



**SUSTAINABILITY IN THE CONTEXT OF  
INDIAN CIVIL SOCIETY ORGANISATIONS  
- A STUDY REPORT**

# **Sustainability in the Context of Indian Civil Society Organisations**

## **— A Study Report**

**Author:** Voluntary Action Network India (VANI)

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## PREFACE

Voluntary Sector in India has seen a rapid growth in the last few decades. It has impacted the lives of many people belonging to marginalized sections of the society. The increasing numbers of organisations in the sector has led to a conflicting perception, idealistic expectations and misconceptions among the public about voluntary sector. It has been seen that voluntary sector working in close alliance with the government. But, in the past few decades, the equation has changed. With the changing relationship with the government, the voluntary sector is now facing many challenges. Many existential issues are in front of the sector, which can make or break it. The traditional donors are being replaced by new ones, which require enhancing and re-articulation by the sector. Civil Society Organisations (CSOs) are also expected to have higher order of internal accountability, transparency and efficiency. The investments on capacity building have gone down drastically.

Today we see many Voluntary Development Organizations, Philanthropy Organizations, Foundations, Corporate Bodies and Private Individuals working in tandem with a singular objective of narrowing development gaps. The space of civil society is decreasing, raising questions of sustainability of organisations in the sector. The organisations have been adopting different strategies at a global front; there are still few organisations in India that are sustaining in the sector by adopting these strategies and approaches.

This study documents the journeys of select organisations that have adopted some sustainability models to continue in the sector for long and cope up with the challenges of the sector. I would like to thank VANI team for the contribution specifically Ms. Vanshika Bhatnagar for conducting the study and reporting in a fruitful manner. We would like to present this study to the Voluntary Sector with the expectation to get valuable inputs. This study is not only aimed for the Voluntary Sector but also for the government and common people.

Harsh Jaitli  
Chief Executive Officer

## INTRODUCTION

Voluntary Organisations (VO) play a vital role in the shaping and implementation of participatory democracy. They provide innovative ideas and cost-effective models for development. They mobilize people for community work and work for the most marginalized groups of the society. At a larger level, the works of the voluntary organisations have benefited the lives of many people and recognition to the sector. With the changing time, the voluntary organisations now work in two different modes: one will work and facilitate for the poor and marginalized section of the society and the other operate as service delivery organisations. According to the reports of Edelman Trust Barometer Global Report 2017, Non-Governmental Organisations (NGOs) are rated as the most trusted institutions in India. However, with the media reports painting the image of the sector negatively, there has been a dip in trust in NGOs among the general population from 71% in 2017 to 68% in 2018. (Edelman Trust Barometer Global Report 2018).

Sustainability of the voluntary organisations is an important aspect of the voluntary sector. Many scholars have defined the term sustainability. Sustainability is defined as “achieving success today without compromising the needs of the future (Wales 2013).” In other words, sustainability is seen as organisation’s ability to use resources to achieve their vision and mission without changing them. According to Boudreau and Ramstad, “sustainability includes values, governance, transparency, and ethics, as well as such goals as diversity, social responsibility, supporting human and employee rights, protecting the environment, and contributing to the community (John W. Boudreau 2005)”.

In the last few decades, a dialogue regarding the sustainability of the voluntary organisations in India is doing the rounds. VANI organised meetings and workshops to understand the significance of sustainability in an organisation. Through meetings, it was widely observed that voluntary organisations were not able to keep up with the rapidly changing development scenario. Organisations were struggling to find ways and methods to reduce their transaction costs.

However, there are some voluntary organisations in the sector that have changed with the changing times. They have evolved themselves with the trends and are successfully sustaining in the sector. They have adopted strategies to reduce their transaction cost. Since, there were no studies conducted on sustainability approaches in Indian context, VANI after discussion and brainstorming with experts from the sector, ideated about documenting the journey of selected organisations that adopts the sustainability strategies in the form of case studies.

## Scope

Voluntary Sector in India has undergone many changes. Earlier, where volunteerism was seen as an act of charity, an act of happiness, is now a full-fledged sector, with people coming in and competing with the other big sectors. With the limitations from the government, donors etc, the sector is struggling to sustain. There are quite few organisations, which adapted themselves with the changing times and managed to keep going in the sector. The study comprises of three chapters. First chapter deals with the evolution of voluntary sector with reference to India and the contemporary Voluntary Sector. The second chapter deals with the challenges of the voluntary sector with the changing times. The third chapter deals with the case studies of the selected organisations around the country and their stories of sustaining in the sector for decades.

## Methodology:

The various tools for conducting the study:

*Desk Research:* The preliminary research was done through extensive reading and compilation of available secondary sources.

*Interviews:* In- depth interviews conducted with the head of thirteen selected organisations.

*\*Information & photos of the organisations mentioned in the report has been taken from their respective websites.*

## Research Objectives:

Competition among different sectors has increased. Being a sector known for its development and welfare of the society, there have been many regulatory as well as resource generation complications on the Voluntary Sector. Though, the sector works for the development of the society, the efforts of many Non-Profit Organisations are invisible.

With these complications, many voluntary organisations have managed to keep going in the sector for long. As we know, the sector is changing; organisations that are not able to adopt the change will automatically be dissolved. These organisations in the sector that are successfully running and functioning do not compromise their set vision and mission. They tend to achieve their objectives by adopting particular strategies. This study documents the voyage of those organisations which are still standing strong in the sector by adopting sustainability strategies and approaches. The organisations are from around the country, which have been in the sector for around 20 years.

# Chapter 1

## Evolution of Voluntary Sector in India

India has a long history and tradition of voluntary action based on the concept of Daana (giving) and Seva (service). Voluntarism was initiated as philanthropy of charity by providing services to the sick and needy and destitute. Voluntary work existed in the form of charity, relief, welfare, rehabilitation and socio-economic activities. Till the medieval period, the organisations were active in cultural promotion, education, health, and natural disaster relief (Board 2009)<sup>1</sup>. In the eighteenth and nineteenth century, Christian Missionaries worked for tribal communities in the area of health care and education. The Arya Samaj and Ramakrishan Mission were started in different part of the country with a motive of doing services to the people. Following the tradition of charity and social service, Mahatma Gandhi promoted secular activities through spinning, promotion of cottage industries<sup>2</sup> (M.Kandasami n.d.). Whereas post-independence, there is a steady growth in the voluntary sector as the number of voluntary organisations increased.

The historical perspective of Voluntary sector can be understood in four eras:

- 1) Voluntarism during Pre-independence Era
- 2) Voluntary efforts during Post- Independence Era (till 1970's)
- 3) Efforts in a development Era (1980s -1990s)
- 4) Contemporary Voluntarism Era (post 1990's)

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<sup>1</sup> Board, Asian Development. "OVERVIEW OF CIVIL SOCIETY ORGANIZATIONS: INDIA." 2009.

<sup>2</sup> M.Kandasami, Dr. "An over view of the Non Profit Sector in India and the World.

In the ancient and medieval era, charity on the voluntary basis operated freely and extensively in the fields of education, health and other areas. The voluntary efforts in the early phase were limited in scope and marked by the rural and community development. The history reveals that the duty of assisting the individual-in-need was shared by the community and the rulers.

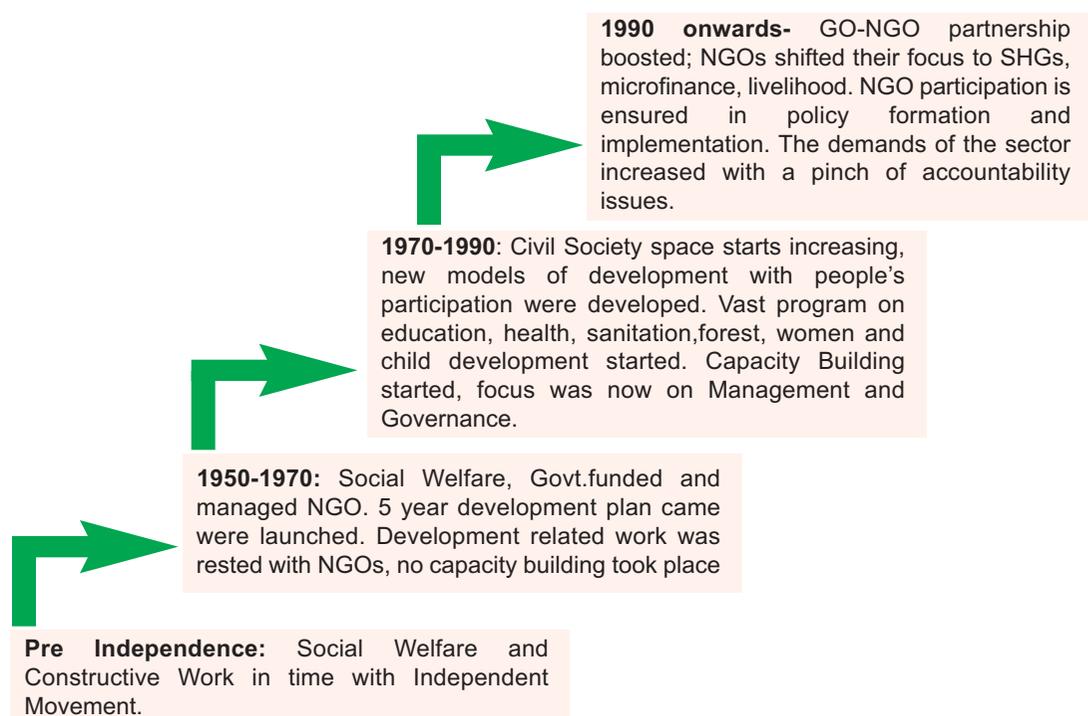
## Voluntarism during Pre-Independence Era

The introduction of Western ideas and Christian faith by the end of the eighteenth century precipitated wide spread emergence of religious and social reform movements in India. It was an era of Social Reform Movements. Many social reformists fought against social issues like Child Marriage, Sati, Prohibition of Widow Remarriage. To fight those social evils, social institutions were set up like Brahma Samaj, Dharma Samaj etc. The introduction of the western education played an important role in influencing the people following the modern school of thought and this helped in mobilizing people against eradication of these social evils. The spirit evoked by the reform movements had inspired the voluntarism to work for the rights of the marginalized section of the society.

Gandhian Era came in the twenties. Gandhi ji propagated national reconstruction. He gave a new drive to voluntarism. He promoted the idea of non-violence, justice and freedom. Gandhi started the Constructive work in the year 1922, which focused on Development of village crafts and village industries.

Figure 1

### Evolution of Voluntary Sector in India



## Voluntarism during Post-Independence Era (till 1970's)

After independence, social workers came together and continue with the development and welfare work for the society. They initiated different programs on health, education, social welfare. Government started to launch social welfare schemes under various policies. Development related work was given to NGOs. In the year 1970, community organisations get recognition. With liberal foreign funding, social action groups which were working on poverty, multiplied and established themselves as a dominant type of NGO. During the 1970s, ideas about people's participation in development began to emerge. Though, mobilizing the community was an idea, no capacity building of the community took place.

## Efforts in Development Era (1980s -1990s)

During the 1980's and 90's, with the growing recognition and support of the government and international donor agencies, organisations focused more towards people's participation in development projects. Voluntarism in India has undergone fast revolutionary changes and the voluntary sector has become a distinct third sector in the civil society. They are now more diversified with growing professionalism and the sector has been playing a greater role in welfare and development. Sector with along with health, education programmes, was also launching vast programs focusing on sanitation, forest, women and child development. In this era, the civil society space was seen to be growing, and new models were coming up. The sector was focusing on capacity building techniques of the community. The voluntary organisations focused now more on Management and Governance of the organisation.

## Contemporary Voluntarism Era (Post 1990's)

In the contemporary era, Voluntary sector has evolved. With the changing trends, there are changes in the sector, be it challenges regarding funding pattern or human resource. NGOs have always been seen as sector of welfare of the society. Post 1990's, there was a boom of organisations, working in different fields like microfinance, livelihood, which started the concept of Self-Help Groups (SHGs).Government-NGO partnership boosted in this era. As the number of organisations increased, the competition within the sector increased. With time, the government tried to shrink the civil space and put restrictions on the voluntary sector. Execution of the Foreign Contribution Regulation Act (FCRA), 2010, changed the scenario of voluntary sector in India. Competing for funding among the organisations started. Even government grants are given based on the minimum turnover. This change in the sector brings in more rivalry and less unity in the sector. Organisations tend to follow

the individualistic approach to compete. Now, the issues of accountability have raised and the organisations have to work on their management and governance issues to be considered as a credible organisation.

With the introduction of Corporate Social Responsibility (CSR), many organisations now work with the sole purpose of just sustaining in the sector. Earlier there was a motive of working for an issue. However, many organisations started having an issue with funding, they started taking up any project under CSR to sustain and receive funds. Forgetting their then objectives of the organisation, they tend to work with the changing trends. The biggest change in the contemporary sector is Human Resource. Professionalism has come aboard now. The organisation now recruits professionals from top universities, attracting them by paying high remunerations.

Volunteerism was not new as charity existed in India. Initially, people came into the sector with a vision of changing the society. The sector is evolving as it handles the challenges. From being a sector of charity and good-doer, the changing time has painted the NGO sector negatively. It was reported that the NGOs misuse funds and there was no development or welfare done to the society. Initially, with the government supporting the sector in contributing their bit now controls indirectly by putting restrictions on the sector. It is alleged that the civil society space is shrinking with every passing year. People are moving out of voluntarism; and organisations are not able to work in such pressured environment, where at every step the organisation has to prove its credibility and existence. With the evolution, the voluntary sector has to deal with many restrictions and challenges in the sector. The challenges faced by the sector, are discussed in the subsequent chapter.

# Chapter 2

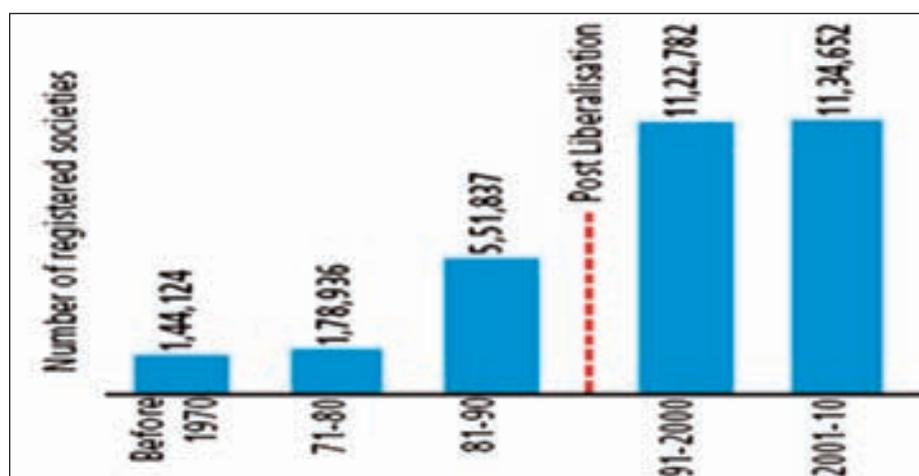
## Challenges of Voluntary Sector in India

India's Voluntary Sector has faced varied issues regarding frozen funds, regulation, lack of human resources. VANI has done reports on the status of the Voluntary Sector in India and held meetings and discussions with the experts to understand the changing trends of the sector. It has been observed that there is an increase in number of VOs in the sector to deal the rapid changes taking place in the sector ((VANI) 2013).

Post-liberalization (after 1991), the number of NGOs in the sector has increased, giving rise to more challenges. In those years, it was seen that there were ample of organisations working in the same thematic area of say, education, health, livelihood etc.

Figure 2

### Post Liberalization Boom



Source: Central Bureau of Statistics

In an article in Indian Express, dated August 1, 2015, it has been stated that India has 31 Lakh NGOs, more than double the number of schools. In an article in The Hindu, dated 20 July 2017, talks about the shrinking space of the civil society, where the civil society organisations has sent an open letter to the Prime Minister's Office (PMO) stating their problems of frozen funds, reports released which are painting the civil society organisations as a poor institution. There has been strong watch on the sector and many limitations are there where many donors are unable to support the organisations. There are many organisations working upon the issue of Governance and Policy besides having been engaged in all the fields.

- 1) Legitimacy of International Non-Government Organisations (INGOs):** Local NGOs believe that there is a legitimacy of big organisations and INGOs in the sector. INGOs and the big organisations tend to seek the grants because of the brand name these organisations have in the sector. As alleged, INGOs pay the government and community members to participate as well as pay high salaries to attract the local personnel (D. Prabhakar 2014)<sup>3</sup>. Whereas the local NGOs work authentically and sincerely towards the development of the needy section of the society, they still lag behind the INGOs. Thus, it is difficult for small and local NGOs to sustain in the sector for long.
  
- 2) Shrinking Space of VO:** “For a stronger India, government, civil society and India need to work in cooperation for the development agenda” (Abhiyaan 2018)<sup>4</sup>. This statement was made by Union Home Minister while discussing on the gap between GDP and HDI. It is believed that Government and Voluntary sector should work together to promote development. Initially, the government was taking initiatives to promote development and welfare in the society. However, with the report of Intelligence Bureau (IB) stating Voluntary Sector as ‘anti-development’, the sector image was tarnished. The government started imposing stricter measure and controls to discourage foreign funding in the sector. According to Civil Society Organisations, there has been a violation of two democratic rights by the government: the right to freedom of expression and to right to form associations. The involvement of the civil society is nowhere to be seen in the country. It has been stated in an article in The Hindu, dated 20 July 2017, that even the social security plans are announced without consulting the civil society organisations.
  
- 3) Dilemma of Charismatic Leadership:** Interlocking or monopolization of Leadership has been growing at the top level of the voluntary organisations as it is reflected in the same

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<sup>3</sup> *Voluntary Organisation And Its Challenges In India; JMSCR Vol.2|Issue 3|Pg 567-581| March 2014*

<sup>4</sup> *Promises and Reality: A Civil Society Initiative by Wada Na Todo Abhiyan| 2018*

person being a president of one organisation, secretary of another and a treasurer of the third organisation. The problem and challenges that persists here is new generation is not allowed to flow into the organisation and leadership (K. L. Prabhakar 2011)<sup>5</sup>. Charismatic personality has an impact in an organisation to achieve the organisational objectives. There is domination of charismatic leadership through its vision and mission. The organisations led by these charismatic leaders tend to be at the top and the organisations get a benefit in different forms.

**4) Lack of Human Resource:** Human Resource in any organisation plays an important role. Since the inception of the voluntary sector, the biggest challenge faced by the sector is lack of human resource and skills. Small organisations tend to face this challenge more. It has been observed by many voluntary organisations employ professional people. A feeling of voluntarism is lacking. People don't stick to organisations for longer period because there are more opportunities available. This hindrance is linked to the legitimacy of big organisations. As stated, big organisations attract the personnel by paying high salaries. The competent staff would prefer going to a big organisation rather than working with a small organisation. This will, in turn lead to lack of human resource and skill in the small and local organisations. This lack of personnel and skills can contribute to poor designing of the proposal while applying for grants. Poor proposal for grants, can lead to rejection of application. When the organisation is short of funds, the ability to attract the personnel will not be there. Thus, Professionalism in the voluntary sector is the new age challenge.

**5) Constraints in Corporate Social Responsibility (CSR):** CSR was launched by the Government of India to streamline philanthropic activities and ensuring accountability and transparency. Under CSR Act, the companies are supposed to set aside 2% of their average profits of the last three years for CSR activities. The private funding has been seen either as a cultural or religious giving. The civil society apprehend that CSR has 2 components: first to benefit its own company and secondly, short term projects are being implemented in CSR, which is Hardware Delivery like Short term training on Vocational courses. These are not long term interventions.

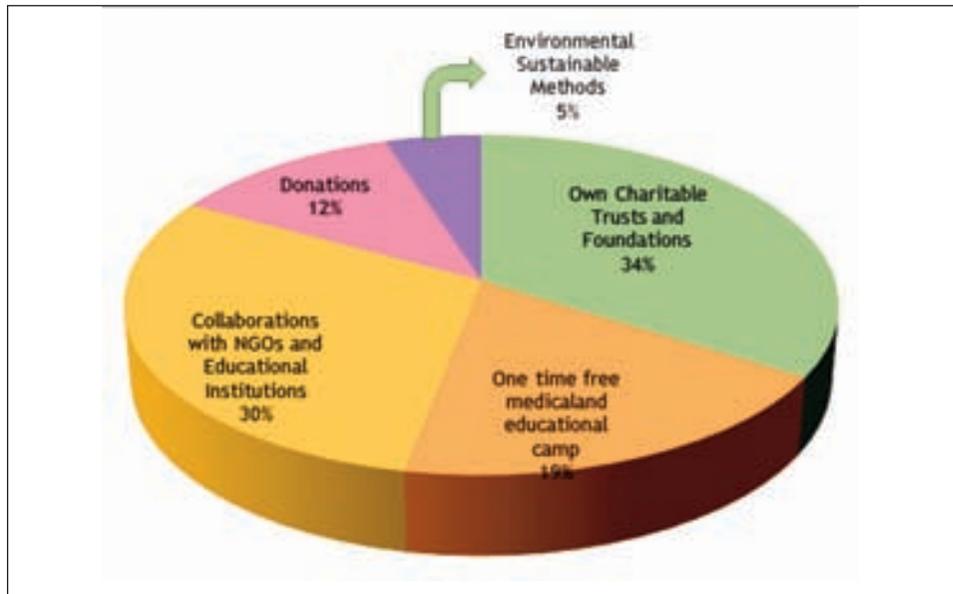
We can see that most of the firms (34%) work through their own foundations and trusts. There is a changing trend of corporate routing their CSR funds to their own foundations and trusts. This creates problems, as small and needy organisations don't get the fund they are alleged for.

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<sup>5</sup> *NON-GOVERNMENT ORGANIZATIONS: PROBLEMS & REMEDIES IN INDIA; Kakumani Lavanya Lathaa and Kotte Prabhakar|Serbian Journal of Management 6 (1) (2011) 109 - 121*

Figure 3

CSR Implementation Approaches Adopted by the Top 300 firms



Source: An Analysis of Corporate Social Responsibility Expenditure in India; EPW; Vol.49. Issue 50(2014)

Only 30% of the firms collaborate with NGOs to carry out their CSR activities. There are many challenges voluntary sector face. Firms who collaborate with the NGOs, for CSR activities tend to choose the organizations that have a brand image. Firms have their own demands and ask the NGOs to show the tangible outcomes. The CSR funding, as many organizations stated, is rigid. No core costs<sup>6</sup> are given to the organization and many restrictions are imposed by the firms.

Thus, in organization’s view, the firms contribute to CSR activities just for the sake of showing the share of CSR in the annual report. They don’t understand the need and importance of this initiative. They tend to follow the trends but not needs of the society. For example, constructing toilets is in trend, they will put their CSR fund into that project, without understanding and knowing that if there is a need of constructing toilets in that area.

**6) Restrictions in Funding:** Funding can be identified as three types: Foreign, Government and Private Funding. Foreign Funding has been a concern for many voluntary organisations. In earlier times, the voluntary organisations were dependent on the foreign

<sup>6</sup> The overhead costs of an organisation, as opposed to those specific to a project. Example: general management staff, IT equipment and training, fundraising and governance.

funding. With the entry of FCRA in the sector, the scenario has changed. There is a general perception foreign funding in NPOs has decreased with the entering of Foreign Contribution Regulation Act (FCRA), 2010. As per reports, available to the Ministry of Home Affairs, the year 2014-15, was the year, when India gets the lowest foreign funding.<sup>7</sup> Reports suggests that,foreign funding to NGOs has dropped drastically from Rs 17,773 crore in 2015-16 to Rs 6,499 crore in 2016-17 (Abhiyaan 2018)<sup>8</sup>. This development in the voluntary sector is diminishing the objective, stated in the Voluntary Sector Policy 2007, that is ‘to enable the VOs legitimately mobilize necessary financial resources from India and abroad (Mathew Cherian n.d.)<sup>9</sup>. In regard to Government funding, it has been alleged that there is a corruption in government funding and since 25 years, the design of the government funding hasn’t changed.

These are the challenges voluntary sector has been facing in the contemporary era. With the restrictions and controls of the government over the voluntary sector, it has become a difficult situation for the sector to function and operate in an uncertain environment. Earlier, the civil society was accepted as they focused only on welfare and development of marginalized society. However, now, when the sector raises voices to the government regarding the issues, they are stopped from doing this. Earlier government has put a ban on using Jantar Mantar in Delhi as a protest site, and shifted it to Ram Leela Maidan, where a minimal fee of INR 50,000 for booking and INR 5, 000 as security deposit has to be paid. Data shows that only 8 protests have been organised there since October 2017.

With these limitations and controls, it is becoming hard for voluntary organisations to sustain in the sector. Many voluntary organisations have been shut by the government and many organisations FCRA has been cancelled. There are many changes that took place in the sector. However, there has been no change in taxation laws. Organisations still have to raise funds locally to sustain themselves.

Thus, to overcome and sustain in the sector, there are sustainability models adopted by the organisations who are sustaining in the sector for more than 20 years. These models can be opted by the small organisations and local organisation to continue in the sector and do well for the society.

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<sup>7</sup> GOVERNMENT OF INDIA MINISTRY OF EXTERNAL AFFAIRS LOK SABHA UNSTARRED QUESTION NO.3245

<sup>8</sup> Promises and Reality: A Civil Society Initiative by Wada Na Todo Abhiyan| 2018

<sup>9</sup> Voluntary sector in India: Challenges, Opportunities and voices from the field;Mathew Cherian) Anupama Datta, Pratik Modi; IRMA TTI Policy Paper

# Chapter 3

## Case Studies: Sustainability Models

There are different sustainability approaches and models adopted around the globe. These models support the organisations to sustain in the sector in a longer run. Since sustainability is a vital issue in today's era, there are many organisations in the global scenario that adopt them according to their capabilities. Different kinds of models are:

- 1) Cost Consciousness:** One of the model organisations at the global level adopts is of reduction of the cost in their programs. It is believed that the organisations are in reducing their program costs. They tend to follow the prescribed policy made by the organisation to use the funds and effectively spend their funding. Cutting costs can impact more.
- 2) Funding Partnership:** Funding partnership is important for an organisation to continue. Building partnership with different stakeholders reduce the dependence on one donor and leads to greater sustainability in the sector. It is believed to have multi-donors to sustain in the sector. For instance, if one donor refused to give funding, the partnerships with other donor can save the organisations.
- 3) Diversification:** Voluntary organisations have changed with the coming of technology, communication and market. The opportunity has been generated with an immense pressure to set up new organisations. Thus, diversification is a strategy that deals around different ideas to generate funds. Organisations at global scenario believe that there should be different ways of income generation tactics and one of them is Social Enterprise. The organisation tends to get funding from various sources like government, corporate donors, and foundation sources but also from variety of commercial sources. Revenue

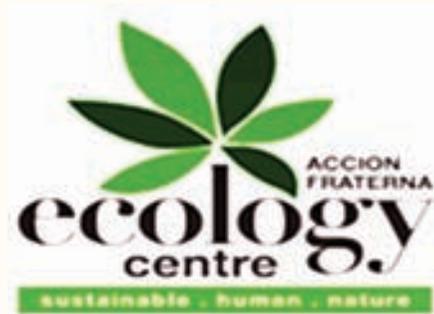
diversification has generally been viewed positively in nonprofit organizations because of its dependence-reducing properties<sup>10</sup> (Froelich n.d.).

These three models are adopted at the global scenario to sustain in the voluntary sector. Now, we will be discussing the different sustainability models and strategies of the selected organisations

## **ACCION FRATERNA ECOLOGY CENTRE, ANANTAPUR, A.P**

### **History**

Rural Development Trust (RDT) was established by Father Vincent Ferrer and Mrs. Anne Ferrer in the year 1969 and Accion Fraterna (AF) in the year 1982. AF is the sister organisation of RDT. RDT is a well known organisation in India working for Dalits, tribal, women, physically and mentally challenged and other backward and disadvantaged community. AF focuses on sustainable agriculture, women's development, watershed development, CBR of PWD, non-farm employment habitat development ecology and environmental issues etc.



### **Achievements over the years:**

Over the years, the organisation was successful in achieving their vision.

- Since 1986 till 2007, they implemented a program on participatory Watershed development. There were different activities conducted under this program like soil and; moisture conservative restoration of old tanks, vegetation development, horticulture plantations etc. More 60,000 families were benefitted from this programme covering an area of 300000 acres.



<sup>10</sup> Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations; Karen A. Froelich

- In 2007, in view of watershed activities being undertaken universally under MGNREGS, they shifted to a programme on sustainable agriculture and diversified rural livelihood with focus on rainfed agriculture. Under sustainable agriculture & diversified rural livelihoods program, there were different activities like crop diversification, rainfed horticulture, Zero



- Budget Natural Farming of vocational trainings for skilled employment of rural under educated youth and women. More than 30,000 families are benefitting under the program. This program is being continued in 230 villages with about 20,000 families directly and about 60,000 families indirectly.
- Since 2001, AF has been implementing watershed projects with Government funding under IWMP 3 mega watershed projects and with NABARD funding 6 watershed projects.
- AF is facilitating 800 farmers group and their federations covering about 30,000 farmers in the process of implementing various projects promoting sustainable agriculture, drought mitigation and diversification of rural livelihoods.
- AF is facilitating 25 Farmers Mutually Aided Cooperatives in order to take up various agri-services, Value addition and marketing.
- AF is running 3 driving schools to train rural youth in professional driving.
- AF is running other job-oriented skill development centres in Anantapur and Kalyandurg to train the rural youth in motor cycle repairs, cell phone repairs and any other skill development training based on the employability.
- AF is running an advanced training in garment making with particular focus on women and linking them to garment industry.
- AF is a Lead Facilitating Agency in implementation of Andhra Pradesh Drought mitigation Project (APDMP) in Anantapur District.

- AF is a Resource Organisation in implementing Climate Resilient Zero Budget Natural Farming (CRZBNF) Project being implemented by Govt. of Andhra Pradesh.

### **Funding Pattern**

In the initial years of its existence, the organisation depended on 100% foreign funding. The organisation still gets foreign funding from Germany. However substantial funds are now coming from CSR of corporates as well as Govt. of Andhra Pradesh and Government of India for projects like watershed development, drought mitigation, CRZBNF etc. The current donors are Bread for the World (Germany), Indigo Airlines, Ministry of Rural Development (Government of India), ICRISAT etc.

### **Sustainability Models**

The key driver of Sustainability is developing a loyal second line of leadership team and Succession Plans and diversification of donors / funding sources. The organisation believes that transparent succession plans are important to sustain in the organisation in a smooth manner. Excessive interference and dependency on the governing board should not be there except in critical situations. Transparency and social accountability are important in alignment with Goals and Values of the organisation including the succession. Open discussions in the organisation should be there on all the issues related to the organisation. The participation of the employees should be encouraged at all levels. However, the final decision should be of the governing board. The organisation's decision making should be on consensus mode except in special situations.

The other key driver of Sustainability is Organisation Culture. Employees recruited in the organisation should belong to different generations, as this will help the organisation to grow in energy and resilience. New ideas and energy by the young recruits can be a great strength. Trained professionals, who have grounded in reality and hands on experience, should be there in the organisation. A combination of both can help an organisation can be to be able to adapt quickly to the changing needs and situations.

## CHILD RIGHTS AND YOU (CRY)

### History

Child Rights and You (CRY), was started in 1979, with an objective to improve and restore basic rights to deprived Indian Children. CRY was made as a link between millions of people in India who could provide resources and thousands of dedicated people and organisations at the grassroots level. The organisation works towards providing access to free quality education, primary healthcare, and safe environment for children. They also work in the field of malnutrition in children. Currently, they work in 19 states across country and working globally in UK and USA.



### Achievements over the years:

CRY, being a well-known name, have won many awards over the years for their efforts in giving India's children a happy and healthy childhood.

- In the year 2016-17, CRY has impacted the lives of around 4,86, 21 children, out of which 2,62, 695 children received access to education, 1016 villages and slums were freed from child labour, 11522 children receive access to nutrition.
- In the year, 2015-16, they help set up 13 new schools and facilitated the upgrade of 30 existing schools from primary to higher levels. Rescue and rehabilitation of 534 children across the region. Also, 33000 children were immunised within their 1st year.
- In the year, 2014-15, Around 8, 79,011 children were positively impacted across 3,396 villages/slums. 29,229 malnourished children were identified and registered. 82,105 children were ensured access to life saving vaccines.
- In the year 2013-14, CRY reached out to 97,905 children. 32 new government schools were started due to increasing community awareness. 179 new Integrated Child Development Scheme (ICDS) centers to keep a check on the health of pregnant women and toddlers in communities and Monitored schedules ensured 1, 59,505 children were immunized. 1,221 villages reported no incidence of trafficking because of the community sensitization programmes.
- In the year 2012-13, 9, 50,000 children reached out across 4,600 habitations. 60,000 malnourished children were identified and registered. 177 missing and trafficked children were rescued across Northern India.
- In the year 2010-11, CRY impacted the lives of 8,92,881 children. 648 villages were made free from child labour. Over 415 new ICDS centres were made. 1,22,898 children received complete immunization. 5,706 children with disabilities were covered under growth initiatives.

## Funding Pattern

The financial model is unique to the organisation. They lay emphasis on advocacy as an essential medium, if change is to be achieved on a significant scale. The organisation believes in individual donations and has only 15% funding from other sources. Since the inception of the organisation, they raise funds through individual donations. The organisation believes and asks people to help CRY by doing what they are good at. The other 15% of the funding comes from different organisations like Hero, Airtel, TATA Capital, Oracle, CAF India etc.

## Sustainability Models

The key drivers to CRY's Sustainability are its **Organisational Structure and Culture**. As stated, to maintain the organisational structure, they have a set norm of providing equal remuneration belonging to same grade. For instance, Grade 2 employees will get the same remuneration. This leads to smooth working environment. Giving priorities to the employees is the key factor to sustain in the sector. They believed in orientating new recruits about the work, role and objective of the work they have been assigned. The unique thing was that the organisation had its HR policy in 1994. The provision of Maternity Benefit was also mentioned.

The other sustainability factor is **Reinvention**. They believe experimenting in the ways they operate. They try different ideas to raise funds from individuals, without changing their main objective of Child Rights. They work in the benefit of the organisation by going on the fields and understanding the changes and experimenting with it. Since, it depends on individual donations, thus it is important to understand the changes in the sector.

The organisation gives importance to Branding. They are a firm believer of showcasing the work done by the organisation. They started publishing reports from the year 1990, when there was no compulsion of submitting reports. They maintained to showcase their work, by starting a blog and sharing successful stories on their website.

The **trust building** among the communities is important. It has made the trust through transparency. As stated, even the Governing body don't interfere in their work.

Thus, CRY truly works on Business Model to sustain for so long. Less dependence on funders and raising individual donations made it possible to sustain. Not only physical resources, human resources play an important role. Creating an environment of openness and giving opportunities to youth can lead to leadership and achieving the objectives of the organisation. They don't compromise in their objectives, and if the donors and the organisation don't agree on a thing, they remove the donor from the list. Their confidence of raising funds through individuals is their strong point.

## CONCEPT SOCIETY

### History

It was established in the year 2005 with a vision of bringing the socio-psycho-economic development by promoting the sustainable pitch. The need and importance of participatory approach of development and bottom to top approach has led to evolution of CONCEPT Sansthan. The area of operation of the organisation is primarily in the Districts of Indore and Dewas of Madhya Pradesh. At present the



organisation renders its services to 5 villages lying under Dewas Block under District and around 10 Villages under Mhow Block under Indore Division of Madhya Pradesh. The main focus of the organisation is on an integrated, holistic and participatory approach leading to sustainable

development of the poor and the marginalized belonging to all the sections of the society. The main focal areas of the organisation are Women Empowerment Livelihood Promotion, Health, Hygiene and Nutrition, Education, Local Self Governance, Networking and Linkages and Research,



Documentation and Publications.

### Achievements over the years:

- Organisation has registered 1003 Artisans of various craft under Ministry of Textile - Office of development Commission (Handicrafts).
- Organisation has worked on Women and child health. Under this organisation has registered 7000 women in portal, where they received regular voice call on ANC and PNC matters.
- More than 3500 Beneficiaries trained under various skill development and various training programs.
- 560 women Literate and got certificate after 35 Days Laptop based literacy program.

- 70 women started their own Enterprise after training and empowerment program.

- 70 CBOs formed.

- A total number of around 48 SHGs have been formed and around 43 have been linked with the banks and the remaining SHGs are in process of getting linked. These



SHGs have become an institution for socio economic empowerment of the women for the region.

- Today more than 500 women have been associated with CONCEPT in their march towards empowerment and sustainable development.
- Health Status of more than 750 women and children has improved through the various health-based interventions carried out by CONCEPT during this period.

### Funding Pattern

The funding pattern of the organisation has made a shift in the changing times. The organisation follows a strategy of having multiple donors. Earlier, the organisation had more of Corporate Social Responsibility (CSR) funding. They also receive foreign funding as well as government funding. But, with time, there has been a shift in the organisation's funding pattern. Now, the government funding has increased, though there is still foreign funding and CSR funding as well.

### Sustainability Models

The key driver of sustainability is their **Community Focused Approach**. Their strategy is to strengthen the capacity building of Community Based Organisations (CBO) by providing master trainings to these CBO's. The organisation believes in changing the strategy with the given situation. They act as service providers for some period and now, they are planning to provide legal governance to the organisations that are in need. But, with the changing strategies, they keep 5-10% as institutional support cost, which they use in the gap period in the organisation.

## DASRA

### History

Dasra acts as a catalyst in India's philanthropic sector by driving collaborative action to accelerate social change. In 1999, the organization was founded on the simple premise that supporting non-profits in their growth will scale their impact on the vulnerable lives they serve. Beginning with incubation of institutions such as Magic Bus



and Villgro, Dasra evolved its vision to transforming a billion lives in India with dignity and equity. It does so by strengthening non-profits into sustainable institutions, helping philanthropists invest in a strategic and impact-led manner, and influencing government policy. By nurturing individual philanthropists, families, foundations and corporates to become equal partners in the growth journeys of the non-profits Dasra aims to amplify impact. The organization drives collaborative action in three focused fields: Urban Sanitation, Democracy and Governance and Adolescents.

### Achievements over the years:

- Over the last 2 decades, Dasra has directed INR 500+ crores towards the development of communities in India. The organization has engaged 3500 corporates, foundations and philanthropists and partnered with 300+ families on philanthropic giving.
- Since 1999, Dasra has supported the scaling journey of India's leading non-profits such as SNEHA, Magic Bus, Educate Girls, Shelter Associates and Quest Alliance. Till date, the organization has supported 800+ non-profits in their scaling journeys. Dasra also trains 180+ non-profit leaders annually through its leadership and accelerator programs.
- Dasra's research has played a critical role in building awareness and influencing funders, non-profits and the government to be strategic and maximize impact. Dasra has 500+ knowledge products (such as reports, white-papers, videos, info graphics, digital products, etc.) in the public domain.
- Within the Urban Sanitation field, Dasra has supported the development of the first national policy on Faecal Sludge and Septage Management (FSSM) in 2017. It has also enabled partner organizations in 19 out of 26 states and UTs to develop policies and guidelines on FSSM.

### Funding Pattern

Between 2003 and 2009, nearly 95% of the funding to Dasra came from small and medium funding agencies based out of the US and UK. This began to change in 2009 once Dasra realized the need to decrease reliance on foreign funding and build a more sustainable pipeline of domestic funds to



support local non-profits in India. Starting 2009, Dasra began working with individual givers in India to educate them on strategic philanthropy and support them in disbursing their funds more efficiently. The organization works with funders that have the potential to give between 1- 10 crores annually. It adopts a high-engagement model to educate donors on how they can best leverage their funds, networks, time and expertise to partner with non- profits for impact at scale. Dasra itself is funded by a combination of individual givers, Indian and international foundations such as the ATE Chandra Foundation, Avkaash, AVPN, Azim Premji Philanthropic Initiatives, Bank of America, Bill and Melinda Gates Foundation, BMW Foundation, Centre for Social Impact and Philanthropy, Children’s Investment Fund Foundation, David and Lucile Packard Foundation, Forbes Marshal Foundation, Kiawah Trust, MacArthur Foundation, Omidyar Network, Piramal Foundation, Robert Bosch Stiftung, Spark Leadership, TATA Trusts and USAID.

### Sustainability Models

The key driver for sustainability is a Research-led Approach. Dasra’s ability to remain relevant largely stems from its agility towards India’s evolving development needs, and its ability to identify, finance and strengthen solutions towards the same. Furthermore, Dasra does not undertake these processes in isolation, but works with the most strategic partners across government, academics, funders and non-profits to ensure solutions are co-created, co-owned and add value to the field at large. This penchant for collaboration and action-oriented learning enables Dasra to stay relevant and abreast with the dynamic development landscape in India.

## GRAMIN VIKAS VIGYAN SAMITI

### History

Gramin Vikas Vigyan Samiti, founded in 1983 by late L.C Tyagi, Shashi Tyagi and other development practitioner, who believed in Participatory Rural Development. GVVS has been influenced by the Sarvodaya Movement which works first for the poor in order to uplift the entire society. The organization follows the Gandhian Approach in their work. They started working initially in a small district of Jodhpur covering 20 villages and currently they work in 1500 villages in Rajasthan, Uttarakhand, and Bundelkhand region of Uttar Pradesh. GRAVIS is a leading NGO working in the Thar Desert, Rajasthan, Uttarakhand, and Bundelkhand regions of India. GRAVIS majorly works for drought mitigation caused by water crisis in the Thar Desert.



They not only work in water related issues but transforming lives through education, healthcare, microfinance and advocacy for the rights of those more vulnerable in society. GRAVIS has recently started working in Uttarakhand and Bundelkhand with programmes focusing on



farmer's development and support, alongside women empowerment and community health.

### Achievements over the years:

The organisation works on different interventions. The interventions are water security, food security, education and health. The achievements have been significant in these 4 areas.

- Water security activities initiated were Construction of tanks, construction of berries, desilting of Naadis and trainings of water harvesting. In the year 2010-11, the construction of tanks recorded was 5216 and now, in the year 2016-17, it reached to 6,869. Construction of

berries increased from 515 in 2010-11, to 599 in 2016-17. De-silting of Naadis was 238 in the year 2010-11 and in the year 2016-17, it was 273. Trainings were increased from 407 in 2010-11 to 945 in 2016-17.

- Food security initiatives were Construction and repair of khadins, Seed

banks, Horticulture Units, Community pastureland/Orans. Construction and repair of khadins was 4460 in 2010-11 to 5374 in 2016-17. Horticulture Units were increased from 3,119 in 2010-11 to 4,251. Community pastureland/Orans, there were 57 of it in 2010-11 and now in 2016-17 it has increased to 72. Para vet trainings were 8 in 2010-11 and in 2016-17 it was 24.



### Funding Pattern

GRAVIS has a unique funding pattern. Trust based funding which was prominent in the sector, is still present in this organisation. The organisations funding the organisation for long, continues to fund them. Earlier, they were dependent on foreign funds, but now, the organisation is open to different kinds of funds like CSR, government grants. Though, there is still a presence of foreign funding in the organisation, but the rate has decreased and the CSR funding has increased.

### Sustainability Models

The key driver of Sustainability is their **Community Focused Approach**. They believe that living with the community is the best way to understand their lifestyle and developing interventions around the problems they face. They have a subtle manner of handling an issue of the community. A relationship of trust with a community is a biggest asset, an organization can have. Without changing their objective, they are sustaining in a sector with a belief of not harming people or environment.

**Reinvention** is another sustainability factor. They opt for different activities to achieve their objectives. They change according to the situation and trend. To empower women, they started different activities. Self Help Groups (SHGs) women opened their own readymade shops. While starting the SHGs, they faced many challenges from their family members.

## MAHILA ABHIVRUDDHI SOCIETY (APMAS), ANDHRA PRADESH

### History

In the year 1998, Andhra Pradesh Government wanted to set up a Women's bank to lend to Self Help Group (SHG) as the banks were not coming forward to provide the loans to SHGs. The stakeholders who wanted the strengthening of SHGs includes State Government, NGOs, Microfinance institutions and banks felt that the issues at the ground level and quality of SHGs needs to be prioritized. After several rounds of discussions and meetings with major stakeholders, the lead agencies of the idea, State Government, CARE and BRAXIS decided to set up an autonomous state level institution to provide capacity building and mentoring services to NGOs, Banks and State Government to strengthen the SHGs.



After almost two years of brainstorming, conceptualization and design, Mahila Abhivruddhi Society, Andhra Pradesh (APMAS), was promoted as a not-for-profit public society with a vision of "Sustainable Self-Help Movement in India." With CS Reddy as one of the founder and the first Chief Executive Officer (CEO), APMAS came into being in July 2011. Over the past 17 years, APMAS has achieved a lot in their eventful journey, remaining relevant and building on learning. APMAS has trained more than 3, 00,000 professionals and para-professionals on promotion of sustainable SHGs and SHGs federation and have provided mentoring services to number SHG promoting institutions across India. In Bihar, APMAS worked in 45 towns and promoting 10,000 SHGs and 500 SHG federations at slum and town level; Implemented safe drinking water & sanitation initiatives and water quality monitoring through urban SHGs; conducted more than 60 research studies on various issues around SHGs and SHG Federations, Women Empowerment and poverty reduction through livelihoods promotion. APMAS consistently engaged in evidence based policy advocacy, conducted 5 Certificate courses on Community based Micro Finance in collaboration with Coady International Institute Canada. The organisation has many achievements to cherish for.

### Achievements over the years:

Over the years, the organisation has worked upon three main areas: Promotion and Capacity Building, technical support, Research Advocacy

### **Promotion and Capacity Building**

- a) Organisation directly trained around 300,000 professional & para-professionals on various aspects of institution building & livelihoods promotion across India; developed effective context specific training modules & materials; provided support to more than 200,000 SHGs & 10,000 SHG federations in rural & urban areas.



- b) Working in 45 towns in Bihar promoting 10,000 SHGs and 500 SHG federations at slum and town level.
- c) Over the years, organisation conducted more than 500 ratings of SHG federations, Cooperatives in India
- d) They implemented safe drinking water & sanitation initiatives and water quality monitoring through urban SHGs;
- e) APMAS promoted 20 farmer producer organizations (FPOs) in AP in partnership with GIZ Germany, Bread for the World, Germany and with technical support from DGRV Germany.

### **Technical Support**

- a) APMAS conceptualized and designed State Level Apex Cooperative Institution promoted by SHG federations & Government of AP to lend to SHGs.
- b) Provide technical support to National and International level SHPIs in designing and offering financial products for SHG members through SHG federations promoted by them.

### **Research and Advocacy**

- a) Conducted 65 research studies focusing on various aspects of SHG institutions across India
- b) Produced 69 thematic publications including 3 books on SHGs and their federations.

### **Funding Pattern**

The financial model of APMAS has changed over a period of time. Earlier, the organisation used

to get 100% foreign funding from agencies like DfID, Ford Foundation etc. Earlier, the organisation was involved 10% in the implementation of projects while 90% of its work was rating of SHG Federations, training and capacity building and research and advocacy. Now, the organisation takes up pilot projects and directly promotes SHGs, FPOs and support Livelihoods through value-chain approach. With the fluctuations in the funding pattern in the voluntary sector, the organisation now raises funds through Central and State governments as well. Currently, the organisation has reduced its foreign funding to 50% and have started taking up CSR projects and government funding. The current donors are Bill and Melinda Gates Foundation, Aurobindo Pharma Foundation, Ernst and Young Foundation, GIZ Germany, NABARD, DGRV, and State Government.

### Sustainability Models

APMAS's Sustainability model is having a **Strong Leadership** in the organisation. The organisation has a strong and engaging Board of Directors. The vision and mission of the organisation and the strategy to achieve it is clear. APMAS has 20 members in the Board of Directors, coming from different fields like NGOs, Private sectors, academicians. The organisation has strong financial management, human resource development and administration system with computerisation to ensure transparency and accountability.

The other factor can be having **Diversification**. They believe that the organisation should never be dependent on one donor. Instead, there should be diversity in donors. There should be diverse portfolio of the organisation to attract the donor.

Another driver of sustainability is **Organisational Culture**. The work environment of the organisation plays an important role in the growth of the organisation. The importance is given to Human Resource. Professionalism in the organisation is necessary. Through this, team work can be encouraged and thus, an organisation can grow. The internal management is important. APMAS also focuses on remaining relevant in the development sector with changing times APMAS operates like a social enterprise and has promoted not-for-profit Company to diversify its portfolio. APMAS engages at local, State, National and International level through capacity building, research, policy advocacy and building alliances & partnerships.

## OXFAM INDIA

### History

Oxfam Great Britain launched their first full-scale humanitarian response in India in the year 1951, during Bihar Famines. In the year 2008, all the Oxfam working around the country, came together to form Oxfam India. Since, then, Oxfam India is working with grassroots organisation across the country. Oxfam India is a member of the global confederation of 19 Oxfam. Oxfam India's vision is to help create an equal, just and sustainable society by empowering the marginalized section of



the society. The programs of the organisation to achieve the vision are Economic Justice, Gender Justice, Humanitarian Response, Youth Citizenship and Essential Services. They focus on four poverty eliminating goals which are livelihood, Fight for women, Education and health, Human Rights.

### Achievements over the years:

- In the year 2016-17, Central role during the Civil BRICS forum. There was consultation with Parliamentarians on 'Future of Indian Development Cooperation' report
- In 2015-16, Oxfam India received funding from three critical institutional donors for the South India Flood Response: DRF from Special Administrative Region (SAR) Hong Kong, CHAF and START Fund.
- In the year 2014-15, implementation of Oxfam India institutional fundraising strategy initiated. They became a part of inter-affiliate consortiums: Resilience, Private Sector in Resilience, GROW, Gender Justice.



## Funding Pattern

Oxfam India funding hasn't changed much over the years. Initially, Oxfam India gets its funding from leading source of Oxfam division. With the coming of FCRA, it has become difficult to get funding easily. Thus, they prefer generating their own income by conducting different activities. Income generation is 20% of their budget. One of them is a trail walk. A trail walk is a 100km walk, where participants from different parts of the world are invited and teams are formed. Each participant has to pay a set amount of around INR 30,000. This trail walk is a successful activity. Online Donations is another kind of fundraising strategy. They do tele-calling and now shifting to direct television. To help the country and people at the time of natural calamities, they interact with Indian Corporates for fund raising.



## Sustainability Models

The sustainability model of Oxfam is **Community Focused Approach**. They work for the most marginalized community by mobilizing them. They identify an issue and deal in a different manner. Rather than protesting for an issue, they tend to find a different way for it. For example, they want to work for Muslim Community, their strategy will be to involve and benefit the lives of the community, so they promote Muslim child's education, rather than protesting for their issue.

## SOCIETY FOR PARTICIPATORY RESEARCH IN ASIA (PRIA)

### History

PRIA established in the year 1982, is a global centre for participatory research and training. PRIA's mission is to build capacities of citizens, communities and institution to enable vibrant gender-equalities. PRIA has promoted participation as empowerment. PRIA's work is focused on empowerment of the excluded through capacity building, knowledge building and policy advocacy. To achieve their vision of a world based on values of equity, justice, freedom, peace and solidarity, their interventions revolves around 4 main pillars: Information sharing and awareness generation, building human and institutional capacities, advocacy with officials at multiple levels and co-creation and dissemination of knowledge.



### Achievements over the years:

PRIA's successes are varied and deep.

- Reaching out to 1 million youth across 100 districts through Youth In Democracy programme
- 5000 women and youth being trained to participate in city sanitation planning
- 500 citizens' and youth groups have been formed
- 125,000 elected representatives have been trained
- 50,000 citizen leaders have been created
- Ensuring Safety and Security of 100,000 girls



- Safe and sustainable supply of drinking water in 500 Gram Panchayats in tribal areas of Odisha, Jharkhand and Chhattisgarh
- Access to sanitation services for 200 urban poor informal settlements in 10 cities
- Maternal health services utilisation and institutional births increased by 30% in 250 Gram Panchayats in backward areas of Rajasthan
- In 2014-15, the campaign to eliminate violence against women in public spaces reached out to 92,000 community members, building capacities of 8,500 youth and developing 35 citizen youth leaders.
- In 2013-14, PRIA's reached out to over 6,000 poor and marginalised, impacting over 85,000 people indirectly across 65 gram panchayats in 10 states and 195 slums in 20 cities.



### Funding Pattern

The funding pattern over the years has changed a bit for PRIA. Earlier, government funding was more with the organisation. But, with changing trends, the government funding has reduced. No grants are taken by an organisation, but they sign short term contracts with the governments. On the other hand, 50% of the foreign funding and 50% of the domestic funding is taken by the organisation.

### Sustainability Models

The organisation believes that organisations need to be opportunist to have growth. Engaging with the communities and citizen is important. Organisation culture plays an important role. Encouraging youth to indulge and participate in the development of the society is important. The organisation should know how to use their resources efficiently and effectively. To engage youth, they are currently conducting a youth training program with the college students and selected participants get training for 3 days.

## SAHAYI: CENTRE FOR COLLECTIVE LEARNING ACTION

### History

Sahayi Centre for Collective Learning and Action, a registered Charitable Society started in 1990 in Trivandrum, Kerala with a vision of the realization of a self-reliant, self-sustained, peaceful and prosperous society with gender equality. It has been functioning as a Regional Support Voluntary Development Organisation. The major areas of its interventions include promotion and strengthening of Civil Society Organisations, Strengthening of Local Self Governments as true democratic Good Governance Institutions, Disaster Relief Rehabilitation and preparedness, Working on Rights issues, Empowerment and Development of Women and Marginalised Communities, Urban and Rural development and poverty alleviation, vocational training , production of learning, training and awareness generation materials and public advocacy and lobbying.



### Achievements over the year

- SAHAYI's Capacity building and professional organizational development and management supports along with guidance linkage and networking supports to the voluntary sector and voluntary action in the state made remarkable changes in the perceptions, outlooks and functioning of hundreds of voluntary development organizations / civil society organizations in the state of Kerala which not only helped them fulfil their legal compliances and improved legitimacy but also substantial improvement in the quality of services offered to the target community.
- The participatory approaches, methodologies and tools developed/adapted, practiced and promoted by the organisation in training, research and development interventions since its inception in 1990 was widely accepted, followed and replicated by several Government and



Non-Government agencies and institutions in the state and became replicable models.

- Sahayi's education and empowerment interventions and supports to women groups could develop hundreds of women leaders not only in social / voluntary action but also in local self governance and development.
- Sahayi also developed hundreds of participatory trainers, resource persons and practitioners competent to provide necessary Capacity building and management support for strengthening voluntary action and local Self Governance Institutions in the state.
- The successful experiments and good governance practices initiated, practiced and promoted by the organization in the field of Local Self Governance Institutions such as Pre-Election Voters Awareness Campaign, Capacity building of Potential women contesting in election, setting up of resource/information centers and news boards to help easily access information and news of local governance and development by the members of Gram Sabha, participatory micro planning experiments etc., became models to Government and Non-Government agencies in the State and several of them replicated the experiences.
- The Policy advocacy efforts in Local Self Governance institutions in the state yielded good results which lead amendments in several provisions of the Kerala Panchayat Raj and Municipality Acts enacted in 1994.
- The Massive Campaign for strengthening Gram/Ward Sabhas using innovative methods and tools made substantial change in sensitizing and educating the citizens about the relevance of participation in the local democratic governance and development process, thereby, helped improve the active participation of voters in hundreds of Gram / Ward Sabhas.
- Educational/training materials and study findings etc., developed, published and disseminated by the organization was widely accepted and used by several and evaluated as one of the major contributions of the organization.
- The Participatory and eco-friendly approaches and interventions in relief, rehabilitation and reconstruction of Tsunami affected families in Allapad Gram Panchayat in Kollam, Kerala was not only a successful experiment replicated by several others in later stages but also proved as a sustainable effort. The psychosocial rehabilitation programme which ensured active engagement of trained volunteers from the affected community was not only innovative in nature but also sustainable in practice. The disaster preparedness support offered to the children and youth in the affected community resulted in increased capacity to mitigate the adverse effects of future disasters.

### **Funding Pattern**

The funding pattern of Sahayi has been changed over the years. Initially the organisation started

working in collaboration and with the funding support of PRIA, New Delhi and German Adult Education Association (IIZ/ DVV) Germany. Further , the collaboration extended with CEBEMO/ Cordaid, the Netherlands ; Ministry of Rural Development Government of India , new Delhi; Sir Ratan Tata Trust –Mumbai; Commonwealth Foundation, London ; Malteser International, Germany; One to One Children’s Fund – UK, etc, . Though there was some partnership with the Central Government agencies the organisation did not have much partnership with the State Government. Generation of Local fund through consultancy support is the major source of fund of the organisation at present. Recently they started collaboration with Charities Aid Foundation (CAF) India, New Delhi for Flood Rehabilitation Interventions in Kerala. They pointed out that availability of adequate funds in a sustained manner in a partnership mode is one of the major constraints of the organisation.

In Kerala the scope for generation of internal funding for CSO’s are limited and most of the international funding agencies are already withdrawn from the state and stopped their support. This is the major challenge the organisation has been facing with regard to funding.

### Sustainability Models

Along with clear vision, mission and a set of goals, the organisation develops flexible approaches and strategies to address emerging issues over the years with clear focus on empowering and ensuring participation of stakeholders in lifelong learning, voluntary/ Social action, governance and development. It not only helped the relevance of its interventions but also helped replication of its successful experiments both by Government and CSO’s thereby, ensuring the sustainability of its interventions. Promotion of linkage and networking with national and international agencies was another model of sustainability approach adopted by the organisation. **Effective MIS, team spirit and competency of organisational team** is another sustainability model of Sahayi.

Ensuring **transparency and accountability** in its functions and activities along with trust building among the stakeholder group has been another strategy adopted by Sahayi for its sustainability. Participatory approaches adopted and promoted by the organisation at all levels from planning till evaluation is another model of its sustainability. The organisation believes that development of corpus funds and generation of maximum local resources is another important need to ensure sustainability.

## SOS VILLAGES OF INDIA

### History

SOS Village of India was established in the year, 1964, SOS India is a non-government, non-profit, voluntary child care organisation with a vision that every child belongs to a family and grows with love, respect and security. With 52 years of committed care and service provided to parentless, abandoned and underprivileged children, SOS Children's Villages of India is one of the largest self-implementing NGOs with pan India presence across 32 projects in 22 states. It provides direct care to over 25,000 children. From the beginning, it has been involved in providing children in need of care and protection a home-like environment to grow up among brothers and sisters, nurtured by a mother, through the Family Based Care (FBC) programme.



### Achievements over the years:

The organisation runs two programmes: Family Based Care (FBC) and Family Strengthening Programme (FSP). They have been able to achieve a lot with these two programmes.

- Family based Programme is a programme where children without parental care, are placed under the protection and care of an SOS Mother. According to the annual report 2016-17, total number of children in FBC for the year 2017 is 7079, compared to 2011 which was 6568 and children settled on their own are 280 for the year 2017 as compared to 137 for the year 2011. Youth employment was around 181 for the year 2017 and in 2011 it was 107.
- Family Strengthening Programme (FSP) deals with families and communities from poor and vulnerable cross-sections including widows, single women or below poverty line (BPL) families so that they can adequately care for their children. FSP's two pronged approach provides essential



services to children, such as education and nutrition, while also empowering the women, who are the primary caregivers, with the capacity to protect and care for their children and become self-reliant. According to the annual report of 2016-17, total number of children is 19,041 for the year 2017 as compared to 16,634 for the year 2011. Active self help groups have also increased to 546 for the year 2017 from 382 for the year 2011.

### Funding Pattern

The funding pattern has changed in the last ten to fifteen years. Earlier, the organisation has more of international funds. Domestically, also most of the funds were raised from individual sponsors. Now with the changes in the sector, CSR funding has been increased. The organisation has 50% individual sponsors and 50% CSR funding. There are other new strategies that the organisation adopts to raise funds. Digital Fundraising, Crowd Funding, awareness created using social media are some of the newer ways of creating awareness and raising funds.

### Sustainability Models

The key driver of sustainability is their **Sustainable Programmes**. Some organisations develop plans or programmes based on the funds they receive. SOS Villages of India believes that sustaining their programmes is the most important criterion to sustain the sector. Programmes can be sustained by building credibility and trust among the community and society. Data driven impact to showcase can help any organisation build their credibility. The outcome of the work that can be measured in quantifiable manner can help the organisation to be successful in the sector over long periods of time. Another way of sustaining the programmes of the organisation is building partnership with Government. They believe that they are not replacing the government but work with the government to uplift the society. Building capacity of Government and other institution to increase the impact in the society can also help in sustaining in the sector. It has been observed that the government too helps the organisation to build their capacity. SOS Village of India is an implementing organisation, and thus, its every project has a strong monitoring and evaluation method.

Enhancing **Brand Visibility** helps build sustainability. SOS Children's Villages believes that to attract the donors, the organisation should indulge in effective communication with the stakeholder. The organisation should speak about the work they are doing. They showcase their work by writing blogs and stories of achievement of their children. This will eventually contribute to fund development.

**Human Resource** is another sustainability factor. Any organisation is only as good as its people. They believe in helping co-workers build their capabilities and nurture their career aspirations. They firmly believe that the personnel at the grassroot level should be given training to build their capacities. This will enhance their leadership skills and thus can contribute to the organisation's growth. Developing strong motivation tools and accountability matrix helps people do well resulting in overall success of the organisation.

## SAHBHAGHI SHIKSHAN KENDRA (SSK)

### History

Sahbhaghi Shikshan Kendra was established in the year 1990 in Lucknow. The Kendra works in the north belt of the India, especially in Uttar Pradesh and Bihar. In the late 1970s, there was a spread of social movements across the country for the development of the society. Management of the organisations were lacking which contributed to be the hindrance for development. With a vision of strengthening the capacities of the grassroots level organisations, SSK established as a support Organisation giving importance to its activities initially in Uttar Pradesh and South Bihar. Partnership and reciprocal sharing of information with the target groups is the nucleus of their values. SSK works in the areas of Skill Building, Education and Literacy, Good Governance, Institutional Capacity Building, Migration and Women

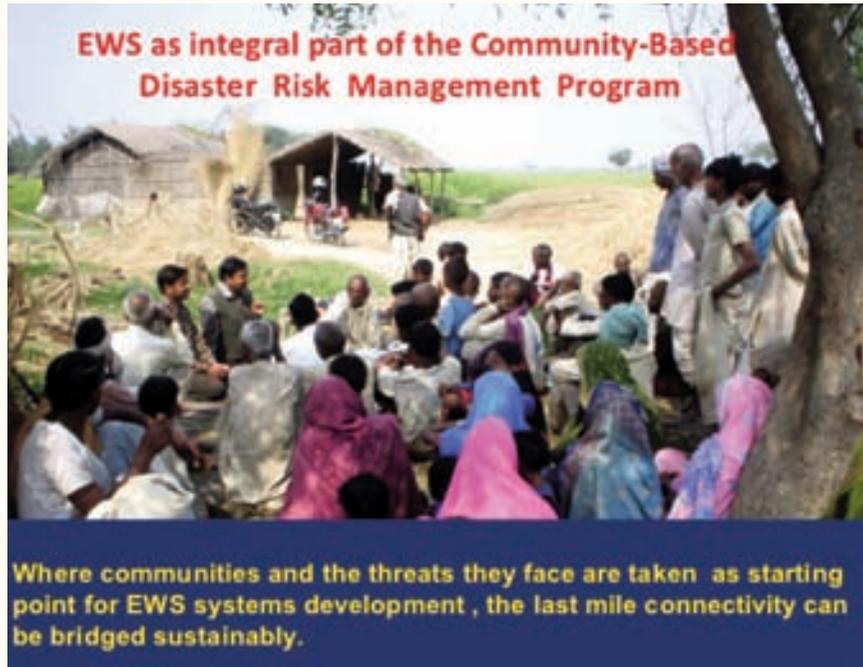


Empowerment. SSK provide Capacity Building support to partners through organizing training Programmes, workshops, and intensive support in their programmes.

### Achievements over the year

- More than 1400 training programs organized in the last 25 years.
- More than 35000 people from NGOs/CBOs/PRIs capacitated through the trainings.
- More than 115 publications/Modules/ Manuals
- More than 66 research studies/case studies/process documentations published in 25 years
- Directly intervened in 2 states (Uttar Pradesh and now in Jharkhand)
- Reached out to more than 250 Gram Panchayats directly in UP and Jharkhand

- Provided fellowship support to 130 MIND Fellows.
- Small funding support/fellowship/small grant support/office equipment – computer support, etc. worth INR 80 Lakh provided to small NGOs/New Initiatives



### Funding Pattern

The funding pattern of this organization has changed with the changing times. Earlier, the organization was fully dependent

on foreign funding. However, now, with many limitations for the voluntary sector, they have opted for CSR funding. It has been seen, that, the organization gets 20% foreign funding and 80% CSR funding. The Funders of the organization include USHA, Reliance German Corporation, UNICEF, TATA TRUSTS, UNDP, and Korean National Commission of UNESCO.

### Sustainability Models

The key driver of SSK's Sustainability is **Internal Management System**. They believe that proper management of the organization is the key indicator of credibility. Maintaining records of staff, finance and other important things, can lead to more opportunities for getting funds and can be an indicator for sustaining in the sector for long.

Since, 80% of the funding is from CSR, they believe, that websites should be updated time to time. **Branding** of the organization is important to attract the donors and to showcase the public the kind of work the organization does.

Another indicator of sustainability is maintenance of '**Corpus Fund**'. It is a kind of funds which are kept for the sustenance of the organization. These are the kinds of funds, kept for basic expenditure. The organization believes in maintaining corpus fund and as well as suggests cost cutting for the organization. Resources are generated by of helping the society. For example, Pratham books is a non-profit organization and it promotes reading. Thus, it provides books at a minimal price of INR.30.

## UNNATI Organisation for Development Education

### History

Unnati was established in 1990 in Gujarat as a support organisation to build the capacity of small and new organisations NGOs working on issues of denial of rights and entitlements. During the year 1990-95, Unnati worked around capacity building on (i) perspective building around the issues of vulnerability analysis, social justice and gender, (ii) participatory planning, (iii) organizational and financial management, (iv) program monitoring and documentation, and (v) resource mobilization.

During these years the two significant developments in the country – liberalization (Structural Adjustment Program) and decentralization (73rd and 74th Constitutional Amendment) shaped in making a strategic shift toward research based advocacy and



strengthening decentralized governance and social accountability. Unnati continued to work on these new issues in partnership with NGOs. This new shift, made Unnati from a support organisation to a strategic organisation to mobilize support and convening to address issues of adverse impact of liberalization on the poor and promote participation of women and disadvantage communities in Panchayati Raj Institutions and Urban Local Bodies. The Gujarat Earthquake in 2002, was a compelling reason for Unnati to work on the relief and rehabilitation process, particularly in the area of social inclusion. Currently, Unnati has three program verticals: Social Inclusion and Empowerment, Governance and Social Accountability and Social Determinants and Disaster Risk Reduction. In terms of coverage Unnati works in Gujarat and Western region of Rajasthan. At times the work also covers other states of India.

### Achievements over the years:

- Unnati enjoys a strong partnership with NGOs/ CSOs in Gujarat and Rajasthan to take up participatory research and campaigns on issues of rights and entitlements.



- Implements field projects on improving governance and accountability. Among many projects, currently Unnati is implementing two projects directly awarded by European Union – one is on improving public program delivery reaching the last mile and the second is on strengthening water governance.



- Developed institutional framework and operating mechanism for social audit of MGNREGA for the Department of Rural Development, Govt. of Gujarat during 2010 -14 being implemented across the state. Reviewed pro-active disclosure practices of selected Departments Govt. of Gujarat for the Information Commissioner.
- Developed social facilitation expertise in post disaster recovery and worked in Gujarat Earthquake, South India Tsunami, Koshi Floods in Bihar, Gorkha (Nepal) Owner driven reconstruction and many other disasters. Worked with National Disaster Management Authority (NDMA) in the preparation and revision of National Disaster Management Plan by and participated in various National Consultations on NDMP. Unnati is a Core group member of Owner Driven Reconstruction Collaborate which works on post disaster reconstruction in association with government and civil society organizations.
- Works with various civil society organisations on capacity building in the area of stakeholder participation, gender mainstreaming, participatory research and organizational development. Also plays consultative role to a wide range of institutions, like Dalit Adhikar Abhiyaan in Rajasthan, Kutch Nav Nirman Abhiyan, Cujarat CSR Authority and Gender Resource Centre in Gujarat, National Platform for Decentralized Governance, and educational institutions like Entrepreneur Development Institute (EDI) on the subjects of Participatory Research, Poverty and Gender studies.

### Funding Pattern

The funding pattern used to be mix of foreign funding and grants from government and UN agencies like UNDP and Unicef. Unnati has been generating about 15% of its resources from consulting services like evaluation, training and documentation. During last five to six years

Unnati has been making application for European Union call for proposal. While it received finance for two proposals for five year duration each, all the proposals have cleared the concept note. In two cases the application reached at the waitlist level. In recent years the international NGO funding and government grants have reduced considerably. Currently Unnati is working as a lead social facilitation agency in a Government of India supported earthquake reconstruction project awarded to UNDP Nepal.

### **Sustainability Models**

Unnati believes that NGOs who work on issues on ensuring and entitlements cannot achieve financial sustainability. It has to be dependent on project grant. The key driver of sustainability is high public credibility, maintaining institutional strategic relevance and a committed staff and governing board. During the last 30 years though Unnati have made three broad strategic shifts, it continuously retool itself to remain relevant. Without compromising the quality of interventions, Unnati regulates its expenditure on personnel and overhead. Every member of the organisation believes in cost rationalization and efficient and effective use of resources. The resources generated through consulting services are fully used to create institutional infrastructure and support towards own contribution in projects where there is a demand. Unnati is familiar with the corporate organisations; however, it has not mobilized resources/grants till now. The organisation believes in mobilizing resources from ethical sources. As Unnati enjoys high public credibility there are always partners and well-wishers to support Unnati which provides confidence to venture into new and cutting edge issues. Unnati is not dependent on one donor but believe in multiple donors like individuals, corporate, government grants etc.

The committed staff and the board play an important role in sustaining the task to reach the mission. Unnati strive to remain as an equal opportunity organisation with high professionalism and transparent systems and practices which not only help in building a cohesive and committed staff but the external organisations feel comfortable and valued to associate. A strong mission and value driven organisation, committed and professional staff and public credibility are the sources of sustainability of Unnati.

## YUVA RURAL ASSOCIATION (YRA)

### History

Yuva Rural Association (YRA) is established in the year 2002, registered as society from Bhopal, Madhya Pradesh as Regional organization to work in Gujarat, Madhya Pradesh and Maharashtra, with a vision of an empowered and capable society with all human rights; equity, peace, justice and security, without any discrimination based on caste, creed, ethnicity, religion, gender, age and language; leading towards sustainability. In the last 16 years, YRA has extensively worked towards the development of the rural areas of Madhya Pradesh (Betul, Seoni, Balaghat and Chhindwara districts), Gujarat (Rapar and Patan districts)

and Maharashtra (8 districts of Vidarbha region) especially in the fields of Natural Resource Management, Livelihoods, Gender and Governance. The initiatives undertaken by them have been beneficial to a large number of rural poor. They have undertaken a wide range of activities starting from

creating livelihood opportunities for the poor to protecting vulnerable people including women and children from violence and other social forms discrimination to making the government schemes available to the people through policy advocacy and lobbying. The various constituency groups that they focus on include small and marginal farmers, landless laborers, Dalits, tribals, women, children, youth, and people living with HIV/AIDS. Currently YRA is focusing only 8 districts of Vidarbha region and one in Marathwada region of Maharashtra from it's Head office in Nagpur. The focus of intervention as per the current strategic plan is on Livelihood from larger perspective covering socio-economic empowerment, quality education, water and sanitation, Nutrition & health, income generation, increase productivity towards sustainability with the lenses of social equality, gender equality, environmental sustainability etc. YRA's strategic orientation to



build people's organizations and people's institutions for direct community participation and ownership is continued.

### Achievements over the year

- Trained 335 women bare-foot Counselees, 290 Paralegals, Thousands of women PRI members and another thousands women for economic empowerment, all currently active in their roles.
- Around 769 acres of land of 213 farmers in 13 villages brought under protected irrigation that increased farmer family income to the tune of Rs. 50,000/ annually per family.
- 7500 SHGs brought together in form of two Women's Cooperative Credit Society in Nagpur town, supporting credit facility to women.

### Funding Pattern

The funding pattern of this organisation has changed with time. Earlier, where the organisation was 90% dependent on foreign funding is now only 2% dependent on it for their functioning in the sector. Earlier 5% funding was from the State Government. With the changing trends, the organisation has a shift in their funding, to 98% Corporate Social Responsibility (CSR). The change in their funding pattern, they believe, is one of the strategies they adopt to sustain in the sector. Some of the past and current donors include Oxfam India, SWISSAID India, UNICEF, IFAD, Karnataka Health Promotion Trust (KHPT), Rangoonwala Foundation, Dilasa, WASSAN, and Bread for the World, UNDP MoTA, HDFC Bank, HDBFS, EdelGive Foundation etc. and many Government Departments such as the Women and Child Development Department, NABARD, Ministry of Agriculture and Water and Sanitation Department.

### Sustainability Models

There are many key drivers for this organisation to keep moving with success and achievements in the sector. They believe that an organisation should have a Strategic Plan. Every three to five years, they have a strategic plan which focuses on the question- "Why do we Do what we Do?" They do SWOT (Strengths Weakness, Opportunities and Threats) analysis and understand the external trends of developmental needs. They also do internal reality check, environmental scan and accordingly plan their next strategies. According to the geographical area, they decide what kind of action is to be taken and what are the community needs.

Secondly, the organisation focuses on **Capacity Building of Human Resource**. They organise and send their staff to different state and national training workshop. They tend to strengthen internal capacity building together. The organisation works on perception, attitudinal, skills and

self- awareness of the staff member. They believe, that without human resource, the organisation cannot work productively and thus they help them reflect on themselves.

Another key driver is **Organisation's Strong System**, be it Finance, Human Resource Management (HRM) or Accounts system. They



believe in accountability and presenting the reports on time. Transparency is most important element in the sector as this shows the credibility of the organisation and what work they do for the society.

**Collective decision** making is one of the strategies that the organisation firmly believes in. They believe that informed decision and collective partnership in an organisation is an important tool to successfully run the organisation. Every member of the organisation has a right to present their ideas and perceptions about the community's need as well as organisation's next step.

**Organizational Policies** of YRA such as Staff Policy, Accounts and Finance policy, Gender Policy, Conflict Resolution policy, Sexual Harassment policy guide them with strong Value System developed.

These are the different sustainability approaches organisations follow to sustain and continue in the sector. These organisations are there in the sector for long period and have faced challenges and cope with them with the changing times. Thus, coping with the changes without changing their objectives helps the organisations to sustain in the sector and work for the marginalized section of the society. As mentioned, there are many organisations, which are not able to adapt and change themselves with the changing environment of restrictions, should adopt one strategy according to their organisational capacity.

## WAY FORWARD

In the previous chapter, different kinds of sustainability models that are adopted and followed by Indian organisations were discussed. Sustainability of the organisation relies on the fact that how an organisation survives in the sector without changing their objectives. These selected organisations follow these approaches to continue in the sector.

If we see, almost all the organisations believe in Community Focused Approach. They believe in focusing on community needs by understanding and staying with them and then developing the initiatives and interventions. Many organisations work for the marginalized section of the society by mobilizing them. They believe that building trust and relationship with the community is the most important and the first step towards changing the lives of the community. Strengthening the community-based organisations (CBO) is their strategy to sustain for long.

Another important model is Strategic Planning. Strategic Planning gives the organisation a path to discover new things and initiatives while understanding the changing trends of the sector. They believe that all the organisations in the sector should develop a strategic plan for four to five years to know the strengths and weakness internally and threats and opportunities externally. The organisation should plan the activities matching their vision and mission and execute it on time. It helps in mapping the problems of the organisation.

The other model is capacity building of Human Resource. Human resource is an important element for the sustainability of the organisation. Without skilled and competent human resource, the organisation can't survive for long. The organisations believe that new fresh blood should be involved in their discussions. The organisation should be open to accept the ideas from the young generation. The combination of both trained and young members, in the organisation can help the organisation in working and bringing in new ideas to implement on field. The organisation should send the staff to national and regional training programs to get an insight of fields and how an organisation work.

Some organisations focus on maintaining Internal Management System. Maintaining records of the organisation helps the organisation maintain their credibility. It is important to maintain, especially in Corporate Social Responsibility (CSR) projects. Having strong systems builds strong trust and relationship with the society. Not only their work is recognised but the credibility of the organisation is also measured. Updating of sites is important for receiving CSR funding, because, they prioritize those organisations that have name in the sector and are up-to-date with their activities. Maintaining Human Resource Management

(HRM), accounts system or finance, help build the organisation's transparency and accountability. By maintaining the internal system and updating the sites, the branding of the organisation is half done. The remaining can be done by showcasing their work in the form of success stories or starting a testimonial stating the impact an organisation has made to the lives of the beneficiaries. Branding of organisations is important as it showcase the work of the sector.

Multiple donors are another model, organisations believe in. Earlier, the organisations were dependent on one donor and mostly, foreign funding. But with FCRA in existence, the organisation funding pattern changed. Now, they are less dependence on one donor and opted for multiple donors from different sectors. Organisations now have bilateral funding; i.e. foreign funding and government funding as well as CSR funding. In today's era, people find ways to generate their income by initiating different activities, leading to less dependence on donors.

Many organisations focus on Organisation Culture and Structure. To maintain an organisational culture, they provide a working environment where the employees can put their points and can be a part of discussions. By providing same pay scale to the employees belonging to same grade, leads to unity in work. Orienting the new recruits is the foremost task of an organisation. Investing in employees can help the organisation grow and help in sustain in a long run.

Reinvention is a model which not much organisation focuses on. However, this is also important. Experimenting with situations and tackling with different interventions is what make them sustain for longer and make them unique. Dealing and analysing a problem without changing the objectives of the organisation is an art. For example, one of the organisations, they deal the situation of working with Muslims in a different way. Instead of organising protests for their rights, they suggest promoting Muslim child education.

Thus, these are the different models of sustainability adopted by these Indian Voluntary organisations to sustain and to cope with all the restrictions and control of the government. If all the organisations in the sector follow these approaches, the sector can become one.

## CONCLUSION

The evolution of the voluntarism was not new, as it was embedded in the ancient period. Our different cultures and religions believe in Charity and helping the people in need. For instance, in Islam, the Five Pillars of Islam talks about Zakat, where 2.5% of their total savings (equal to 3 ounces of gold) must be donated to the needy and poor section of the society. Similarly, in Hindu customs, every festival celebrated has its roots connected to charity. With changing times, the aspect of voluntarism has changed. Initially, voluntarism was seen as an act of happiness and passion, where as now, it has become more of a professional sector.

Voluntary sector has a negative image when compared to other sectors. The reports are released painting voluntary sector in a bad image, thus, making it difficult for the organisations to sustain. Earlier, voluntary organisations don't need to maintain records, but now, when there are cases of misuse of funds, organisations are expected to maintain. Voluntarism functions as professional sector now, where management is also considered for measuring the organisation's credibility. By design they are supposed to question the status-quo and ask contested questions, which leads to backlash from ruling elites in the form of restrictions. When organisations started questioning the government about the rights of the community, government found themselves in trouble. Thus, to get rid of this problem, the government threw many challenges on the voluntary sector. Foreign funding was the main source of funding for many organisations. However, with the execution of FCRA, the foreign funding was reduced.

We have discussed different sustainability models that are adopted at a global scenario as well as in Indian context. Some of them are adopted from the global scenario; the organisation tends to opt according to their capabilities. Many organisations believe that the government don't consult them before announcing the welfare plans, which sometimes have no impact on the beneficiary's life. The organisation working at the grassroots level knows the reality of the community but still, the government tend to avoid connections with the voluntary organisations. Thus, voluntary sector is shown as a sector having no role to play in the development. There have been reports stating that government and voluntary sector should work together to fill in the gaps in the society. However, limitations by the government on the sector; it becomes difficult for the organisation to go for a long run. Thus, the organisations which are unable to sustain in the sector or find it difficult, can learn and adopt the models of these organisation to stay strong in the sector and sustain and fight together with all the odds and hindrances that will be in the coming in future.

## LIST OF VOLUNTARY ORGANISATIONS CONSULTED

The research was carried out by VANI Team and inputs were directly taken from the following Voluntary Organisations and Experts.

S.No	Name	Organisation	State
1	Amitabh Behar	Oxfam	New Delhi
2	Anuja Bansal	SOS Villages of India	New Delhi
3	Ashok Singh	Sahbhaghi Shikshan Kendra(SSK)	Uttar Pradesh
4	Binoy Acharya	Unnati	Gujarat
5	C.S Reddy	Andhra Pradesh Mahila Abhivruddhi Society (APMAS)	Andhra Pradesh
6	Datta Patil	Yuva Rural Association (YRA)	Maharashtra
7	Deval Sanghavi	Dasra	New Delhi
8	G.Placid	SAHAYI - Centre for Collective Learning and Action	Kerala
9	Hemal Kamat	Centre of Needy, Creative, Experimental, and Participatory Techniques (CONCEPT) society	Madhya Pradesh
10	Puja Marwaha	Child Rights and You(CRY)	New Delhi
11	Rajesh Tandon	Participatory Research In Asia(PRIA)	New Delhi
12	Shashi Tyagi	Gramin Vikas Vigyan Samiti(GVVS)	Rajasthan
13	Y.V Malla Reddy	Rural Development Trust (RDT) Ecology Centre	Andhra Pradesh
<b>EXPERTS</b>			
S.No	Name	Organisation	Country
1	Gopal Rao	Rao Management Services	United Kingdom

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## **Civic Engagement Alliance (CEA)**

**Civic Engagement Alliance (CEA):** CEA is a strategic Partnership Programme supported by The Netherlands Ministry of Foreign Affairs (MOFA). The partnership aims to ensure that in and by this partnership, the Civil Society Organizations (CSOs) and the civil society at large, both in the 'Global South' as well as the overall global context, can contribute to reducing inequality and injustice in societies for fair economic and social development. Central in this partnership are the women as (productive) actors in their communities, as well as caretakers and consumers who have specific needs. Under the CEA program, one of the important pathways is to create enabling space for the civil society organisations.

## **About Voluntary Action Network India (VANI)**



**Voluntary Action Network India (VANI)** is an apex body of the Voluntary Organisations.

- Founded in 1988 to act as a promoter/Proector and collective voice of the voluntary sector.
- Base of 15000 non-governmental organisations spread in 25 states of India.
- Resource Centre for publications, research work, articles, important documents and information about and related to the voluntary sector.

### **Objectives:**

- As a platform, to promote voluntarism and create space for voluntary action.
- As a network, attempt to bring about a convergence of common sectoral issues and concerns for building a truly national agenda of voluntary action in India. In addition, facilitate linkages of various efforts and initiatives of the India voluntary sector, which succeed in strengthening a united and sustainable movement of change.
- An association, work towards fostering value based voluntary action and long term sustainability especially amongst our members.

### **Areas of work**

- Promoting practices of good governance in the voluntary sector.
- Strengthening networks
- Articulating independent voices of the sector
- Research and advocacy of policies and law effecting the voluntary sector.

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