为每个学员制定个别化训练, 结合各方面的资源, 帮助学员提高社会生活和工作技能, 从而更好的参与和融入社会。机构每项活动都有收费标准。

The building was provided by community committee and local government provided CNY 50,000 initially, then the operation of the center fully depends on fee changed to parents. The center can accommodate 20 members and currently, it has 16 members. The fees charged is just enough for running of the center. The fee changes is from CNY 400 to 2500 depending on services needed. Yuan Meng has waiting list. 机构的房屋是有社区提供的, 当地政府提供了 5 万元的启动经费, 之后都是自负盈亏。残联目前没有资金方面的支持。圆梦所有的运作经费靠收费。中心有能力接纳 20 各学员, 目前有 16 个。基本能做到收支平衡。收费从几百元到 2500 元不等, 取决于服务项目。

Yuan Meng initiated service of group homes, i.e. choose volunteers who has capacity to accommodate members. Each family can take care of 2-4 members, this doesn't help rehabilitation of members, but also give respite for family members. There is a big need for such service, but the center can't have enough volunteers. 圆梦还开发了类家庭服务, 即在中心选择有能力和有家庭条件的志愿者, 每个家庭接受 2-4 个学员, 不仅对学员的康复有帮助, 对家长也是一种喘息服务。类家庭服务的需求量非常大, 只是还没有发展足够的志愿者家庭。

Appendix 10: Visit Fenghuang Center

附件 10: 参观凤凰托养服务中心

Fenghuang CPDis a non-profit organization providing services to persons with mental, intellectual and severe physical disabilities. Service including working therapy, rehabilitation, living skills, vocational training etc. The center was established in 2009, target groups are person from age 16-60. The center can accommodate 30 service users. There are 5 staff, some have special education background, but no social worker. The center provide free service and only accept persons from its own sub=district. The building was provided by the sub-district. 30% of its cost from government while 5% from community and the rest are from sub-district government. Most of service users were referred by sub-district. 凤凰安养中心是鼓楼区凤凰街道为精神、智障、孤残人士服务的非营利性机构，为心智障碍者提供工疗、娱疗、康复、生活技能培训、职业培训等专业化服务。该中心成立于 2009 年，接受 16-60 周岁。目前中心能接纳 30 名学员。中心有 5 个工作人员，人员构成：有特殊教育，但没有社工。只能招收本街道的。全免费。场地由社区提供。30% 的费用来自政府的各种补贴，5% 来自社区，其余来自街道。孩子大部分从街道转介过来，

HoG has provided training for service users on self-management, which is very helpful for developing potential of service users. 自慈恩组织培训后，每月会有 1-2 次自我管理，对学员的自我管理和领导力的提升非常有帮助。

There center started supportive employment and referred 20 persons for employment, but only 4 were successful and 16 return to the center finally. Main reason: 2) service users are not active; 2) lack of support from family; 3) low acceptance of employers; 4) service users are lack of confidence.

从 12 年开始支持性就业，送出去 20 个学员，只有 4 个成功就业，16 个回到中心。原因包括：1) 学员的积极性；2) 家庭不支持；3) 工作的环境不包容；4) 孩子缺乏自信，出去后缺乏一个鼓励的环境。

Has cooperation with HoG for 1) individual education and training; 2) self-management capacity development of service users; 3) happy sports; 4) bean art.

和慈恩的合作：

- 在个别化教育方面的
- 学员自我管理
- 快乐运动
- 豆画

Appendix 11: ToR of Evaluation

附件 11: 评估任务书

Terms of Reference (TOR)

Final Evaluation

“Service to Persons with Intellectual Disabilities”

Nanjing YWCA

I. Background

Nanjing YMCA & YWCA (the Ys) was established in 1912 and 1919 respectively.

The staff of Nanjing YMCA and YWCA work together in the same office, currently, The Ys have 10 full-time staff and one voluntary staff.

Brief History of Nanjing YWCA:

In 1919, Nanjing YWCA was established with the help of the National Council of Chinese YWCAs. Later on, Nanjing YWCA organized several popular social activities, like mothers' fellowship, husband & wife fellowship, and travel enthusiasts' fellowship.

However, during the Anti-Japanese Invasion War (1937-1945), all the activities that Nanjing YWCA organized suspended. It wasn't until 1945 that Nanjing YWCA resumed its social service. Then, Nanjing YWCA focused on civilian education, adult education and vocational education for women. Sadly, the Cultural Revolution led to another suspension of the work of Nanjing YWCA. Since the work was resumed in 1985, the YWCA staff has been devoting themselves in social services like English training, cultural exchange with other countries and overseas regions, summer camp, and other recreational activities.

Project:

Nanjing YWCA has received funding from Areopagos and Digni/NORAD during the project period, from 2012-2016. The period is now coming towards an end, and a final evaluation will find place with the goal to document main lessons learned and understand in-depth the process of change of the project. The evaluation will also serve to give input to a prolonged phase-out plan, to reach sustainability.

The members of the project management team at Nanjing YWCA:

1. Mr. De Chang, Liu (President & General Secretary of Nanjing YMCA)
2. Mr. Shiu Wing, Fung (Former Deputy General Secretary of Hong Kong YMCA, now works as a volunteer and consultant for this project)
3. Mr. Rui, Ma (Project Manager, staff of Nanjing YMCA & YWCA)

Ms. Li, En Lin, former President and General Secretary of Nanjing YWCA, and initiator for the project. Retired.

Mr. Sha Ning, Han, former director at Home of Grace and project consultant at Nanjing YMCA & YWCA. (Main liaison officer to DPF). Retired.

II. Project Information and Goals

The project aims to promote the rights and well-being for persons with intellectual disability in the city of Nanjing, China. According to the baseline study (from year 2013), there are 107,065 persons holding the certificate of disability in Nanjing, amongst these are 12,543 persons with intellectual disabilities. Note: This is the number on those holding the certificate; the actual number is much higher.

There are six goals, within the five-year project period, from 2012-2016. (As stated in the application from 2012):

1. Introduce a new model of rehabilitation center (Home of Grace)
2. Upgrade the quality of professional service: Provide training for (a) administrators and (b) special education teachers to cope with the urgent need of appropriate personnel for development of new rehabilitation centres in the next five years.
3. Raise the capability of parents: Provide training for parents to promote their awareness on human rights and develop appropriate capability to live and nurture their child in a more effective way.
4. Initiate alternative employment opportunities: Establish an Eco-Farm/Sheltered Workshop and initiate alternative employment opportunities for the intellectually disabled persons.
5. Broaden government officials' perspectives on the rights and welfare for persons with intellectual disability: Organize an overseas educational field trip for government officials as a means to raise their perspectives on policy implementation and practical solution in serving persons with intellectual disability.
6. Raise public awareness: Introduce international and local events to raise public awareness on the rights and well-being for persons with intellectual disability.

III. Evaluation Questions

The main purpose of the final evaluation is that it should be an overall review of the results and impact of the project. It should also be a learning process that should provide valuable information for Nanjing YWCA, considering to localize the project or apply for a certain period of extension.

1. To what extent has the project achieved its six goals? If possible, the evaluation should provide statistical information regarding the project outcome.
2. Has the model Home of Grace influenced other centers? What changes do we find from the project start at Home of Grace as a day care center?
3. What is perceived to be the most valuable new knowledge from the teacher's and administrator's training that have influenced the running of the day care centers?

4. How have the parents benefitted from the parent training, and the organized activities with relation to the communication with the government, the centers, among themselves and their children?
5. How have social training and public exposure affected the IDP own self, and the parents view of their child?
6. What insights of policy have been gained by overseas field trips to Hong Kong and Denmark, and has it been useful? If so, in what way?
7. What changes, if any, can be seen in the public's attitude towards IDP and their needs and rights, over the project period?
8. Consider changes in the project, such as establishment of the TOT group and cancellation of the administrators training. How have these changes improved the project considering sustainability?
9. Does the government perceive that the project has changed their service towards the IDP, if so how?
10. Review Nanjing YWCA project management team, in regard to present and future capacity. In what way should YWCA and the government work towards sustainability of the training?

IV. Evaluation Methodology

PREPARATION for the evaluation team

- Read the baseline study, original project documents, annual reports, and mid-term evaluation report.
- Written reports from the teachers and administrators that have attended the classes.

FIELD RESEARCH for the evaluation team

- Interview with the teachers from Home of Grace
- Interviews with some of the parents and some of the students at Home of Grace
- Physical visit to Home of Grace and Truls Eco Garden
- Interview with the Disabled Persons Federation
- Interview with parents from Home of Angels, which is a city-wide parent association
- Interview with related Nanjing YWCA staff
- Interview with directors/teachers from other day activity centres in Nanjing
- Interview with some teachers that have actually gone through the training courses.

V. Timeframe

2015, October: Terms of Reference approved by DIGNI

2016, April: Final evaluation team meet and evaluate in Nanjing, China.

2016, April-June: Writing of Final Evaluation Report. Written report with deadline 30.06.2016 will be given to DIGNI and NORAD.

VI. Evaluation Team

The final evaluation team consists of three members:

1. Ms. Ying Hong, Cai (Chief Representative in China, Norwegian Mission Alliance; Team Leader)
2. Dr. Xiao Shan, Huang (Professor of Social Work, Nanjing University)
3. Mr. Joseph, Au (Regional Manager, RSW, Fu Hong Society, Hong Kong)

VII. Submission of the Report and Follow-up

The team leader will provide a final evaluation report before June 20th, 2016. The report should be written in English and Chinese.

VIII. Budget and Practical Arrangements

A total of RMB 80,000 will be provided by Nanjing YWCA to Ms. Ying Hong Cai, Dr. Xiao Shan Huang, and Mr. Joseph Au for total work of the final evaluation for joint project between Areopagos and Nanjing YWCA on Service to People with Intellectual Disabilities. Other expenses during the evaluation week in Nanjing, such as flight tickers, accommodation, and food and so on will be covered by Nanjing YWCA within the budget of RMB 80,000.

The contact person will be Mr. Rui Ma, Project Manager of Nanjing YWCA.

Submitted by:

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