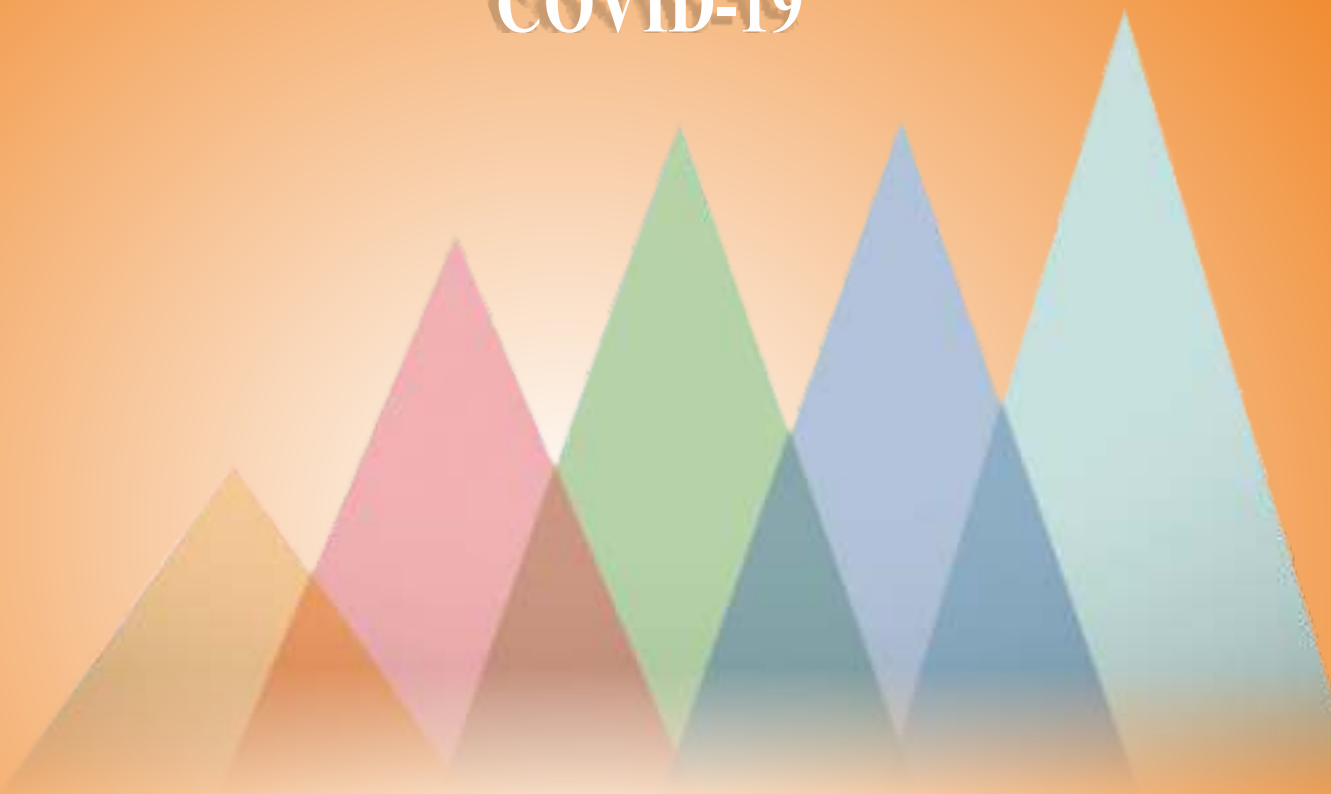


Global Standard, Accountability Practices and Indian CSOs in times of COVID-19



VANI
Celebrating 30 Years
VOICE OF THE VOLUNTARY SECTOR



**GLOBAL
STANDARD
FOR CSO
ACCOUNTABILITY**

Global Standard, Accountability Practices and Indian CSOs in times of COVID-19

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The case studies included in this report have been contributed by the respective Voluntary Organisations.

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Introduction

It is believed that vibrant and effective Civil Society Organisations (CSOs) are vital for democracy to work effectively. However, shrinking civic space and dwindling resources are the tending to weaken the role of these organisations. There is thus an urgent need for strengthening trust amongst the various stakeholders.

Global Standard for CSO Accountability

In December 2017, nine established Civil Society Accountability initiatives from across the globe along with International Centre for Civil Society, launched the Global Standard for CSO Accountability at the International Civil Society Week in Fiji.

The Global Standard, with a set of 12 Accountability Commitments, are organised into three clusters – What Civil Society Organisations (CSOs) aim to achieve, their approach to change and their internal practices.

THE 12 COMMITMENTS

CLUSTER A

WHAT WE WANT TO ACHIEVE



CLUSTER B

OUR APPROACH TO CHANGE



CLUSTER C

WHAT WE DO INTERNALLY



CLUSTER A

WHAT WE WANT TO ACHIEVE

The first four Commitments spell out the overarching ambition of all Civil Society Organisations. We subscribe to all and contribute in particular to those that are closest to our mission.



COMMITMENT 1: Justice and Equality

We will address injustice, exclusion, inequality, poverty and violence to create healthy societies for all.

COMMITMENT 2: Women's Rights and Gender Equality

We will promote women's and girls' rights and enhance gender equality.

COMMITMENT 3: Healthy Planet

We will protect the natural environment and enhance its ability to support life for future generations.

COMMITMENT 4: Lasting Positive Change

We will deliver long-term positive results.

KEY ACTIONS

- 1.1 Listen to people, understand and address the root causes and effects of injustice, violence and inequality.
- 1.2 Lead by example: Be inclusive, respect and promote human rights in our organisation and make sure we do no harm ourselves.
- 1.3 Support people to know their rights and to hold accountable those responsible for respecting, protecting and fulfilling them.
- 1.4 Collaborate with other actors to collectively address the root causes and effects of injustice, violence and inequality, and to ensure all people's rights are respected and protected.

- 2.1 Listen to women, men, girls and boys to understand and address the root causes and effects of discrimination and gender inequality.
- 2.2 Lead by example: Address gender inequality and ensure women's rights are respected in all we do.
- 2.3 Empower women and girls to live more fulfilled lives.
- 2.4 Work closely with all parts of society, including men and boys, to drive lasting economic, political and social change towards women's and girl's rights and gender equality.

- 3.1 Listen to people and consult experts to understand the environmental issues faced by people and nature, and how to best address them.
- 3.2 Lead by example: Map our organisation's environmental impact, minimise it to the extent possible and be open about our successes and failures.
- 3.3 Motivate and support people to protect the environment and to promote systemic change for a healthy planet.
- 3.4 Collaborate with actors from different sectors to develop innovative and systemic solutions to environmental issues.

- 4.1 Learn from people and partners where we can add most value to what already exists.
- 4.2 Support people to have the information, resources and capacity to actively drive the changes we want to see collectively.
- 4.3 Evaluate our long-term results in consultation with the people we work with, including unintended negative effects.
- 4.4 Collaborate with other actors in ways that build on one another's strengths and ensure accountability for our collective impact.
- 4.5 Continuously monitor, evaluate, learn, adapt and innovate with a focus on lasting results.

KEY ACTIONS

CLUSTER B

OUR APPROACH TO CHANGE



COMMITMENT 5: People-driven Work

We will ensure that the people we work with have a key role in driving our work.

- 5.1 Learn from the people we work with and represent, so their issues are our goals.
- 5.2 Support people in taking active roles to drive the change we collectively want to see.
- 5.3 Ensure that people's views are well reflected in our decision-making processes at all levels of our organisation.
- 5.4 Invite and act on people's feedback to improve our performance and collective impact.

COMMITMENT 6: Strong Partnerships

We will work in fair and respectful partnerships to achieve shared goals.

- 6.1 Identify organisations that work towards similar goals and build respectful partnerships that play to each other's strengths.
- 6.2 Ensure that the roles and responsibilities of our organisation and our partners are clear and fair.
- 6.3 Collaborate with different kinds of organisations to achieve shared goals.
- 6.4 Share information, resources and knowledge with our partners and make important decisions collectively.

COMMITMENT 7: Advocating for Fundamental Change

We will address root causes by advocating for fundamental change.

- 7.1 Ensure our advocacy work is based on evidence and is informed by the views of affected people.
- 7.2 Advocate for positive changes which address both root causes and their effects.
- 7.3 Support people – including affected people – to learn, connect, mobilise and make their voices heard.
- 7.4 Mitigate the risks for people involved in or affected by our advocacy.
- 7.5 Evaluate the effects of our advocacy in consultation with affected people.

COMMITMENT 8: Open Organisations

We will be transparent about who we are, what we do and our successes and failures.

- 8.1 Share information on who we are, what we do, how decisions are made, the resources we have, and the positive and negative impacts of our work.
- 8.2 Share information in a timely and accurate manner and in ways which are accessible to all people.
- 8.3 Establish and uphold clear procedures in our organisation to respect privacy rights and protect personal data from misuse.
- 8.4 Provide opportunities for people to question our work and engage in constructive dialogues to reach a shared understanding where possible.
- 8.5 Ensure our communication and marketing is reflective of our values and protects people's dignity and privacy.

CLUSTER C

WHAT WE DO INTERNALLY



COMMITMENT 9: Empowered and Effective Staff and Volunteers

We will invest in staff and volunteers to develop their full potential and achieve our goals.

- 9.1 Ensure that staff and volunteers share and act in line with our values and professional standards.
- 9.2 Put in place recruitment and employment practices that are fair and transparent and value diversity.
- 9.3 Encourage staff and volunteers to constantly improve their skills and provide them with the resources they need to do this.
- 9.4 Involve staff and volunteers at all levels of our organisation in our planning and decision-making and encourage leadership.
- 9.5 Protect the personal safety of people who work with us and create fair and supportive workplaces.



COMMITMENT 10: Well-handled Resources

We will handle our resources responsibly to reach our goals and serve the public good.

- 10.1 Acquire resources in ways that align with our values, independence and goals.
- 10.2 Manage resources responsibly, using them for the causes they were provided for and in ways that maximise impact.
- 10.3 Comply with professional accounting standards and ensure strict financial controls to reduce the risk of corruption, bribery, misuse of funds, and conflicts of interest.
- 10.4 Report openly and transparently about who provides our resources and how we manage them.



COMMITMENT 11: Responsive Decision-making

We will ensure our decisions are responsive to feedback from the people affected by our work, partners, volunteers and staff.

- 11.1 Invite and analyse feedback and complaints from key stakeholder groups to inform decision-making.
- 11.2 Ensure decision-making processes at all levels are informed by and responsive to feedback from our stakeholders, especially from people affected by our work.
- 11.3 Clarify and communicate how people can provide input and feedback into decisionmaking processes.
- 11.4 Enable frontline staff and volunteers to respond to feedback and make decisions in real time.
- 11.5 Communicate about the feedback received, how it was used and what changes have been made.



COMMITMENT 12: Responsible Leadership

We will ensure our management and governing body are accountable.

- 12.1 Ensure an independent governing body oversees our strategic direction, legal compliance, risk management and performance.
- 12.2 Hold governing body and management equally accountable for delivering on our strategic goals and fulfilling the Commitments in this standard.
- 12.3 Nurture a culture of accountability where all staff and volunteers feel a strong sense of accountability for their actions and impacts.
- 12.4 Support responsible, visionary and innovative leadership at all levels.
- 12.5 Take internal and external complaints and disputes seriously, creating safe spaces and appropriate mechanisms to address them.

They form an integrated whole, with each informing the other. They address the felt needs for strong and globally shared CSO Accountability Codes and Practices. They showcase what CSOs want to achieve, how they approach change and their internal practices. Engagement with these standards are intended to be a reflective learning exercise, as they are aided with practical tools including self-assessment and guiding materials tool, that helps organisations develop an understanding about their current status around a particular commitment, and guides them on an improvement path.

CSOs and CSO networks across the world are using Global Standard as a reference framework and strengthening the alignment of their existing codes or adopting them as a whole.

Dynamic Accountability

The Global Standard are based on the systemic approach of Dynamic Accountability. The term was coined by the organisation Restless Development. It recognises that relationship building with all stakeholders, from donors and governments through other CSOs, internal staff and people that CSOs work for, is necessary for them to become impactful, credible, resilient, effective and inspiring. It puts people at the centre of decision making. It describes the concept of being accountable and transparently working with and learning from stakeholders, in order to increase their CSOs impact and effectiveness.

The Global Standard aspire to transform the way in which CSOs understand and practice accountability globally, through powerful CSO-Stakeholder relationships.

VANI's Association with Global Standard for CSO Accountability

Voluntary Action Network India (VANI) has been associated with Global Standard initiative ever since its ideation in 2014. Since its launch, VANI has been encouraging CSOs within India and South Asia to adopt Global Standard to improve their accountability practices. This shall help CSOs to become vibrant and effective as these are extremely vital for a democracy to work effectively.

The need for reinforcing CSO accountability has become even more urgent. As of January 2020, India has been grappling with unprecedented situation ever since the outbreak of the COVID-19 global pandemic. With currently over seven million reported cases, the country now stands at number two position amongst the most COVID-19 affected nations. Like many countries across the globe, India too had to undergo a lockdown in its attempt to contain the spread of disease. During this phase, being the first line of responders, CSOs were prompt in rendering support to thousands of people affected directly and indirectly by the pandemic. In such trying times, there are chances of focus drift in favour of relief delivery causing inadvertent accountability and compliance miss-outs that could prove harmful later. In order to avoid such instances, VANI continued to remind CSOs about the need for practising accountability, transparency and engagement practices despite the trying conditions. Through use of social media platforms like Facebook, Twitter, LinkedIn and e-mails, VANI continued to share Global Standard commitments, and urged CSOs to abide by them. As a follow-up VANI collected examples of

participatory models and accountability practices from CSOs across the country.

This publication is a collation of effective case studies from across different parts of the country, showcasing participatory models and accountability practices adopted by 18 Indian CSOs. These organisations range from large ones to those operating at a micro level. Most of the organisations are working in some extremely trying situations, with underserved and vulnerable segments including tribals, children, women, in some of the geographically inaccessible and remote areas. Participation/collaboration with the disempowered community while designing and implementing projects and relief work is the outstanding feature of all the listed organisations. This is noteworthy from the point of view of empowerment and relevance of the projects co-created by the organisations for the benefit of the disadvantaged segments.

The organisations also value and take note of the views of team members. In terms of internal organisation dynamics most of the listed organisations have standard policies on Human Resource, Finance, Procurement, Safe Work Place and so on. All the organisations continue to follow the good practices of ensuring participation in the post COVID-19 operations as well. Despite the challenges posed by COVID-19 and its impact on the lifestyle it is heartening to see these organisations particularly the small ones have continued to follow the good practices. This gives us the hope that with support from VANI these and many more organisations could be encouraged to gradually adapt and adopt all the principles of Global Standard for CSO Accountability.

Bal Kalyan Sangh's Stakeholder Engagement Approach



Bal Kalyan Sangh (BKS) was set up over four decades back with the objective to educate and empower underprivileged communities in Jharkhand and Delhi and some other parts of the country, to enable



them to achieve self-sufficiency. It has been working on a holistic programme to address various issues pertaining to children and women including child protection, education, skill training, livelihood

and placements, women empowerment, health & sanitation, humanitarian aid, agriculture, research, advocacy & policy making.

The organisation undertakes evidence-based advocacy, holds trainings and workshops. People driven work and responsive decision making is ensured through regular meeting with staff, volunteers and also with communities. The organisation has set up a complaint committee to

look into complaints and/or feedback and its redressal. Action on feedback are regularly monitored and reviewed. After each programme or training, feedback sessions are organized to get to know the lessons learnt.

The organisation believes in empowering and motivating its staff and volunteers by allowing them to work on new and



different initiatives with an opportunity to develop their skills. Motivation level of staff and volunteers is kept high by regular trainings and engagement in various project activities. Transparency is ensured by sharing information about their activities on public domain.

The organisation also ensures responsible procurement and utilisation of resources through a prior need assessment. This is followed by seeking of approvals from management committee. Purchase of required quantity of material is thereafter undertaken based on feedback from the committee. This helps the organisation in avoiding wasteful expenditure and ensuring maximum utilisation of resources.

The organisation continues to ensure Justice and Equality while extending support to people during COVID-19. It receives list of all prospective beneficiaries from its operational area, which is analysed to identify those needing immediate assistance from the vulnerable communities. These includes those deprived of any kind of

government assistance, elderly, unemployed, destitute women and children, street, slum and disabled children, beggars and so on. The organisation is also sensitive towards maintaining dignity and respect of recipients while distribution of relief assistance.

The organisation builds strong partnerships with different stakeholders including communities and Government and ensures promoting women rights. It continues to run its One Stop Centre, along with Government of Jharkhand, which hears cases of violence against women, provides counselling services through video and audio conferencing to them even during nationwide lockdown due to COVID-19 pandemic. Assistance was also provided to women to get ration card and its associated entitlements. Domain experts are engaged to support as volunteers.

The leadership of the organisation encourages delegation of power to the team, while monitoring them regularly. In case of any problems they are provided necessary guidance and solutions. This helped the organization in problem solving as well as ensuring accountability of all staff members.

Bihar Voluntary Health Association's approach towards Social Change by Building Strong Partnerships



Bihar Voluntary Health Association (BVHA) is an association formed in 1969 with a vision to assist in making community health a reality for people, especially the underprivileged sections of society. Currently, it has 152 members comprising charitable hospitals, health centres/clinics, grass-root CSOs, with an outreach to over 300 associated non-member organizations, covering 38 districts in the state of Bihar. The organisation promotes sexual, reproductive health, mother and child health, malnutrition among women and children, youth development, prevention of vector-borne and water-borne diseases, communicable and non-communicable diseases, school



health, eye health in school and urban slums, prevention of early marriage, Water, Sanitation and Hygiene (WASH) & menstrual hygiene

management, child trafficking and child rights protection, gender-based violence.

The organisation has built strong partnerships with network of Panchayati Raj Institutions (PRIs) and community stakeholders to ensure extended outreach to the most excluded and needy communities with which it works. Most of the



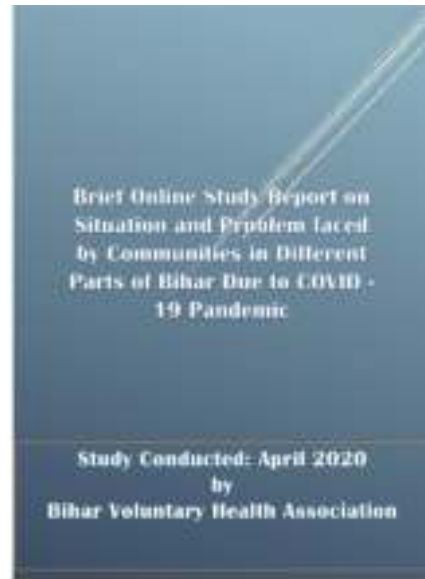
organisation's activities including awareness drives are designed in a participatory manner comprising government functionaries, PRIs, youth leaders, school officials and so on. This ensures to put in place a continued feedback process with the community, which helps the organisation in tracking changes for long lasting development. Strong Partnerships also reflect in their engagement in many Committees formed by the Local and State Government including Pre-Conception Pre-Natal Diagnostic Techniques (PCPNDT) Committee, State Tobacco Control Committee, District Health Society. It has been chosen as a mother NGO by the Government, in two districts in Bihar, to facilitate, guide, supervise, monitor and evaluate field level NGOs.

The organisation is open to seeking inputs from everyone irrespective of their caste, religion, colour, gender, age. BVHA has designed a monitoring matrix to get feedback from the communities. It redesigns its implementation strategies on the basis of findings from these matrices.

Internally the organisation has responsible leadership that focuses on effective governing policies and practices including setting up of different committees Gender, Child Protection, Legal Issues Enquiry and Finance. These help in quick response and resolution to any raised concerns.

During COVID-19 the organisation was quick to adapt itself and continue its extensive engagement with its stakeholders through digital mediums. Evidence was generated from ground to take up advocacy with various stakeholders.

In addition, the organisation distributed food material among 700 marginalized families in Maner Block of Patna.



CEHAT - Research Centre of Anusandhan Trust promoting Women's Rights and Gender Equality




CEHAT (Centre for Enquiry into Health and Allied Themes) is the research centre of Anusandhan Trust, based in Maharashtra, the worst affected state in India due to COVID-19. The organisation is involved in research, training, service and advocacy on health for the well-being of the disadvantaged masses. It undertakes socially relevant research and advocacy projects on health to establish equitable, ethical access to health services.

Gender concerns are at the core of CEHAT's engagement with the health sector and women's rights since its inception. Two important aspects that received global attention include:

- i. Integration of Gender concerns in UG medical education
- ii. Establishment of psycho social services in hospitals to respond to survivors of VAW/Children through a Dilaasa crisis centre model

An important initiative of the organisation has been facilitating inclusion of gender perspectives in medical education and replacing

bio medical model of health care in the state of Maharashtra. Gender concerns are now addressed in the existing medical curriculum which enables a deeper understanding amongst medical students on how gender effects access to health care. Besides this, The organisation collaborates with different states and provides technical assistance in setting up Hospital based Crisis Centres for Violence Against Women (VAW) survivors and children. Maharashtra, Gujarat, Kerala, Goa, Meghalaya, Odisha, Tamil Nadu and Madhya Pradesh are some of the states which have initiated a health care response to VAW/Children.

Internally, CEHAT is committed to uphold demarcating and transparent way of functioning where decisions are taken by consensus. The organisation has a Working Group which is democratic and main decision-making body of CEHAT. The members of the WG are elected by the staff. It has representation of staff from all levels which includes administrative and project staff.  It adheres to gender equality, offers flexible work hours to employees, paid maternity leave. The organisation also offers paternity leave to new fathers. There is an institutional committee for Prevention of Sexual Harassment (POSH) to ensure instance if any, is treated with utmost seriousness.



The organisation engages with different stakeholders and regularly mentors' students from various disciplines as interns to engage them on the discourse related to health

and human rights them about the cause and provide them with an opportunity to learn.

Towards ensuring Healthy Planet, the organisation encourages its staff about responsible hand-washing practices, limiting the use of plastic, reusing cutlery, and responsible use of paper.

During COVID-19, the thrust of the organisation was to integrate Violence Against Women (VAW) response in essential health services in health settings as a shadow pandemic, as declared by UN agencies. The organisation offered its technical assistance to organisations carrying out rapid surveys to assess ground level situation on access to health services as well as relief and documented best practices in health settings in MCGM to offer these services. The organisation is offering 24*7 services. besides offering we are analysing our experience of such service provision as well as users of the helpline – it serves as a useful resource to various stakeholders to map instances of violence faced by women and girls to plan preventive measures in future. The organisation ensured effective handling of resources. During COVID-19 such as staff were given permission to work from home as per their nature of work, ensuring process of essential payments and salaries to the staff and also ensuring adherence to practices mentioned in procurement policy even during tough times of COVID-19. Although there was no direct engagement in terms of relief provision is concerned, but the team compiled information of agencies providing relief in various parts of the city and this information was used to link women survivors of violence with the support agencies. Several women have benefited from this.

Centre DIRECT's Head Held High Approach Towards Women's Rights and Gender Justice



Centre DIRECT has been working for the past 27 years towards women empowerment and child protection across six districts of Bihar. The organisation works with the most vulnerable communities especially women and girls to empower them and bring about the desired changes. They have a unique model called Community Vigilance Committee (CVC) that comprises 15-20 women members that provides multiple skills building trainings and extends support to set up small enterprises. The empowered marginalised women and children thereafter serve as ambassadors for women empowerment, child protection, girls education and stopping all forms of discrimination and violence against women and children within the communities.

The organisation is headed by a woman President. 90 percent of its workforce comprises women. The organisation works with the communities on four principles including self-decision, self-dependence, self-esteem and self-confidence; and ensures all



its beneficiaries live these goals. Their approach is to make communities empowered enough to work for themselves. For instances, all support, relief and facilitation in gaining access to schemes provided by the government is undertaken by community members.

The organisation practices transparency both in revealing financial transactions and quantum of beneficiaries reached, details of which are put on its website. At the end of every project, a third-party evaluation is conducted and stakeholders' feedback is solicited which are analysed subsequently. The organisation updates its stakeholders about feedback received and action taken.



The organisation believes in building strong partnerships. Its Human Liberty Network aims to fight against child trafficking has paid off well. They have partnered with Panchayati Raj Institution Members, government and

judiciary especially District Legal Services Authority to work in collaboration to extend relief during towards COVID-19 pandemic. In their efforts to ensure Women Rights and Gender Equality, the organisation extended financial support to the Women Self Help Groups (SHGs) during lockdown due to pandemic.

Centre for North East Studies & Policy Research's (C-NES') Ships of Hope contribute towards a Lasting Positive Change



Centre for North East Studies & Policy Research (C-NES), established in 2000, works on issues of governance, livelihood, environment, connectivity, regional cooperation, and health with a focus on women and children. It recognizes the right of every individual to live safe, with dignity and in peace, because only under such conditions can the quality of their lives be improved, and their deepest aspirations be met. The organisation works towards influencing policies at national, regional, state and district levels, towards building a just society.



The organization provides basic health care services to the flood vulnerable population living in the Brahmaputra river islands, in the state of Assam, through its specially developed boats popularly

known as the "Ships of Hope in the valley of Floods". Equipped with

Outdoor Patient (OPD) facilities, laboratories and pharmacies on board. 15 boats extend services in thirteen districts (Barpeta and Dhubri districts have 2 units each to cater to a huge population) in the state through a Public Private Partnership (PPP) model with the state's National Health Mission (NHM) programme. About 2,40,000 beneficiaries are reached every year with basic health service and there are about 230 staff including doctors, nurses, pharmacists, laboratory technicians, community workers from the communities served and boat crew.

The goal of the organisation is to provide sustainable health care to the underprivileged, impoverished, and marginalized islands dwellers, amidst extremely challenging physical conditions. The initiative has received both national and international acclaim for its innovation and outreach. The boat clinics follow strict guidelines on waste management.

The organisation ensures Healthy Planet by providing awareness and encouraging the communities it serves about environment friendly practices like hand washing with soap. The beneficiaries are urged to use their limited resources responsibly and not waste water either water or soap, and follow the demonstrated procedure of hand washing. Use of locally available resources for a nutritious balanced meal is encouraged and junk foods in plastic packets that pollute the environment is dissuaded. The organisation promotes sanitation, cleanliness, waste management and creates awareness to stop open defecation. Rigorous monitoring of cleanliness is undertaken through regular visits by health teams.

The Organisation ensures People Driven Work by engaging extensively with its community. C-NES believes in holistic development of society. The Boat Clinic, in addition to conducting health camps schedule need based awareness sessions for marginalized communities. A Community Radio Station, Radio Brahmaputra as it is popularly known as has been set up at Dibrugarh for regular programmes on health, education, nutrition, sanitation as well as interviews with community leaders.

During COVID - 19 pandemic the Health workers of all boat clinics worked in partnership with Government of Assam, to extend health services to river island within the state. Apart from providing preliminary check-ups, they helped in spreading awareness and also provisioning of necessary food items during lockdown.

The Boat Clinic units in coordination with the District Health Society (DHS) of their respective districts conducted 744 COVID related Awareness Sessions till 30th April'20 in their targeted villages ensuring physical/social



distancing is maintained by all. All the units in the initial period (March 2020) apart from the awareness sessions were mainly engaged in visiting villages and identifying persons with travel history with information/help from ASHA and local leaders. The identified persons were put under home quarantine after proper counselling and

awareness to the person and all members of his/her family. The ASHA and AWW workers and village headman were made responsible to closely monitor and to inform of any changes in health condition immediately. As many as 517 persons was put under home quarantine and closely monitored with 845 follow up visits by Boat Clinic team within this period. 78 persons were accommodated in different Institutional Quarantine Center from Boat Clinic areas.

Exemplary work of the organisation during COVID-19 reflects its on ground impact with the help of the following example.

21st April, 2020, started early, like any normal day for the C-NES Boat Clinic health teams. The Dhemaji Boat Clinic team in Upper Assam, bordering Arunachal Pradesh, was prepared for another long day ahead. Times were challenging with advent of COVID-19. As the team proceeded to conduct a health camp at Pakhoriguri sapor (island village) it was stopped by a few villagers. “An emergency” they said! A pregnant 19-year-old Silaboti Boro from Udaypur village of Mechaki sapor, was being brought by her parents in a country boat to the nearest mainland hospital as roads were closed due to the nationwide lockdown. Her husband was away in Chennai, Tamil Nadu. Silaboti started labour in the boat itself and the family was not being able to contact the ambulance service despite frantically trying to. The very sight of the “Doctor's Boat” from afar was godsent! It was noon. The young Medical Officer, Dr Modhusmita Hazarika and Auxiliary Nurse Mid-Wife (ANM) Mohima Boro had no time to lose. They had to make a quick decision. There was no way they could take her to the nearest health centre as that would be too late. It had to be here and now - On the country boat!

The surface was cleaned, necessary hygienic precautions taken. Gloves were put on and the duo swung into action. Exactly 26 minutes later, at 12.26 pm, a healthy baby boy weighing 3 kg was born much to the delight of the family.

A baby born on a country boat!



Centre for Youth and Social Development's People Centric Approach reflects in its partnership and co-creation with local partners and members



Centre for Youth and Social Development (CYSD) has been working towards improving the quality of lives of tribal and rural poor in the State of Odisha since 1982. The primary focus of the organisation is on eradicating extreme poverty and hunger, ensuring social inclusion, particularly, governance and helping communities identify and initiate development measures.

The organisation reaches out to over 1.75 million population in more than 8000 villages from 12 districts of Odisha through direct



interventions. It has carved out strategic actions like: Sustainable Livelihoods; Participatory Governance; and Reducing disaster vulnerability & addressing climate change concerns towards realization on of its mission and vision.

Through various social accountability tools including community score cards/ citizen report card and social audits, involving both community and the service providers, the organisation has set up a citizen-led accountability model – “Social Watch Process”. It has contributed to improving the effectiveness of service delivery of government programmes including Public Distribution System (PDS), Integrated Child Development Services (ICDS), Maternal and Child Health (MCH), Mid-Day Meal (MDM), Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and so on.

The organisation works with various stakeholders including local entities like, Village and district level committees, Local Governments, Accredited Social Health Activists (ASHA) and Auxiliary Nurse Mid-wife (ANM). The organisation has a people centric approach and believes in working with the people and for the people. Over 2000 Community Based Organisations (CBOs) with more than 38,000 members have been facilitated with leadership skills and competencies at the grassroots level.

A platform titled Odisha Development Initiative has been created involving Civil Society, Government, Corporate bodies and academia for continued dialogue on various development issues, setting up pro-poor action agenda through a multi-stakeholder engagement.

The internal systems and processes in the organisation include Human Resource Management, Finance, Procurement, Administration, Asset

Management, Information Technology (IT), Child Safeguarding and Gender Policies. The organisation has created a results-based web enabled monitoring system for its programmes and operations. It is an open organisation, as the key information is made available on the public domain through its website.

In order to build an effective and empowered human resource team, it follows a rigorous process of recruitment. On boarding of newly recruited staff, selection is made through a 360 degree performance planning and monitoring system. Primarily, human resource development activities are undertaken through capacity building, training & exposure, skill mapping & skill enhancement on a regular basis. Internship Programme and engagement of Community Resource Persons and Community Volunteers provide new opportunities for youth engagement on a sustained basis.

Guided by its Mission and Vision, the governance and leadership is provided by the Board with active involvement of the operational team through a Senior Management Group led by the Director of Programmes. Five Year Strategic Plan is developed on the basis of which annual operational plans and budgets are prepared.

During COVID-19 pandemic and lockdown, the organisation facilitated formation of a Citizens' Action Group (CAG) to plan and implement its interventions. Virtual meetings with CSO leaders were organized and feedback from the grassroots was shared with the Government. Rapid Assessment was conducted to assess the impact of COVID-19 on the lives and livelihoods of the vulnerable community.



Beneficiaries for distribution of relief material were selected through a rigorous process involving the local community. Community



volunteers mobilised, oriented virtually, provided with protocols and Personal Protective Gears for their engagement to facilitate various community actions (awareness generation, hand wash demonstration, identification of vulnerable groups, relief & PDS distribution, management of community kitchen (56), Temporary Medial Centres - TMCs (16), Migration Resource Centres (12), etc. in close association with the Gram Panchayat.



List of materials were displayed at the distribution point. The beneficiaries were advised to check their kit before leaving the distribution point and inform about any miss-outs. Feedback from the beneficiaries was collected and the findings were used for strategic course corrections.

EFRAH-Empowerment for Rehabilitation Academic & Health promoting Justice and Equality


The Organisation is working towards



EFRAH - Empowerment for Rehabilitation Academic & Health was set up in 1997 with an aim to mitigate child labour and mainstream children of street vendors in schools to avail regular education. The core area of EFRAH intervention is Education, Livelihood, Health, Disaster Risk Reduction. The organisation is currently working in the states of Delhi, Haryana and Uttar Pradesh. With “education and rights” as a tool for social change, the organisation works among informal economy and unorganized community with advocacy as part of its each programme. It organises community in their peer groups, to orient/capacitate them on matters of concern through group management.

The organisation advocates to the people about Justice & Equality and educates them about their rights and encourages them to treat others fairly, equally, and nicely.



Internally the organisation has zero tolerance policy for sexual harassment. Management has a responsibility to ensure they step in early to both identify and stop harassment.  Gender equality at workplace is ensured by providing equal opportunity to women candidates. Flexibility in policies and possibility of remote work facilitates women employees. Human resources department and management personnel make sure that family leave is available to both men and women. The organisation is advocating with government demanding for a legislation towards right to paid sick leave and free access to health care for all workers irrespective of their employment status.

As part of its contribution towards healthy planet, the organisation encourages its employees to adopt environment friendly policies including switching off lights and all electronic devices when not in use, recycling of material like papers, minimizing use of paper.

Towards building strong partnerships, the partner organizations are made to understand the goals, policies and programmes of EFRAH. The organisation propagates an atmosphere of mutual respect by understanding diversity in thoughts and acceptance to each other's values and cultures. A formal memorandum of understanding (MOU) with a clearly stated purpose, delineation of responsibilities, and deliverables is agreed to, when entering into a new partnership. Conflict resolution is taken care of with partners through proper communication and commitment.

During COVID-19 the organisation collaborated with supporters and donors and provided food, water and other essential services to



community members according to their needs and feedback. Confidentiality was ensured by sending volunteers with relief material to beneficiaries' house, thereby maintaining dignity of the recipient. The feedback receiving mechanism was a continuous process which also included communication with community leaders and field staffs' observations. Internally, Leadership of the organisation promptly issued guidelines on Dos and Don'ts that were circulated to all the staff members. The senior leadership was always available for strategic directions and guidance.

Gram Chetna Kendra's Stakeholder Engagement and Responsive Decision Making to promote Law and Justice



Gram Chetna Kendra (GCK), which translates to Village Awareness Center, was formed in 1986 with a vision to make unrelenting efforts for catalytic initiation-based development interventions, to ensure just and equal opportunities, minimum basic essentials to all with dignified and quality life for rural masses. GCK's mission is to bring awareness among rural populace through democratic means, to empower them and help them in gaining control over all factors that affect their individual life and community at large. It facilitates access of education, agriculture, food related Government schemes to the most vulnerable members of its communities. Creating linkages with other organizations or groups working in rural development is essential to the success of GCKs' projects and through these links the organisation has been able to jointly implement a number of projects that would have otherwise been impossible. Collaborating with other institutions to spread awareness, gather knowledge and exchange information has been crucial to the organisation's success. The organisation has developed excellent relations with Rajasthan State Government

Departments including Department of Health and Family Welfare, Education, Woman and Child Development, Rural Development, National Rural Health Mission, Rajasthan State AIDS Control Society (RSACS). The organization has parallely allied itself with various NGO and NGO networks to engage local stakeholders in the development process and guarantee sustainability for its programmes. A set of policies frame the rules applicable to the organization and employees. volunteers and staff who are regularly trained on different social issues.

The communities through the CBOs, raise their issues, highlight gaps and provide feedback on organisation's activities and demand from government. The organisation coordinates to address these needs through the government and/or its projects. Qualitative and regular communication between the organisation's staff, volunteers, and its governing board enables mutual exchange and feedback.

As part of its relief activities for COVID-19, the organisation launched an awareness campaign where it displayed information about the available government schemes, and eligibility for the marginalized population. Their approach is people centric as projects are planned based on need assessment based on feedback from community. Well-established relationships with CSOs and local authorities allow the organisation to identify the beneficiaries of the programmes as well as the social, economic, political and cultural issues faced by the communities it is working with.

During COVID-19 pandemic, the organisation ensured adherence to Global Standard Commitment number two, by raising awareness among the women about announced government schemes and




encouraged them to avail them. To ensure financial security of the marginalized women, the organisation promoted spices from women-led business to be added to the food relief kits being distributed to the most deprived. The organization facilitated livelihood generation activities of Self-Help Groups (SHGs), regrouped into a women federation in Jaipur district of Rajasthan. SHGs started making face masks with locally available material, to be distributed amongst the marginalized members of the communities.

The organisation coordinated with government, CSOs, CBOs representatives and communities daily to organize its COVID-19 related relief work. Linkages with like-minded organizations was developed to facilitate coordination. The organisation ensured accountability and transparency with its donors and stakeholders through regular updates.

Gram Vikas's approach towards fundamental change through Inclusion and Dignity



Gram Vikas, set-up in 1979, works with village communities in remote, hilly, Adivasi dominated parts in 10 districts of Odisha and one in Jharkhand. The mission of the organisation is to promote processes that are sustainable, socially inclusive and gender equitable, to enable critical masses of poor and marginalised rural people or communities to achieve a dignified quality of life. Its work has benefitted half a million people in more than 1,500 villages.

 Gram Vikas' work priorities are determined based on inputs and feedback from the partner village communities. It engages with all stakeholders in a village to ascertain their views before finalising a plan of action. The organisation ensures that the voice of the most marginalised is heard before a collective decision is taken.

In its efforts towards promoting gender equity, the organisation ensures that women of the village are equal stakeholders in all community decision making.

The organisation's most significant work over the past 25 years has been in ensuring sustainable access to water and sanitation facilities in

remote villages, proper hygiene behaviour and judicious use of water. Local stewardship of demonstration and cross learning amongst peers has been a key factor in the success of the organisation's interventions.

Gram Vikas has always strived to build partnerships with the village communities and local governments in all its work. Its work with its village community partners has always been based on mutual trust and openness.

Staff of Gram Vikas are provided continuous capacity building inputs. The organisation's procurement processes scrupulously follow the principles of transparency and accountability. Statutory requirements related to handling of finances are followed at all levels, without exception. The Management Team of Gram Vikas maintains constant touch with representatives of village communities and district and local administration for regular sharing of information and feedback.

As part of COVID-19 response, the organisation supported families suffering from loss of daily wages after extensive consultations with the families themselves. The village community collectively decided the content of basic relief package. Women in the villages took lead in identifying the neediest families and determined the nature of support required by them. The organisation supported local governments and health authorities in remote areas of Odisha to effectively reach out to villages. It conducted extensive awareness generation events. It reached out to village communities to create video stories of their experiences. The women of Colonypada village in Jharsuguda district in Odisha made a video on how they were able to overcome the shortage of fresh vegetables in the market, by harvests from their

backyard vegetable gardens. These gardens were created as part of a community-led grey water management activity. The story found wide acceptance with other villages, that have taken steps to take up backyard gardens.

Gram Vikas collaborated with partner organisations to build support systems for migrant workers stranded in different parts of the country during the lockdown. The Bandhu Helpline provided telephone support to workers with information on accessing food, shelter and other basic needs. It ran the Khelo Bandhu initiative to engage the stranded workers in leisure activities for their emotional well-being.

Gram Vikas supported the government at various levels and became part of NGO Coordination activities. Leveraging its relationship at the Gram Panchayat and Block levels it ensured that National Rural Employment Guarantee Scheme (NREGS) Work of the government was planned and taken up to ensure livelihoods to those in need. The data collected from a rapid assessment through a partnership with CSOs to assess the status of migrant workers helped the organisation to inform local administration for setting up of isolation centres to help

Meeting Immediate Local Needs



We ensured that households vulnerable to food and income insecurity, such as families of daily wage labourers, got food and material support. Our teams mobilised people and coordinated efforts to produce masks and sanitisers for local distribution. We supported local governments in the enumeration of individuals returning to the villages and to set up facilities in the quarantine centres.

4,800
Households
128
Villages

Support to Migrant Workers



10,600
Households
542
Villages

We launched the Bandhu Helpline on 31 March 2020 to redress the grievances of migrant workers from Odisha and Jharkhand stranded in different parts of India. Prizes, like mobile recharge, won as part of the Khelo Bandhu initiatives helped the workers to stay in touch with their families. We also shared video recorded messages from their families, which they reported as a source of comfort.



75 DAYS OF GRAM VIKAS COVID-19 RESPONSE

contain Covid-19 infection spread. During the pandemic the organisation ensured that the village communities were aware about the available resources and this helped them design the most appropriate intervention for delivering food and grocery materials to needy families.

Despite the limitations set by lockdown, the organisation ensured compliance with set procurement principles because of which it could save finances to ensure increased coverage of benefitting households. The Gram Vikas Governing Body held virtual meetings during COVID-19. Weekly progress updates were provided to the Governing Board. The Executive Director maintained regular communication with all staff members through emails and video messages during the lockdown phase.

Indo Global Social Service Society: Fulfilling Hopes through People Centric Approach, Responsive Decision Making and Empowered Staff



Indo-Global Social Service Society (IGSSS) was established in 1961 to support organisations providing services to vulnerable communities and grass-root community-based organizations. The vision of the organisation is to establish a humane social order based on the tenets of equity, liberty, and justice, in which the human rights and dignity of every individual is upheld. It reached out to over 200,000 families annually across 99 districts in 21 states / union territories, across India, through its programmes on Sustainable Livelihood, Disaster Risk

Reduction, Gender Equity, Urban Poverty Reduction, Climate Change and Youth Development.




In line with Global Standard Commitment number 1 of Justice and Equality, the organisation believes in parity in opportunity,

access and control over resources/entitlements. It works towards promoting women farmers and creating awareness amongst young adolescent girls about their sexual and reproductive health and rights. It also emphasis on inclusion of transgender community that would tailor its response and development intervention to better address the needs and rights of the communities.

The organisation has been empowering farmers in Kashmir through confidence building and decision-making exercises by encouraging them to lead in learning sessions in a participatory manner at their Farmer Field Schools (FFS).

Following its collaborative approach, the organisation has in the past emergency situations, worked in consortium along with other humanitarian agencies to conduct sectoral assessment, implement programmes, undertake advocacy and/or share and learn through consultations. It closely works with district, state administration including State Disaster Management Authority in Assam. The Village Development Committees (VDC) formed by IGSSS, through their initiative of reaching out to Block Development Officer and relevant government officials, provide livelihood support to farmers by creating supply chain linkages.

IGSSS has inbuilt accountability mechanism in all its Disaster Risk Reduction Programme. A dedicated helpline number and an email id is provided to the community to raise complaints and provide feedback / suggestions. All the complaints are logged and responded. A box is also kept in the community, where feedback may be submitted.  All the complaints are discussed with the community and a collaborative

action point is decided to close the complaint, feedback and/or suggestions.

During COVID-19 pandemic, CBOs led the relief and preventive measures in their communities. They selected beneficiaries, suggested relief items, and helped in distribution. They are also conducted awareness drives. IGSSS supported them with resources, knowledge and skills in the extremely trying times of pandemic. Rapid assessments of most affected groups like small farmers, unorganised sector labourers were undertaken. The views and recommendations were shared with Government and other stakeholders.

In line with Global Standard Commitment number nine of Empowered Staff and Volunteers, IGSSS invests hugely in building the capacities of its staff, partners and volunteers. Its staff complies with a code of conduct, child safeguarding and other policies. Regular reinforcement of these policies is conducted with the staff and partners through training. IGSSS is also a safe working place for all the genders including a transgender employee that the organisation had in the past.

The social media post-dated 14th April on the organisation's social media platform reflects its adherence to Global Standard Commitment number one and nine about Justice and Equality and Empowered staff and volunteers.



During COVID-19, IGSSS regularly conducted meetings with volunteers and provided them inputs related to facts and myths, psycho-social support, reducing stigma.

Transparency in relief material distribution is reflecting in the banner placed at the distribution site with list of material included in the relief kit being distributed to beneficiaries.



During Covid-19, the Senior Management Team (SMT) organised online meeting every week, instead of a quarterly meeting (in pre-COVID-19 times), to review the situation and take participatory decisions related to organisation and programmes. SMT members ensure the voice of the field staff is included at the decision making platform.

During the times of global pandemic COVID-19, the organisation ensured the inclusion of excluded and marginalised by facilitating a Village Development Committee [VDC] in Kalahandi District. VDC members shared list of families with the marketing inspector,

Karlamunda and Sarpanch for the inclusion of five poorest households into the ration card list. These families received three months advance rice and other items under the Public Distribution Scheme (PDS) declared by Odisha Government. India being the third most affected nations from COVID-19, the organisation showcased its gender sensitivity by including sanitary napkins, nutritious food for pregnant and lactating mother in the relief kit being provided. Since instances of domestic violence and abuse case increased during lockdown, the organisation took to sensitising communities against domestic violence and shared women helpline number for needed assistance. The organisation reached out to transgender communities in providing immediate relief. Their contribution towards healthy planet included promotion of reusable cloth mask and dissuading use of disposable mask which have devastating effect on the environment. They supported Self Help Groups in making reusable mask so as to curtail dependence on environment harming disposable masks by general public at large.



Mount Valley Development Association's approach towards a Lasting Positive Change



Mount Valley Development Association (MVDA), set up in 1995, is a civil society actor that works toward improving the quality of rural life, especially of women and disadvantaged people, by promoting livelihood initiatives along with early child care and girl child education. It is implementing programmes under three thematic areas including livelihood, agriculture and education in the states of Uttarakhand and Uttar Pradesh. Its vision is to be a catalyst of change, support local communities towards eradication of poverty through sustainable livelihood initiatives and creation of a society, firmly rooted on the principles of social harmony, justice, and solidarity.



The organisation that promotes organic farming techniques, contributes in its own way towards Global Standards commitment number three – Healthy Planet, by using sensing lights and solar energy. In its operational villages, it dissuades the use of plastic bags and promotes the distribution and use of eco-friendly cloth bags instead.

The organisation promotes women empowerment by supporting rural women in making handicrafts from locally available fibre which was



traditionally used by the village folk to make ropes. This helps women in earning their livelihood by making products like baskets, key chains, pen stands and many more. As the products are completely biodegradable, they are eco-friendly. MVDA advocates for rights of rights holders and creates concern sharing platforms for direct engagement.

The organisation encourages engagement with stakeholders who are allowed to visit their office and ask questions about the work done and its impact. Transparency is ensured through annual reports, financial status update and other compliance related documents that are accessible on the organisations' website.

MVDA encourages judicious use of resources through systematic inventory management. To ensure strict financial controls and to maintain accounting standards, the organization follows the financial practices including soliciting of necessary approvals before interventions and submission of appropriate documents afterwards.

The team is kept motivated by the organisation through regular information sharing and participatory decision-making process, in line with Global Standard commitment number nine towards empowered staff and volunteers. Annual staff meeting is organised to encourage peer learning.



During COVID-19, the organization undertook wall paintings campaign at public places to create awareness about different government schemes, health and hygiene practices and so on. Data about relief work was collected with the help of Government Departments. The list of beneficiaries was prepared in a participatory manner involving discussion with communities. Feedback was collected with the help video clips. The organisation distributed relief materials like masks, ration kits, medicine kits and sanitary pads to the most vulnerable and in need. These products were procured at reasonable prices with focus on quality. The organisation saved on duplication of effort and waste of resources by planning and consolidating its relief efforts.



Native Medicare Charitable Trust Empowering People through People Driven Work

The Organisation is working towards



Native Medicare Charitable Trust (NMCT) was set up in 1988, with the vision towards sustainable holistic development of the underserved. It works across 12 districts in the state of Tamil Nadu, among the remote tribes, to educate, train and empower them through socio-economic and sustainable livelihood engagement. They work in health, education and environment protection, especially amongst people & children affected by HIV/AIDS and migrant industrial worker.

Since the organisation works amongst the tribal communities, it ensures their inclusion in development schemes of the Government. The organisation's contribution towards women's rights and gender equality reflects through its key objective of ensuring



social and economic empowerment of rural and urban women through access to services. Self Help Groups are formed among the rural women and girls, who are trained in various entrepreneurship skills, and linked with banks for financial assistance. Within the organisation, 64 percent of its full-time workforce comprises women. The organisation focuses on offering employment to the most disadvantaged section of the society. Their HIV/ AIDS related projects have over 60 percent women with HIV / AIDS.

Environment protection is one of key areas of work of the organisation and awareness is spread amongst community and school children on a regular basis.

Since the organisation works with tribal communities in the underserved areas, it works in close collaboration with different stakeholders including banks, corporate and government. With a grant received from a National Bank for orchard farming and animal husbandry, the organisation has supported around 750 families belonging to poor remote tribes. The engagement with communities is undertaken by setting up of People Participant Groups and Village Planning Committees who are from among the beneficiaries. They choose plants/animal breeds, put up bore wells and decide on ways of processing and marketing of their produce.

The organisation's interventions address the issues of stigmatisation and discrimination towards the people infected by HIV / AIDS, to enable them to live a life with dignity. This is done through creating awareness among the community through street plays, advocacy with health care personnel to provide treatment services without prejudice,

sensitization of Government Officials and Panchayati Raj Institutions to support them in accessing Government Welfare Schemes.

The organisation maintains transparency and showcases accountability by putting all information about itself, interventions, beneficiaries and impact on its website. It has also received certifications from third party accreditation agencies. Regular monitoring, mid-term evaluation and final impact assessment of field teams is undertaken by Project Managers. Mid-term evaluation and final impact assessment is undertaken for each of the projects. Accounting standards are complied with in accordance with the provisions of Finance Policy and strict financial control is ensured. Monthly project activity report along with financial reports are submitted to funding agencies, to ensure transparency.

The organisation schedules stakeholder and well-wishers meeting on an annual basis. In this Advisory Board Members, Trustees of the Organization, Representatives from Primary and Secondary Stake Holders of all the projects are invited. Detailed presentations about the activities undertaken in the previous year are shared and views and suggestions are solicited. Feedback is analysed, corrective measures, if any, are undertaken in the following project periods.

The Management Board of the organising comprises Trustees with proficiency and efficiency in various fields. Strategic decisions are discussed and finalized by the Governing Body. The organisation's project managers are well experienced and qualified. Individual staff performance evaluation is undertaken on a regular basis and good performers are felicitated. Knowledge Assessment Test is conducted

every year, the feedbacks and complaints are received from all staff and suitably addressed.



During COVID-19 pandemic, the organisation ensured to solicit people views and used it to identify the neediest people mainly marginalised, tribal and widowed women. Selection and distribution of materials was undertaken through CBOs and corporate volunteers. Meals were prepared in kitchens in tribal Areas with local community participation. Self Help Groups were sensitized and encouraged to avail the financial assistance scheme announced by the government. School children were sensitized about prevention practices like washing hands and maintain health and hygiene. Awareness was imparted to the community for responsible use of water. With the support received from corporate and philanthropic donors, the organisation undertook infrastructure developments in schools like building up of sanitation blocks and handwash platforms.



NIRMAN's Sustainable Development Approach through Stakeholder Engagement



NIRMAN was set up with the vision to promote an equitable, just, resilient and sustainable human-environment system. Its major focus is on enhancing food, nutrition and livelihood security. Its primary interventions are in nine districts across Odisha(India), on land, forest governance, sustainable agriculture, bio-diversity conservation, natural resource management, small fishery, women empowerment, and skill building. Empowerment of tribals, fisher communities, forest dwellers, poor farmers and marginalized groups through collective action and nurturing local self-governing institutions, are at the core of its work ethics.

The organisation ensures inclusion of the most vulnerable population in a participatory manner. A village committee identifies the most marginalized groups/households and verifies their entitlement status on different government schemes including Public Distribution System (PDS), Integrated Child Development Scheme (ICDS), schemes meant for agricultural development and crop insurance, and similar other statutory/mandated provisions/benefits. The marginalized groups mostly include single women, landless and daily wage labour, migrant

labour & marginal farmers, and other such vulnerable people badly in need of support for a minimum dignified sustenance.

The organisation has empowered about 500 women through enterprise building, livelihood interventions and (their) increased participation in decision making.   Apart from facilitating self-reliance through enterprise promotion among women, NIRMAN's intervention on participatory governance has led to the vesting of ownership rights to some 700 women over productive assets like land as equal partner with their husband, resulting in their getting ownership right as equal partners with their male counterparts over community forest resource rights including collection of MFP (Minor Forest Produce) and management of community forest resources, under the Forest Rights Act. Not only that, NIRMAN has highlighted promoted some of the best practices continued by indigenous women, like preservation of



indigenous seed varieties (<http://www.pressinstitute.in/conserving-storing-using-indigenous-seeds-tribal-women-show-the-way/>), and interventions of similar nature have encouraged village women to play leading role in forest management, ecological farming, livestock management, and institution building. Internally, the organisation ensures participation of women staff, volunteers and board members in decision making.

The COVID-19 pandemic crisis has revalidated the stand of NIRMAN and like-minded CSOs that a sustainable local livelihood dependency is much better than a lucrative (but temporary) external employment opportunity, unless the latter is otherwise promising. Hence, the interventions of NIRMAN made with a broader perspective of providing a kind of socio-ecological and socio-economic immunity (e.g., improved food & nutritional security) to the rural communities through revival, conservation and regeneration of their natural landscapes in more than 300 villages, and specific interventions such as rain water harvesting and Sustainable Sugarcane Initiative are being proved vital for the survival of the pandemic-hit communities. While this shall go a long way in combating the ill-effects of COVID-19, NIRMAN has augmented the effort with COVID-specific interventions such as awareness building about the precautionary measures, and also providing emergency relief for the pandemic-affected households

The organisation works in close collaboration with local governance and community-based institutions like Panchayati Raj Institutions and Self Help Groups; and through a regular engagement with them brings in transparency at all levels within their systems. Community-led processes strengthen the management of land, water and forest

resource in sustainable manner oriented at equitable distribution of common property benefits; whereas convergence programmes help in mobilizing government resources particularly for the benefit of those households who can't otherwise access the benefits they are entitled for.



The primary focus of the organisation is on strengthening of Community-based Organisations for collective action as this is believed to be the most feasible option for asserting & enjoying the rights & entitlements through an accountable system. NIRMAN

engages with project participant community/ target people at the time of project planning; and the opinion of the staff, potential target community, and other important stakeholders such as government authorities are taken into consideration while developing proposals. The Executive Director himself makes frequent visits to the operational areas for regular monitoring of project implementation; and the organization seeks the feedback from various relevant stakeholders for proper & successful implementation of the programme. Concerns of the



stakeholders are discussed and resolved during the field visits and CBO meetings.

NIRMAN also has in place a financial management system and a procurement policy. The internal standards maintained by the organisation has received a Gold category third-party accreditation in the areas of governance, financial management and legal compliances during the year 2019-20.

As for the governance of the organization, it is governed by its Executive Committee (EC), the members of which are nominated by the General Body. The EC members and Executive Director, along with senior staff of organization, monitor the progress and take faster & strategic decisions.



In the post-pandemic scenario the organisation has collaborated with different stakeholders including ICDS workers, Panchayat Extension Officers (PEOs), Panchayati Raj members, Volunteers, Community Leaders, and the local youth in general in rendering various support. Information from ground on the challenges faced by the pandemic-hit people was collected by the organisation's field staff and was shared with different stakeholders including government and non-government donors for immediate possible support resulting in COVID-specific short term relief interventions in 62 villages of Kandhamal & Nayagarh districts of Odisha.

At the same time, all the staff and volunteers of the organization were trained digitally over/through phone, email, WhatsApp, and video conference to follow the standard organizational practice of ensuring transparency, equity, justice and accountability. As preventive measures, the field units were provided with masks & hand sanitizers by the organisation; whereas NIRMAN provided safety kit to 95 frontline workers in the Kandhamal district. NIRMAN's Programme Director along with other NGO representatives, Volunteers, PRI members and Media persons participated in several Skype calls and Webinars with the Minister of Food Supplies & Consumers Welfare, Govt. of Odisha to help expedite the support mechanism for the affected people.

NIRMAN has been working on cross-cutting issues, but the latest pandemic has brought in some revolutionary changes in the vision & strategy of the organization that are likely to assume more clear, systematic, and specific forms in the near future.

Population Foundation of India : Advocating for Fundamental Change through People Centric Approach



Population Foundation of India, founded in 1970, promotes and advocates for effective formulation and implementation of gender sensitive population, health and development strategies and policies. It addresses population issues within the larger discourse of empowering women and men, so that they are able

to take informed decisions related to their fertility, health and well-being. Along with its experience of combining research with strategic engagement with decision makers on family planning, women's health, adolescent's sexual and reproductive health, gender equality, Population Foundation of India works closely with the government, both at the national and state levels, communities, NGOs and research organisations in the areas of community action for health, behaviour

change communication to influence regressive social norms and scaling up of programme innovations into large public programmes.

Population Foundation of India's work over the years has ensured the due prominence and prioritisation of family planning and sexual and reproductive health and rights within public health policies and actions. This has resulted in: raising the level of discourse within the policymaking corridors; increasing the accountability for family planning; making the media a more informed and responsive partner; and impacting key policy measures in significant ways, at both national and sub-national levels.

Population Foundation of India's headquarters is based in New Delhi, with state offices in Bihar, Uttar Pradesh and Rajasthan. The foundation's multi-faceted team brings together vast experience in the fields of public health, economics, family planning, maternal and child health, gender equity, public policy, communications and evidence-based advocacy, government engagement, capacity building, HR and finance.

As a public health organization working on empowering people, Population Foundation of India contributed to the emergency response to COVID-19, while simultaneously ensuring due prioritization to essential health services, particularly family planning and sexual and reproductive health services.

In the wake of the nationwide lockdown, the organization convened a series of e-consultations with over 15 family planning service delivery organizations and social marketing organizations to ensure that women across the country get access to family planning and protect

their right to decide when to have children and how many children to have.

Population Foundation of India's strategic engagement with thought leaders in the media landscape and senior journalists facilitated in increasing the uptake of evidence and data driven dialogues on issues related to women's health and empowerment.

Population Foundation of India generated and disseminated evidence on the differential impact of calamities on vulnerable populations such as women and young people. The organization conducted two rapid assessments on impact of COVID-19 on adolescents and health services for children, adolescents and women in five states of UP, Bihar, Rajasthan, Jharkhand and Odisha. The foundation organized a webinar to disseminate the findings of two studies and developed a policy brief on impact of COVID-19 on women.

Population Foundation of India collaborated with Ministry of Health and Family Welfare, Government of India to create content, messaging and creatives around COVID-19 for Information Hub on their citizen's engagement platform MyGov. The content addressed issues around personal protection, physical distancing and other key messages on COVID-19, tackle misinformation, stigma and reinforce a sense of solidarity around the fight against the disease. The organisation's communication was based on rigorous and day-to-day sentiment analysis and social media trends of key issues related to COVID-19. The messages were verified and validated by a team of public health experts, behavioural experts and epidemiologists.

The foundation continuously collects feedback and inputs from various

stakeholders on barriers to accessing health services due to COVID-19. During the pandemic, regular connect with state and district nodal officers helped in tracking health departments and ASHAs, Village Health and Sanitation Committees (VHSNCs) initiatives for mitigation.



The organization also tracked health department's responses to critical issues and challenges faced by communities as well as services providers. These updates helped in informing the organisation's engagements with the Ministry of Health and Family Welfare (MoHFW), state level authorities, CSOs for improved and equitable service delivery.



Population Foundation of India leverages networks to gather feedback from the communities and local level organisations. For example, it worked closely with Advocating Reproductive Choices (ARC), a national coalition of 167 members. Since its inception in 2005, the ARC Coalition has been successfully advocating for the expansion of the basket of choice and ensuring the quality of care in FP services. The organization hosts the national Secretariat of ARC. Through

ARC members in states like Bihar, it gathered feedback on actionable interventions to ensure family planning service delivery happens at sub-block/sub-health centre and village levels as per local context.

The organisation adapted its human resource practices quickly to the new normal during COVID-19 and enabled virtual onboarding of new employees amidst the lock down. The foundation staff actively participate in global webinars and free online courses, enhancing their knowledge, capacity and skills. Staff was encouraged to leverage the lockdown time to learn and share new skills to enhance their knowledge and stay relevant in the social space.

PRADAN : Catalysing Fundamental Change through People Driven Work



Professional Assistance for Development Action (PRADAN) is India's foremost agency working on rural poverty alleviation. Given the deep deprivation in rural pockets, particularly among tribal and vulnerable groups, the organisation promotes sustainable livelihoods which are integrated with work on issues of gender, governance and access to rights and entitlements. It believes that change can be transformative and sustainable only if it is owned and led by communities. Disempowered communities are thus facilitated to visualize a better future and empowered through knowledge and skills to realize their vision. The organisation works to evolve the entire development eco-system through long term collaboration with the government and donors to alleviate mass poverty.

PRADAN enables isolated and excluded vulnerable rural poor/tribals to build their skills on grassroots governance by mobilizing, motivating and training them. This builds their capacities for accessing entitlements and participating in different institutions like Gram Sabha (village council), block level and district level forums. Community engagement ensures relevant public investments and efficient delivery

of public services. With the support from PRADAN, communities in 36 of India's poorest districts, have started accessing their rights and entitlements, making claims on constitutionally guaranteed provisions, and holding local village councils accountable.

With regard to its interventions around Global Standard Commitment number two of Women's Rights and Gender Equality, in 1987, PRADAN pioneered the model of organizing women into self-help groups (SHG) as an approach to mobilize poor communities and improve their livelihoods. Today, its programme to link SHGs with banks is the world's largest microfinance movement helping women to have bank accounts for their businesses. It is also now the central strategy of many grass-roots NGOs and public programmes. Women Federations formed by PRADAN give strength to their members for raising their voices against exploitation and violence. During COVID-19, PRADAN teams engaged with women SHGs and trained its members for stitching reusable masks, running community kitchens, making herbal sanitizers, and facilitated awareness generation across hamlets/villages and so on. PRADAN also supported SHGs in garnering and mobilizing necessary resources for tackling the COVID-19 crisis.

Towards Global Standard Commitment number three - Healthy Planet, PRADAN supports over 72,500 small-holding farmers with integrated natural resource management to build resilience to water variability caused by climate change. It has designed methods ranging from small-scale on-farm water conservation measures to encouraged use of crops that utilize residual moisture. The organisation facilitates renewable energy-based irrigation projects that protect the environment. Farmers

with limited access to water and land encouraged to conserve water and use the same patch to grow another less water requiring crop. With the ongoing COVID-19 crisis, PRADAN is encouraging and training rural communities to develop the habit of washing hands (without wasting water).



PRADAN's field teams interact with vulnerable community members, assess their situation, understand their requirements with respect to governance, food security, livelihoods, irrigation, health, justice, equality and so on and basis this holistic approach, the interventions and strategies are designed.

PRADAN setup a knowledge portal, Sampark.Net, which is a dedicated institutional mechanism for knowledge management to



create synergy with the garnered information for betterment of the communities. A separate tab was created on the portal which directs users to the specific page with all relevant information on COVID-19.

PRADAN's field teams engaged in the grassroots worked actively in facilitating the COVID-19 relief work. Basis their input and feedback

subsequent to their interaction with community members and situation assessment, corporate function units took new decisions pertaining to resource mobilization, development engagement, communications & partnerships

PRADAN with its long-standing presence across remote villages/communities helped in quick identification and collation of information pertaining to issues and requirements, which it shared with stakeholders to act upon to mitigate the effects of COVID-19.



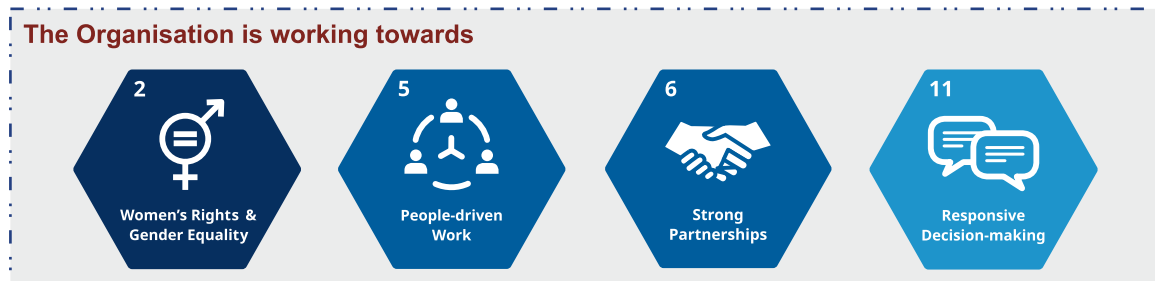
PRADAN believes in building synergies through partnerships. Its partners include Government Departments (Central & State), Foundations and Multilateral Institutions, Corporate, Public Sector Undertakings, Research Institutes, Civil Society Organizations and so on. PRADAN's seamless constant interaction with government departments, local administration, grass-root institutions, donor partners, and other CSO partners, has facilitated a healthy mechanism of feedback sharing among its stakeholders. PRADAN partnered with CSOs and CSO Networks, Central and State government, local administration to strengthen COVID-19 pandemic relief work across remote rural regions of India and provide all possible support to the vulnerable community members therein. PRADAN joined efforts of NITI Aayog (think tank set up by Government of India) to provide insights from grassroots to facilitate robust policy-making and encourage active partnership and enhanced involvement of Civil Society Organisations.

PRADAN presents an impeccable record of over 37 years of open and transparent organizational functioning, record keeping, and fulfilling

all stringent due diligence compliances. It publishes all the financial/annual/Foreign Fund (FCRA) related information on the website. All the due diligence formalities are completed as per requirements. PRADAN shares Monitoring and Evaluation report, outreach & progress report, fund utilization report with stakeholders. It has robust Management Information System (MIS), Finance & Accounts Managements systems in place.

For Empowered Staff and Volunteers – Global Standard Commitment number nine, PRADAN regularly updates its protocols and policies. The organisation has nearly 400 trained dedicated development professionals working in remote areas, in some of the most challenging conditions. PRADAN has been regularly conducting training sessions for its staff, volunteers, and other relevant stakeholders, to facilitate skill development/capacity building, and equip them better to deal with the poverty crisis, including COVID-19 challenges. Given the virtually flat structure of the organization and de-centralised leadership being provided by every work unit, field teams are well equipped to initiate actions on their own. For instance, PRADAN's Gumla Team was the first team to initiate the response against COVID-19, without any intervention from any of the Corporate Functions, and later on, other teams followed suit. From the experiences of the teams, PRADAN then subsequently came up with an organisational strategy. The 'General Council' body which is constituted by all PRADAN professionals who have spent five years with the organisation also play a de-facto governance role along with the PRADAN Board and they meet annually to reflect on the work of the organisation and provide inputs for policymaking to the Management Unit.

S M Sehgal Foundation: Transforming Lives with People-Driven Work



S M Sehgal Foundation (“Sehgal Foundation”) is a public charitable trust founded in India in 1999 and serves as a rural, grassroots implementing NGO. Operating in about 1,000 villages across ten states, Sehgal Foundation reaches more than 2.5 million people—and counting—with a mission to achieve positive social, economic, and environmental change across rural India. Foundation initiatives address critical issues of food security, water security, and social justice with a focus on the empowerment of women and children.

Dedicated foundation experts and teams create sustainable programs by working directly alongside rural communities to better manage their water resources; increase their agricultural productivity; strengthen, articulate, and activate their vision for village development, and positively transform the lives of youth and schoolchildren to ensure they have a better future. The core pillar of participatory governance empowers citizens, especially women, to become effective leaders and enables citizens to become engaged in and direct their own development.

Sehgal Foundation seeks collaborative opportunities for continuous quality improvement and replication of its agriculture and water management innovations. As an emerging knowledge leader on rural development issues in India, the foundation teams engage in participatory research, impact assessment, interactive dialogue, and community media formats to take informed actions and achieve sustainable results.

Sehgal Foundation has been well-recognized over more than two decades for the quality, innovation, and integrity of its work, and has received numerous awards, including NGO of the Year at the CSR Summit and Awards by UBS Forums; Water Digest Water Award for Best NGO—Rural Drinking Water Solutions Provider; and winner of the National Community Radio Awards by the Ministry of Information and Broadcasting. Sehgal Foundation holds Special Consultative Status with the United Nations Economic and Social Council (ECOSOC) and is accredited with the Conference of the Parties to UNCCD.

The Foundation has four primary program areas: Water Management, Agricultural Development, Good Rural Governance, and Transform Lives one school at a time. Recognizing the importance of women's roles within rural families and communities, foundation teams strive to involve, value, and empower women and girls in all initiatives and activities. Gender equality is a critical embedded element



across all the programs. There is zero tolerance on any gender-based discrimination or violence.

As part of its Good Rural Governance program, Sehgal Foundation mobilizes women to form Women's Collectives and/or Women Leadership Schools to strengthen their participation in village governance. The organisation builds capacities of Elected Women Representatives (EWRs) in Panchayats. These platforms help women to come together, voice their concerns on agendas of village development, learn about their legal and constitutional rights, and work collectively to address local issues. Internally, Sehgal Foundation is an equal opportunities employer with women leaders who are part of the senior management team and decision making. The organization also ensures equity of pay and timely disbursement of salaries.

Sehgal Foundation is a “people-first” organization. Upon the outbreak of COVID-19 and the subsequent lockdown, the safety and well-being of the community and financial security of its team were the top priorities. Timely payments were made



distribution of safety and relief materials. Work from home and use of information technology were promoted among all teams. Post lockdown, dry rations were distributed to migrants who returned to the villages. Thermal scanners, sanitizers, and COVID kits were distributed to prevent the spread of the pandemic in the villages. Our female on-ground trainers, community mobilisers and volunteers are leading the process of making and distributing face masks amongst the communities. Through Transform Lives one school at a time, the foundation team has extended its work in rural schools to also provide COVID-19 safety kits, including no-touch handwashing stations, and other relief materials.

For Sehgal Foundation, the key to strong partnerships is collaboration, transparency, and ongoing communication. Partnership projects of the organization are designed to address critical community needs. Amid the COVID-19 pandemic, the organization maintained communication with its partners, sharing real-time updates and project impacts. Partners were informed about any project delays as a result of the lockdown. Information about the organization's work, including work during COVID-19, is shared with stakeholders in monthly newsletters, on social media platforms, and on community radio.

Sehgal Foundation partnerships in the corporate, government, academic, social sectors, and on the ground in rural communities are key to the success of every rural development initiative. The foundation cultivates strategic partnerships with organizations and individuals who share the vision of more secure, prosperous, and empowered rural communities. In concert with these partners, the most critical challenges facing rural communities are addressed and resolved, and

the most effective solutions are scaled up to expand to more rural communities across India.

Sehgal Foundation follows the management principle of a “flat” organization, wherein staff and volunteers are all considered equal partners. Regular team calls (through audio and video platforms) are used to exchange updates and seek suggestions from members and to share any revised road maps. These platforms are also used for skill upgrades of staff, whose inputs are sought and implemented for project improvement. The organization strictly follows its Employee Handbook and Accounting Manual, which address accounting systems, purchase procedures, recording of transactions, handling receipts and payments, payroll, Employee Code of Conduct and organization policies.

Sehgal Foundation has a structure in place for effective communication of feedback, suggestions, and subsequent decisions. Every department conducts regular team meetings to share updates, and receive and give feedback/suggestions. Subjects raised in these meetings are shared in management team meetings where collective decisions are made on any matters highlighted. Management Team comprises the all departmental directors along with the Chief Operating Officer, Chief Financial Officer and Chief Development Officer.

All matters and decisions are then discussed with the team at large during monthly team meetings, and further feedback/ inputs are taken from all staff. Minutes of all these meetings are recorded and documented.

Overall, Sehgal Foundation's people-driven approach rests on the

belief that peoples are organization's greatest assets and all our interventions focus on building resilience of rural communities, with a lasting impact.

Together We Empower Rural India!

EFICOR's approach to Responsive Decision Making



The Evangelical Fellowship of India Commission on Relief (EFICOR) is a national relief and development organization, serving the poor and marginalized, irrespective of caste, creed or religion. EFICOR works in the area of disaster management, mother and child health care and nutrition, HIV/AIDS, climate change adaptation and livelihood in 14 states across India.

EFICOR is certified by a global alliance of humanitarian and development organisations and so it strictly adheres to its defined standards. These include giving priority to affected population, ensuring timely delivery, welcoming complaints and addressing them taking into account human dignity, privacy and values. The beneficiaries are selected from categories including migrant daily wage workers, socially excluded, widows, people with disabilities, women headed families, slum dwellers and so on.

EFICOR practices online meetings to avoid travel and public gatherings to minimise the cost which adversely affects the climate. The organisation



prepares communities to face disasters and take precautionary measures to combat disasters in future. EFICOR encourages communities and other stakeholders to register their complaints and addresses the same through proper process where community voices are heard.

EFICOR ensures transparency and accountability in entire process through consultation, collaboration and networking with various stakeholders through all stages of its project planning and implementation. A box is kept at the distribution points to solicit complaints and feedback that are subsequently addressed. People have the opportunity to file online complaints through mobile, electronic mail and action taken report is submitted to the concerned authorities and other stakeholders on demand.



EFICOR ensures that all staff undergoes a four-day capacity building training in a year. Volunteers are provided orientation and emergency response training and code of conduct to respond during a humanitarian response intervention. To draw a sync, staff and volunteers are given training about organisational vision, mission and core values. The staff is recruited through advertisement and people are selected from diverse backgrounds. A 360-degree staff appraisal is carried out where feedback and suggestions are taken into account for building staff's capacity and skills.

EFICOR ensures that resources are managed and used efficiently for their intended purposes with strong finance management system. Tenders are invited from the potential suppliers and procurement procedures mentioned in the finance manual are adhered to ensure optimum utilisation of the resources that benefits the affected population.

EFICOR's strategic plan is developed by external consultants in line with its vision, mission and core values. It has 11 Board members who are accountable to the management and governing body.

During COVID-19, good quality and adequate quantity of material was provided in relief kits, ensuring the dignity of the people. The beneficiaries were identified in close coordination with district administration. The details of distribution were shared on Government portal and with stakeholders to ensure transparency and accountability. Strategies were adopted to ensure the safety of staff and front-line workers. Some of the key frontline workers were selected from the management team to ensure responsible leadership.



Yuva Rural Association's People Driven Approach towards Helping People Help Themselves



Yuva Rural Association (YRA) was set up in 2002 with a vision to facilitate social transformation through socio-economic empowerment of the rural poor, by establishing their access over rights and resources. The organisation promotes social equity, ecological balance and enables communities to participate in good and responsive governance. It works in the state of Maharashtra on livelihood sustainability of rural and tribal communities. The work area includes interventions on health, education, food, nutrition, employability, water, sanitation, sustainable agriculture, forest management. YRA focuses on poor, resource less, deprived rural and tribal communities through its motto of “Helping People Help Themselves”.

YRA supports sustainable agriculture and management of forest




resources for livelihood, water and soil conservation amongst tribals, forest dwellers and other communities with which it works. It encourages healthy practices including

hand wash (WASH programme), safe drinking water, school and community sanitation.



YRA promotes People's Organizations and People's Institutions and thus it engages them in the whole development process from planning, implementing to sustaining and taking ownership of the process. While doing this the organisation collaborates with different stakeholders including Government and UN bodies, YRA's Staff workshop Corporate, Individual donors, CSO Partners, State and National Level CSO Networks.

Planning of interventions, projects activities and implementation is undertaken collectively within teams. Evaluation is undertaken in participatory manner involving all. YRA has peer monitoring, evaluation and feedback systems to ensure effective programme implementation and cost management.  Budget is shared with all staff members and they are encouraged to negotiate for best price and

quality. Major purchases are undertaken as per rules mentioned in accounts and finance policy. Quotations are received and cross-checked. Accountability and Transparency are amongst the core values of the organization.

Governing Body is involved in Strategic Planning of the organization. The organisation works on a Strategic Plan which is revised after every three to five years through a participatory process involving various stakeholders. All innovations, experiments and projects are made after root cause analysis and surety of sustainable results. Organization follows a culture of collective decision making. Decisions taken are questioned at different levels which helps assess the pros and cons holistically. For example, decision taken by management can be questioned during quarterly Governing Council Meetings. Organizational matters, accounts and financial matters, legal compliance, matters related to Human Resources, programmatic reviews, new programme initiatives, new partnerships, due diligence are discussed during these meetings. The decisions of the Project teams are scrutinised thoroughly by Programme Head. Similarly, staff is encouraged to question managements decisions at general staff meetings.

The organisation was quick to adapt and weave the pre-pandemic work culture into the work style adopted during COVID-19 times. Even during the lockdown, the organisation continued to extend support to the communities, and followed the prescribed rules with discipline, under the re-defined safety guidelines. Funds for relief work were raised on their own or with the support of their network partners.

In order to ensure justice and equality in its relief work, lists of needy families were prepared with involvement of local staff and community leaders, with defined classification criteria such as ultra-poor, woman headed, people falling below poverty line, landless labour, daily wage earners and so on. The list so prepared was shared with Tahsildar (Block Revenue Officer) for verification of the unreached and provisioning of relief material. The organisation collaborated with government machinery during preparation and distribution of relief kits. In Karanja lad block (in Washim district) the Block Revenue Officer offered facilities such as space for relief material storage and management. Transparency was ensured by preparation of lists of beneficiaries in the presence of community leaders, government staff. YRA replicated the collaboration model in its other operational areas and upscaled it by sharing it with 170 organizations in Maharashtra through state Voluntary Organisations network MAHAVAN.

Planning was done over phone calls, WhatsApp, e-mails involving staff at all levels as well as volunteers. Local staff and volunteers were involved in purchasing material from local sources with sharing the rates and quality of material with all on line before taking final decision. Mid-way changes were made in relief operations following feedback, which was received on a daily basis from on-field staff and volunteers. Cautious use of material was ensured to avoid any wastage. For instance, it was decided to give one kit per family (average family size was estimated as five members). However, while distribution, equality was maintained by reducing the material in case of families with lower number of members. This way the organisation ensured additional reach to more families.

LIST OF VANI PUBLICATIONS

- Advancing Sustainable Development through Goal- 17 (English)
- India's Development Cooperation with ASEAN (English & Hindi)
- Sustainability in the Context of Indian Civil Society Organisations (English & Hindi)
- Financing Sustainable Development on Civil Perspective on AIIB (English & Hindi)
- C20 Engagement Strategy for India's Civil Society (English & Hindi)
- Study on Capacity Building and Need Assessment of Voluntary Organisations (English)
- Civic Charter in Indian Context (English & Hindi)
- Food Security and Agriculture (English & Hindi)
- India's Grants and Investment in Africa (English & Hindi)
- Poverty and Inequality on BRICS Nations (English & Hindi)
- Development and Approach of BRICS New Development Bank (English & Hindi)
- Towards Enabling Environment for the Voluntary Sector in India - A Study Report (English, Hindi & Assamee)
- Study on Implementation and Impact of Istanbul Principles in India (English)
- Financial Sector Reforms in India (English & Hindi)
- Self-Certification A Study Report (English)
- A Study Report on Three New Formations BIMSTEC, BBIN and Blue Economy (English & Hindi)
- Declaration for Responsible Governance & Management of VOs (Hindi & Hindi)
- Model Policy on Foreign Funding for Voluntary Organizations in India (English)
- Model Policy on Registration - A Study Report (English)
- Income Tax Act for The Voluntary Sector - A Study Report (English)
- India-Africa Partnership: A Civil Society Perspective (English)
- Development Finance and Cooperation in SSC with Special focus on India (English & Hindi)
- Status of Voluntary Organizations in Disturbed States - A Study Report (English & Hindi)
- Critical Review of Financial Inclusion - In G20 Countries with Focus on India (English & Hindi)
- Bringing People in from the Cold - Ensuring Inclusive Growth in India (English & Hindi)
- Corruption and Governance in India - Current Status and Way Forward (English & Hindi)
- Sustainable Development in India - Review and Way Forward (English & Hindi)
- Policy Brief of Revisiting the National Policy on Voluntary Sector and Need for A National Policy on Volunteering (English & Hindi)
- Enabling Environment of the Voluntary Sector in India A Study Report (English & Hindi)
- Status of the Voluntary Sector in India A Report (English)
- Civil Society Engagement in Aid Effectiveness Discourse (English)
- Changing Dynamics Between VOs and Private Sector (English)
- Involving Voluntary Organizations in Governments Plans and Projects (English)
- India's Global Footprints (English)
- India's Development Assistance: Trends, Challenges and Implications for CSOs
- India's Role in the G20: A Civil Society Approach (English)
- Model Policies for Internal Good Governance in Voluntary Organizations (English & Hindi)
- The Hand Book in Good Governance for the Voluntary Sector (English)
- Contribution and Challenges of Voluntary Organizations Working on Religious Minority A Primer of the Study Report (English & Hindi)
- Contribution and Challenges of Voluntary Organisations Working with Women A Primer of the Study Report (E& H)
- Role and Contribution of Voluntary Organisations in Health & Nutrition A Primer of the Study Report (English & Hindi)
- Challenges of the Grassroots Voluntary Organisations A Primer of the Study Report (English & Hindi)
- Role and Contribution of Voluntary Organisations on Water & Sanitation A Primer of the Study Report (English & Hindi)
- Contribution and Challenges of Voluntary Organizations Working with Dalits: A Primer of the Study Report (English & Hindi)
- Contribution of CSR on Thematic Issues of Education, Health and Nutrition, and Water and Sanitation A Primer of the Study Report (English & Hindi)
- Revisiting the National Policy on Voluntary Sector and Need for a National Policy on Volunteering (English & Hindi)
- Civil Society Accountability Principles and Practice (India Toolkit) (English)

About Voluntary Action Network India (VANI)

VANI is a national network of Indian Voluntary Development Organizations (VDOs). Currently VANI has 540 members with an outreach to around 10,000 VDOs across India. The membership of VANI ranges from grass roots to the national organizations. The members work on a range of priority development issues of the government including education, health, nutrition, integrated child development, livelihood, skill development, environment, natural resource management, climate change, water and sanitation, emergency response and preparedness, agriculture, poverty and so on, in some of the most remote areas of the country. In the year 2017-18, our network collectively reached out to over 32 million people belonging to vulnerable and marginalized groups including children, disabled people, women, elderly, farmers, dalit, tribals, disaster survivors, unemployed, youth, LGBT, sex workers etc. VANI through its efforts and strategies aims to build a strong civil society sector not only at national but regional and local level as well.

VANI was set up with the mission to promote voluntarism, create space for the sector by fostering value based voluntary action. VANI's interventions are focused to strengthen the external and internal enabling environment. To ensure the external enabling environment, VANI conducts evidence-based advocacy which includes regulatory frameworks and resource generation. In order to achieve this VANI works with the government, private sector, bilateral, multilaterals and other stakeholders. For strengthening the internal enabling environment, VANI works towards building resilience and promoting accountability, transparency and compliance through the interactive educational events and information dissemination. VANI strives to become a resource centre by conducting evidence-based research; publishing studies, articles and reports not only at state level but national and global level as well.



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