



VANI 2.0:

TRANSFORMING

TO BECOME A LEADING VOICE OF

VOLUNTARY AND

SOCIAL SECTOR ORGANISATIONS

IN INDIA

VANI STRATEGY PLAN

2023-2028

TABLE OF CONTENT

EXECUTIVE SUMMARY	3
STRATEGIC PLANNING PROCESS	3
JOURNEY SO FAR	4
ACCOMPLISHMENTS OF VANI IN THE LAST THREE YEARS	4
HARMONISING THE REGULATORY FRAMEWORK	4
REVISITING NATIONAL POLICY FOR VOLUNTARY SECTOR	5
CSO CONTRIBUTIONS TO INDIA'S GROWTH STORY OVER LAST 75 YEARS	5
CIVIC SPACE SURVEY IN INDIA	6
SUPPORTING SECTOR ON COVID 19 IMPACT	6
BRIEFING PAPER HIV, TB AND MALARIA COMMUNITIES	6
SUPPORTING THE SECTOR	7
RESEARCH AND DOCUMENTATION	7
SWOT AND RISK ANALYSIS	9
VISION AND MISSION	10
VALUES	10
BUILDING BLOCKS	11
WAY FORWARD: VANI A FUTURE READY ORGANISATION	11
KEY OBJECTIVES OF VANI 2023-28	11
GOALS AND TASKS	11
OBJECTIVE 1: TO STRENGTHEN ENABLING ENVIRONMENT FOR VOLUNTARY AND SOCIAL SECTOR ORGANISATIONS.	11
NAVIGATING THE REGULATORY FRAMEWORK:	12
PROMOTING GOVERNMENT-NGO DIALOGUE	12
CSR – SHAPE THE LANDSCAPE	13
INTERMEDIATING FOR GROWTH OF PHILANTHROPY AND IMPACT INVESTING:	13
PROMOTING GLOBAL DEVELOPMENT:	14
RESEARCH, INFORMATION AND SECTOR NARRATIVE	14
OBJECTIVE 2: TO GROW THE NETWORK AND AUGMENT SECTOR CAPABILITIES	15
BROADEN THE NETWORK:	15
REPRESENT SECTOR:	16
BUILD SECTOR CAPACITY:	16
NETWORK4GOOD	16
INFORMATION TECHNOLOGY (IT4NGOs)	18
PROMOTING ACCOUNTABILITY AND COMPLIANCE:	18
OBJECTIVE 3: TO BECOME A FUTURE READY ORGANISATION	19
BOARD EXPANSION AND DIVERSIFICATION	19
STRENGTHEN ORGANISATIONAL CAPABILITY	19
STRONG AND VIBRANT MEMBERSHIP	20
KEY PERFORMANCE INDICATORS/RESULT MATRIX	23
RISK ANALYSIS	24
CONCLUSION	26

EXECUTIVE SUMMARY

Impacted by both internal and external factors as well as the changes in the international development aid priorities, the not-for-profit sector in the India is going through a significant period of change. Over the past decade or more, the Indian Government has laid a massive focus on the governance of the Sector. This has brought about changes in the laws concerned with the registration, taxation, overseas funding and grant spending. The suddenness and non-consultative processes of bringing about these laws has caught the sector unaware and as a result many organisations are struggling to survive.

At the same time the sector has witnessed an evolving ecosystem within India that has brought about many opportunities. Emergence of CSR, philanthropists, social enterprises, social-spiritual organisations and others social actors has broadened the scope of engagement, with unceasing perspectives and possibilities for doing social good. Indulgence in accomplishments and rationed world view, constrain the opportunities for strategic inclusion and discourse, impairing the long-term interest of the sector and its constituencies.

VANI as a unique and an apex representative organisation in the not-for-profit sector in India, has a lot of catching up to do. A lot more needs to be done to fulfil its mandate of supporting the voluntary and social sector which brings about a huge responsibility and opportunity to shape the ecosystem, through inclusion of wider civil society.

To remain relevant to the evolving civil society space, VANI urgently needs to examine at its model of engagement and membership. There is an urgent need to expand the network to include broad spectrum of civil society stakeholders and establish a constructive dialogue with the government. It needs to articulate its vision distinctly and demonstrate its relevance to wider social sector space in the country.

VANI needs to drive change from within, reviewing its own capabilities, resources and ambition, to bring changes in the outer space, creating opportunities for a future ready social sector.

STRATEGIC PLANNING PROCESS

At the end of VANI's strategic plan 2019-2022 and in 34th year of its successful existence, the organisation commissioned a review of its strategy plan and development of the next three-year strategy plan for the period 2023-2026. However, the Governing Board advised to make it for five years.

The new strategy development involved a consultative process with VANI's staff, Governing Board members, members, outreach voluntary agencies and a wide range of stakeholders. Discussions with key leaders in the sector emphasised on the need to reflect upon the evolving ecosystem for social action as well as the challenging time that the sector is going through. A series of meetings were held with various stakeholders to understand their perspectives and expectations from an organisation like VANI.

Past decade has seen emergence of new entrants in the social sector such as corporate CSR (Corporate Social Responsibility), HNIs (High Net worth Individuals), philanthropists, corporate/private foundations, social enterprises etc, who have established an interface and partnership with the voluntary sector in India. A range of representatives for these entities were

consulted during development of this strategy plan, given their influence and contribution towards the social sector.

A series of focused consultative brainstorming sessions were held to receive inputs, both for past experiences and future aspirations for the organisation.

JOURNEY SO FAR

Established in the year 1988, following an extensive consultative process, as a collective initiative of the civil society organisations, VANI has built a strong and well recognised brand as representative of Indian civil society, recognised both nationally and internationally. VANI as a network of 642 CSO members and an outreach to over 10,000 Indian CSOs, has a threefold mandate:

1. As a platform promote voluntarism to create space for Voluntary Action.
2. As a network bring convergence on common sectoral issues and build a national agenda of voluntary action and facilitate linkages for multiplier effect.
3. To be promoter, protector, and collective voice for the voluntary sector

Over the years, through the following services, VANI has been the promoter, protector, and collective voice for the voluntary sector:

- Influencing policies with the Government, Donors, CSR, Media
- Advisory on legal and regulatory requirements and internal management (FCRA, GST, Registration Laws, Governance)
- Capacity Building on institutional strengthening (governance, legal matters compliances, fundraising, resilience building and so on)
- Research Studies (enabling environment, regulatory regime and implications, development assistance, governance, management etc.)
- Information dissemination (to CSOs, government, media, donors etc.); Fostering inter and intra sectoral linkages

ACCOMPLISHMENTS OF VANI IN THE LAST THREE YEARS

VANI has played an important role, especially during challenging time for the sector when the world was impacted by the Covid19 pandemic. The pandemic brought about challenges for community work, where problems on the ground multiplied many folds due to restricted movement, spread of disease impacting communities across the country. At the same time the financial support base of the voluntary sector also shrank resulting in reduction in funding for regular programs. Around the same time the sector confronted challenges due to changes in legislative framework, increased scrutiny and building up of negative perception about the work of not-for-profit sector.

VANI took up the task of advocating for enabling environment thereby safeguarding interest and strengthening the capacity and positioning of Indian Civil Society. Some of the VANI's achievements, during the last strategy period, on regulatory framework, internal system strengthening and leadership in the national and international platforms are the following:

Harmonising the Regulatory Framework

Over the past decade the sector has witnessed many changes in the regulatory frameworks related to governance and management of not-for-profit organisations. The FCRA related rules

and regulations have been amended multiple times. Combined with the impact of covid 19 pandemic, this forced these organisations to change their ways of working, institutional policies and practices, relationships with communities, partnership arrangements, and access to funding. The countries voluntary sector looked up to VANI to support them, by representing their concerns to the government and create platforms where they can share their challenges and learn ways of addressing the problems from each other. VANI played a key role in facilitating forums for debating, learning, sharing and re-skilling the sector. In latter half of 2020, continuing to 2021, VANI organised workshops on necessary skills, including Financial Management, Programme Planning and Management, Donor Reporting and MIS, Proposal Writing, Human Resource Management, and Writing Effective Case Studies.

Renewal Of Income Tax For Voluntary Organizations, 2020 - Guidance Manual During past few years Government of India issued notifications that introduced many changes to the Income Tax Act, renewal and re-validation of charitable status, with the intention to monitor and control non-profit activities undertaken by organizations and on similar lines to the FCRA renewals.

VANI prepared a manual to promote the understanding of voluntary organizations to comply with this law. The manual is meant to help organizations with the different forms provided by the amendment and is designed with a simplistic presentation of facts and information. Apart from this, towards the end, the manual covers other issues under Income Tax that are troubling voluntary organizations.

Covid 19 was detected in the month of January 2020 in India. VANI team was continuously monitoring the situation and began communicating with the members to start adhering to safety protocols to ensure staff safety. The Government of India thereafter announced a nation-wide lockdown on 23rd March. On the parallel front Ministry of Corporate Affairs, Government of India, was inviting suggestions on proposed amendments to the CSR rules whereby partnership with the Societies and Trust remained out of its ambit. VANI started collectivising the sector virtually to urge members to send suggestions in individual and organisational capacity. The efforts yielded results and the proposition was later dropped.

VANI also advocating with Government for interim relief in roll out of the new rules and legislative changes in order to enable VOs to contribute towards alleviating the suffering of people during the fierce second wave of COVID 19.

Revisiting National Policy for Voluntary Sector

In early 2021, VANI took forward its work on resuscitating the call for revisit of the National Policy for Voluntary Sector. Based on desk research and number of regional webinars, VANI produced its report. Since this report was based on quite extensive data, VANI was invited by NITI Aayog to submit its report. Later on VANI also conducted a social media campaign to generate awareness among grass roots.

CSO Contributions to India's Growth Story over last 75 years

To mark the 75 years of India's Independence which is also celebrated as "Azadi ka Amrut Mahotsav, India@75" VANI documented the contributions of Civil Society Organisations in India's socio-economic development. The Civil Society Organisations used numerous innovative techniques to serve the country which was devastated by the century of colonial

rule. Through this report VANI tried to trace their journey of community work to bring about development and equality to marginalized groups of the country.

Civic space survey in India

VANI conducted a survey on enabling civic space during COVID mitigation in India. The objective of this survey was also to prepare for future. The survey suggested that government must change their mind set and must consider Civil Society Organizations as apolitical and professional agencies working for social change, social justice, social empowerment and sustainable development. The better enabling environment helps them to serve the country and society. The CSOs should also come together to express their voice.

Supporting CSOs on COVID 19 Mitigation

VANI quickly adapted and supported its members to adapt to digital technology for communications during the COVID period. It convened its regular meetings as well as meetings to support the sector during the challenging time using online platforms like zoom. During this period VANI also worked closely with the Niti Ayog, to raise awareness and to help gather information on how the NGOs were supporting communities and government agencies to deal with COVID 19. Other issues raised included social security for NGO workers, health risks for front line workers, need for priority vaccination to enable to work in the field, etc. VANI also worked closely with and supported other networks that emerged during this period, such as RCRC, COVID Migration, etc.

Digital wall of deceased frontline workers

Many CSO workers stepped forward to help communities during various waves of COVID 19, with limited safety measures and a nearly absent insurance cover. In this process many fell ill themselves and some lost their lives. As a mark of respect and tribute to hundreds of frontline workers, VANI through a survey, collected the deceased frontline workers data and uploaded on the VANI website.

In a virtual meeting held in June 2021 with more than 50 organizations, the contributions and sacrifices of frontline workers and their families was recognised. Unfortunately, this sacrifice of these frontline workers remains unrecognised by the government or society at large, because of lack of data, sensitivity, and awareness. VANI will be advocating on the need to develop a support system for civil society workers and employees. They will advocate with all types of donors to allow funds to cover basic labour requirements including health and life insurance. VANI will also ask its members to take advantage of government schemes to provide requisite benefits for the staff and volunteers of the organisation.

Protecting Voluntary Sector Workers Stakeholders' acknowledgement to voluntary organisations workers as frontline workers to enhance their safety through priority vaccination access (to allow them to go out in the field and serve people). VANI led discussion on social security (insurance) for staff and workers, focusing on acknowledgement to the COVID-affected VOs staff who lost their lives while serving communities during pandemic, also advocating for financial relief for poor frontline workers.

Briefing paper HIV, TB and Malaria communities

To build the capacities of HIV, TB and Malaria communities and educate the communities about their roles in C20 a briefing paper was prepared. Globally 37.7 million People were living

with HIV in 2020. Key highlights being that in India about 2.40 million Indians are living with HIV with 83% in the age group 15-49 years and nearly 39% (930,000) are women. Education and health care of a community is and will continue to be an important consideration to lessen the impact of this disease in the society. It is important to focus on the implication of HIV on infected family and community and then work towards behavioural change. The paper will also help in guiding health care workers as well as those involved in home nursing of HIV/AIDS patients.

Supporting the Sector

- Capacity Building on Compliances (FCRA 2020, Finance Act 2020 and operational issues related to compliances. In the area of internal system strengthening, VANI has been playing a critical role in building the internal capacities of the Indian VDOs.
- VANI has initiated the process of preparing memoir of the outstanding CSO leaders. VANI has been collecting information on the life and contribution of the great CSO leaders who have contributed to the development of India and the civil society.
- Social Media Campaigns - Through Social Media Campaigns, VANI initiated a process to build a positive narrative of the sector. It's organic reach on Facebook was over 27,000 people with over 65 social media creatives.
- VANI has been pursuing for sector friendly policies and interventions around the Income Tax Act, Finance Bill, Direct Tax Code Bill, Lokpal Bill and so on. VANI's successful advocacy initiative under Lokpal Bill resulted in relaxation in government's ask for personal information disclosure of governing board members and their family members is another landmark accomplishment.
- VANI drafted its first Code of Conduct three decades back, when the Planning Commission expressed the need for drafting guidelines for regulating the Indian voluntary sector. The organisation has thereafter been encouraging the voluntary sector to showcase the sector strength by complying with law of the land. At the behest of the sector as well as the changing socio-political and economic landscape, VANI updated its Code on Conduct titled, 'Declaration of Responsible Governance and Management of Voluntary Organisations', in 2017. The updating was undertaken in a participatory manner and in line with Global Standard for CSO Accountability (an accountability initiative of which VANI has been a part along with eight other networks from across the Globe).

Research and Documentation

VANI undertook studies on contemporary issues for the capacity building of the sector. VANI's research informed policies and practices of not just not -for- profit agencies but were also accessed by Government of India, media, corporate sector and many other stakeholders.

- **Effects of COVID-19 on Women Workforce in the Voluntary Sector - A Report**

The COVID-19 induced lockdown brought the entire world to a halt. Not only was there a complete wreck in the public health system but also in the social, political, and economic systems which govern our daily lives. Apart from the collective issues, the pandemic aggravated the situation for the women in the workforce. With the lockdown, unemployment rates were skyrocketing, and millions of jobs lost. It is suggested that working women were pushed to the financial brink. VANI conducted a research study to

understand the issues that women in the sector confronted during this period. The report was disseminated widely.

- **Foreign Contribution Regulation Act, 2020 - Guidance Manual**

The Foreign Contribution Regulation Act (FCRA) has been functional as a security law since 1978, undergoing several changes in its architecture over the last 4 decades. The act has been used for monitoring and regulating foreign funding to non-profit entities that are primarily engaged in development and relief. In 2020, the Act underwent a major overhaul in terms of ending collaborative approaches utilized by different entities for achieving common objectives. It limited the scope for administrative expenditure which meant curtailment of staff costs and inward organizational investments. It has made centralized banking as the core process of receiving funding from overseas. The manual was shared widely with the sector organisations to help them adapt to the changes.

- **Compendium of COVID-19 Related Success Stories from the Voluntary Sector of India**

Voluntary Organisations (VOs) that were working extensively on diverse causes for decades, emerged as front soldiers in this fight against the deadly virus. They helped mobilise as well as respond to the situation. They have been working individually and in partnership with other VOs, government, and companies to provide relief to the affected and vulnerable communities of the society. They have also been at the forefront for mobilising resources to aid COVID-19 mitigation related activities.

The VOs operate in the most interiors and remotest areas of the country, where other agencies can't reach easily. Therefore, they have a pivotal role in connecting the weakest links to COVID-19 relief services. They have done some path breaking work in extending support to vulnerable, women, children, elderly, migrants, daily-wagers, homeless, sick, etc. and left no one behind. Their access to such areas, experience in interacting with the community, knowledge about the needs of the community and passion proved extremely significant in reaching out to the vast population of India.

However, in doing so, due to the magnitude of the crisis, and the number of resources that had to be invested in countering the effects, the VOs resources were overstretched. Many of the existing funders withdrew due to economic downturn, or de-prioritization. This brought many of the ongoing development projects, delivering crucial services to a standstill. Many organisations had to let go of their long-term staff. For many organisations survival of their own set up became a critical matter.

Despite such challenges, the voluntary sector remained at the forefront and generated innovative ideas and techniques to combat the challenges. They were able to find unique ways to solve the problems and continuing supporting the most vulnerable people in need at a very difficult time. VANI, being a nation-wide network of VOs, worked to highlight the success stories of the sector in these trying times and acknowledge their contribution in navigating the effects of COVID-19.

- **Digital Adaptability Quotient during COVID-19: Stories of Innovation**

The COVID-19 pandemic caught the entire human race by surprise. During this phase, ensuring the livelihoods of people was of utmost importance. The pandemic, brought about a change in the way companies and various sectors carry out their daily functioning and activities. Most of the sectors underwent significant digitization, be it with their customers, beneficiaries, supply chains or their internal operations. Being digitally literate or tech-savvy became a necessity.

This study is an effort towards measuring the digital adaptability quotient of the voluntary organisations and recognizing their innovative practices to overcome the impact of the pandemic on their work. This study has been undertaken by VANI, to understand the digital adaptability in the voluntary sector during the pandemic in India -to understand how they became digitally resilient, the effective, their stories of innovation to combat the hurdles created by pandemic and how this shift or transition to digital platforms affected their working style. VANI has done this by collating data from the member organizations.

SWOT AND RISK ANALYSIS

Strength	Weakness
<ul style="list-style-type: none"> • Credible and Reliable Organisation • Efficient and Good teamwork • Supportive organisational culture • Strong and Vibrant Network • Global and national branding • Membership engagement • Capacity for relevant Research and capacity building • Convening role for multi-stakeholder engagement 	<ul style="list-style-type: none"> • Small team with high expectations from stakeholders • Inadequate resources for communicating with large spectrum of CSOs and other stakeholders • Membership selection process leads to exclusion of many organisations • Shrinking or limited financial resources • Lack of financial resources for the type of work VANI does • Limited Institutional mandate for service delivery projects
Opportunity	Threats
<ul style="list-style-type: none"> • Position as “Network of Networks” • Expansion of membership and engagement with wider institutions working in social sector • Recognition and long-term relationships with funders, and all major organisations in the sector • Receptiveness amongst stakeholders about VANI’s work across sector • Opportunity to become sector/ thought leader, think tank and a knowledge centre • Advisory/consulting for sector to generate income for organisation 	<ul style="list-style-type: none"> • Shrinking operational space and uncertain governance regulations • High dependence on external funding • Increasing competition due to limited resource (Economic downturn) • Few young people interested in social sector

- | | |
|---|--|
| <ul style="list-style-type: none"> • Opportunity to engage with youth, LGBT, disability, etc. as future sector leaders • Relationship with academia, philanthropists, Social Stock Exchange, social enterprises, etc. | |
|---|--|

VISION AND MISSION

In a series of conversations, with the staff, board, members and stakeholders of VANI, discussions and debates were held on the continuing relevance of the organisation's vision and mission. While retaining the essence and the principles of formulation years of the organisation, a few modifications were made to reflect the changes in the society.

VISION

Defend and promote Civic Rights of Collectives and Voluntarism.

New Proposed Vision: Promote and Support voluntary and social sector initiatives to address a range of needs and rights of deprived and vulnerable communities. (To be circulated and agreed with members)

MISSION

Works towards building a society where volunteerism and social sector organisations play a relevant and constructive role in socio-economic empowerment of communities and nation building

- ▶ We aim to facilitate the growth of the voluntary and social sector in India
- ▶ Be a catalyst for change through leadership, research and membership engagement
- ▶ Work with the government to shape policy ecosystem on areas governing the space of voluntary and social sector organizations
- ▶ Provide platforms for members and other stakeholders to interact and network.

VALUES

Following core values are the ideals and principles that will inform and guide the decision-making, actions and behaviours of everything that VANI will do. These are our internal core values. We expect that the organisations and individuals who join VANI will also live by these values while interacting with each other and representing the sector to wider stakeholder groups.

- ▶ Collaborative and innovative: As a representative of the social sector organisations, will encourage wide-ranging collaborations and innovations amongst its members and stakeholders towards fulfilment of its mission and vision. Together with its members constantly innovating and search for solutions to transform India for a more equitable future.
- ▶ Inclusive: VANI will engage with its diverse set of members representing social sector in a manner that is enabling and empowering while respecting the mandate and independence of each member.

- ▶ Ethical: Uncompromising integrity, transparency, and accountability in all actions. Inspiring trust and confidence amongst stakeholders as a credible organization.
- ▶ Dependable: Known to be committed and efficient in delivering best quality services that promotes and supports the sector.
- ▶ Adaptive: Consistently striving to support its stakeholders in a dynamic and confident manner for the most impactful and effective solutions.
- ▶ Solidarity: Vani with its national, regional and global partnerships extends its solidarity based on collective rights, advocacy and participation.

BUILDING BLOCKS

Following building blocks are core to VANI's work and along with its member community, the organisation will need to research, develop, invest and grow to successfully transform voluntary and social sector landscape in India

Network: Alongside not for profit voluntary agencies, expand to include wider community engaged in social sector such as corporates, philanthropists, social enterprises, government, individuals, universities, think tanks, faith based organisations, and other relevant organisations. VANI's role, as a network and also a network of networks, will be that of a congregator, convenor, aggregator and a strong voice or amplifier to the voice of sector that is apolitical, democratic and secular, following the belief of *Vasudheve Kutumbakam* (All being of the world are one family).

Governance: Work towards strategic steering and strengthening the governance, capacities, and collaborations across the voluntary and social sector. Encourage members to adapt "Code of Conduct", ensure compliances and policies of equity.

Sustainability: Strengthen niche expertise, including paid services, for high quality delivery on research, sector data, analysis, policy, due diligence and advisory, consulting and others. This will include a wide pool of expertise to serve the sector.

Optimism and Affirmative: Build a sector brand that is confident, constructive, supportive, collaborative, consistent, assertive, well informed, creating a rightful space for social sector actors in the society.

WAY FORWARD: VANI A FUTURE READY ORGANISATION

Key Objectives of VANI 2023-28

- 1) To strengthen enabling environment for voluntary and social sector organisations.
- 2) To grow the network and augment sector capabilities.
- 3) To become a future ready organisation.

Goals and Tasks

Objective 1: To strengthen enabling environment for voluntary and social sector organisations.

VANI has a distinct representative, supportive, educational and advocacy role for the voluntary and social development sector. While building upon its existing activities and

building upon the past work, VANI will undertake additional responsibilities during the coming strategy period to support the sector. It will respond to the fast changing social and economic context of the country, addressing the challenges and taking advantage of the opportunities for the benefit of the organisation as well as its members. As a voice of democratic organisations, It shall inform and orient other stakeholders like Government, Corporates, Media, Academia and Others about the relevance and contributions of the Voluntary and Social Sector in Nation Building. It shall endeavour to become a face of wider civil society network, expanding current membership base to include a broad spectrum of civil society and not for profit organisations.

Navigating the Regulatory Framework:

VANI has been supporting the sector through the many changes in relation to the regulatory framework that governs the social sector. VANI will continue to make efforts to bring in the desired coherence amongst the different laws affecting and enhanced compliances. This task has become more critical than ever in the current context. Synchronisation of the law for “Ease of Doing Business” as desired for other sectors in the country, is equally significant for the social development and voluntary sector. It shall interface with government to create an enabling legal and policy environment for greater independent and autonomous functioning.

VANI will build bridges with the Government of India and its various ministries as well as with the Niti Ayog, to create platforms for deliberation. Based on collective evidence, it should influence policy related to the development sector. It should negotiate and advocate the interest of the voluntary and social sector organisations for creating an enabling environment. VANI will develop position paper to articulate the gaps in the existing framework and recommendations for addressing the same.

VANI will consult with members and other stakeholders to explore the idea of negotiating for an independent law for CSOs engaged in the development sector and contributing to nation-building, for formulation of CSO Grant Commission and a separate Ministry for Social and Voluntary Sector Organisations.

Promoting Government-NGO Dialogue

Globally many progressive nations have witnessed the State working closely with the civil society organisations to deliver on social good. While the Governments have been trying to hold NGOs accountable through regulatory measures, at the same time the NGOs also hold the Governments accountable to ensure good governance. In India this relation, at best is inconsistent and unpredictable, at times not very constructive, for reasons around ideologies, affiliations, and vested interests. Having said that, without doubt, there have been numerous instances of impactful partnerships between the two entities. In the current scenario, the sector lacks a systematic approach to a constructive dialogue. VANI, along with its members, with a mandate to represent the sector issues will proactively seeks spaces, at various levels, for constructive dialogue and resolution of sector issues. Joint forums will be created bringing together NGOs and the Government at both the national and state levels.

Political parties play an important role in democracy. They have responsibility to put in place policies and reforms, and exercise controls, based on demands and aspirations of the society. With the support of its members, VANI will engage in dialogue with the political parties across the spectrum, at both national and state levels, with the objective to inform them on development and vulnerabilities policies and programs. VANI will upgrade its own knowledge systems and raise its profile to a level where the voice of the sector will matter. It will aim to become a knowledge and information hub to inform the legislative processes.

CSR – shape the landscape

It's been nearly nine years since the CSR law was rolled out in India. Over the years alongside an increase in the corporate giving, the sector has also witnessed an evolving strategic engagement and deployment of CSR funding. During the initial period of learning, from an initial approach of compliance and annual project-based funding, one is observing a transition to a more evolved long-term perspective focused on social and economic transformations. CSR law has also seen many changes over the years which brought greater clarity, focus and accountability. It's a relatively new journey in the social space and VANI will explore greater engagement with this particular segment of broader social development sector.

VANI will focus on:

- Enhanced understanding of the social sector and deeper connections and networks for better outreach and impact. When MCA intends to move CSR decision making from “Backroom to Board Room”, VANI has a critical role in informing the Boardrooms about importance of community participation and community led approaches.
- Become a credible bridge between CSR and voluntary sector. Support collaborative approaches and multi-level partnerships amongst voluntary organisation, corporates, foundations and governments.
- VANI will also build capacities of NGOs to understand management of CSR partnerships and on the other hand will work with corporates to have better understanding of functioning of NGOs.
- Drawing attention and support for marginalised groups and underserved locations with data backed programming to address issues at scale, involving consortiums of multiple partners and donors. Developing with partners consolidated responses for poor areas such as aspirational districts.
- Theme based campaigns jointly with NGOs and corporates on key development issues such as sanitation, livelihoods, malnutrition and others
- Tools and processes for improved data management for better impact measurement. VANI will seek funding support to developing and implementing such tools.
- Expand NGO network widely, particularly in regions with poor development indicators and build detailed data on NGOs along with their due diligence.
- Develop a portfolio of programs and funding to support NGO capacity building, development grants and innovation with support of CSR grants

Intermediating for growth of philanthropy and Impact Investing:

While the quantum of domestic philanthropic funds in India have seen a sharp rise, the infrastructure to support this generosity remains inadequate. Issues such as inequitable distribution of resources, impact, sustainability, partnerships, etc remain under-addressed. VANI will play a role in engaging with philanthropists and impact investors to inform and inspire their strategies on one hand and on the other hand will support the social sector organisations to enhance their understanding of new partnership dynamics and requirements. VANI will work as an intermediary connecting givers and doers, facilitating linkages and collaborations, and creating platforms for upscaled outcomes for greater and sustainable impact. NGOs have advantage of last-mile connectivity; however, many challenges need to be resolved such as institutional capabilities, impact measurement, data and knowledge

management systems, technology enabled systems, and scaling up operations. VANI as a sector enabler will play a crucial role for both segment for effective partnership.

Promoting Global Development:

Premised on an effective and inclusive South-South Cooperation principles, VANI has contextualized Civil Society inclusion in India's Development Cooperation, based on its seminal research- 'India's Global Footprints'. India's bilateral partnership in the South-Asian neighbourhood has been studied through a 'development lens'. VANI is a founder member of FIDC (a Ministry of External Affairs led forum) where it represents CSO aspirations. For meaningful representation of its members, VANI actively participates in global civil society alliances such as FORUS (global network of national platforms), CIVICUS (global network of CSOs) and Asia Development Alliance (network of Asian national platforms) and is part of European Commission's Policy Forum on Development and Partnership Forum. Bridging the gap in policy coherence between global regimes and Civil Society, VANI will work towards furthering Civil Society connect with G20, BRICS, Asian Infrastructure Bank and New Development Bank, to catalyse CSOs to become conscious actors to leverage their field experiences, community driven data, intimacy with ground-level challenges for supplementing efforts and narrowing development gaps.

VANI will establish a network of Southern NGO, especially from Asia, as many networks are in their nascent stages and can learn from VANI's experience. This will also promote South-South Cooperation and will be in line with the Look East Policy. Given that there are many similarities socially and culturally across South and Southeast Asian countries, in future this network can play a role in strengthening voluntary and social sector across the region.

Research, Information and Sector Narrative

VANI will position itself as a thought leader in the social sector through relevant research, documentation, dialogue and dissemination. It shall undertake research on different issues, analyse and convene to generate and share knowledge and take action to strengthen the civil society, inform CSR and philanthropy, demonstrate sector impact and inform policy.

VANI will focus its research to enhance understanding of issues, to be a voice and amplifier and to communicate externally to stakeholders to raise awareness and to promote action to address issues. Through research bolstering voluntary sector from within and strengthening the external enabling environment of voluntary development organization. Being proactive in introducing the latest in development, governance and technology for the sector. VANI should act as a sector think tank which is well networked itself with other relevant thinktanks for greater impact and stronger voice.

For this VANI will establish stronger ties with academic institutions, undertaking joint research, and establishing multiple resource hubs in collaboration on social development issues. This initiative will see 4-5 research pieces annually that are contemporary, need based and inform policy dialogues. VANI will also convene annually a stakeholder group, including from Government, for dialogue and social sector policy influence.

Story Telling: VANI will advance social sector through public engagement and will undertake a number of activities to support this. It will document sector experiences and impact and share them widely in public, through media and social media, to build a constructive narrative and portray positive image of the sector. Stories of Struggle/Success do not reach the stakeholders

either due to documentation amiss and/or its availability in a non-comprehensible language. A systematic campaign with legislatures, government, media and general public will be undertaken to make them aware about the sector. VANI shall use all its social media channels with greater frequency. Multiple toolkits will be developed to support organisations develop skills on use of traditional and contemporary media.

VANI will undertake research, documentation and strategy direction documents on key thematic issues to inform national or local levels with CSOs, government, corporate donors and institutions by convening and facilitating consultations.

Some of the activities that VANI will undertake are following:

- Campaigns on issues relevant to the sector on regulatory, thematic and national interest matters will be launched in partnership with media, CSOs, CSR, Philanthropists etc.
- Speak and host various events, conclaves, awards related to CSR and philanthropy, in addition to areas covered currently.
- VANI will initiate public platforms in collaboration with its members to engage citizens on development discourses.
- Revamp of the website to make it a resource hub for its target groups including, philanthropy, CSR, and civil society sector.
- Create a social media strategy for Facebook, LinkedIn, YouTube, Instagram etc. and reach out to relevant audiences to engage them in various campaigns.
- Develop collaterals for new member groups. Publish a newsletter representing all current and future members interest areas on a quarterly basis and disseminate widely.
- A media fellowship on sector issues will be launched in partnership with a philanthropic/media organisation for placement in NGOs
- Membership of various bodies related to CSR/philanthropy will be taken to engage actively to influence in a manner that is supportive for the social sector.

Build capacities of member organisations in the area of Marketing and Communications and partner with them in above programs.

Objective 2: To grow the network and augment sector capabilities

Broaden the Network:

Last decade has seen emergence of a large number of social sector entities that focus on social transformation through a range of development activities. Some examples are social enterprises, corporate foundations, CSR, philanthropic organisations, vedantic and spiritual organisations engaged in social, charitable and welfare work and some newly registered not for profits who offer tech based futuristic programming as solution to many poverty and marginalisation issues. Other potential groups will include organisations such as charitable hospitals, not profit education institutions, LGBTQT etc. Social Stock Exchange, as yet another government initiative, is under formation which will potentially bring a significant amount of resources to the social sector.

VANI will expands its membership to include these groups. VANI will undertake extensive outreach activities to engage with such groups, which is expected to potentially bring benefits

to its existing members as well. VANI will add at least 100 new members in 2023 and there onwards, based on year one experience, the likely additions will be in the range of 200-300 new members annually. At the end of this strategy, it is expected that VANI will be representing over 1000 to 1500 members who pay their membership and engage proactively.

Similarly, VANI will also ensure that there is a good representation amongst its members from across various geographical regions. Being also a Network of Networks, VANI will work with its closer to ground partners to be more inclusive. It's important that VANI creates space for hearing voice of diverse groups of all sizes and influence on its platform, in a true democratic manner. Regional meetings will be held to meet and connect with such groups. VANI will use this information to educate and sensitise CSR/philanthropic and other donors about various potential geographical and thematic areas for partnership.

Represent Sector:

Not for Profit/Voluntary/Social Sector encompasses diverse types of organizations focused on delivering services, facilitators, researchers, technology and innovation social good, social responsibility, activism, civic rights, policy think tanks, faith based service delivery organizations, thematically focused, aggregators in giving space, facilitating volunteerism, social enterprises, private foundations, corporate foundations, international foundations, International NGOs, CSR, and so on.

VANI will review its approaches to engage with wider group of members. VANI's current engagement is restricted to a few of these groups while many remain off its radar. To be a true representative and leader of the sector, and to be acceptable widely, VANI needs to review and devise ways on how it approaches concerns and aspirations of the such diverse groups. During the next few years, VANI will network extensively with such groups to enhance its learning about issues that concern them. This will inform their engagement strategy and at the same time it will also be immensely beneficial to the existing members.

Build Sector Capacity:

VANI will focus its capacity building activities to enhance understanding, educate and build skills of sector, to be a voice and amplifier, to deliver programs better and to run institutions of excellence in the social sector space. It will be proactive in introducing and training on the latest in development, governance and technology for the sector.

Due to changes in laws and funding patterns, many of the smaller organisations are finding it difficult to make a smooth transition. Undoubtedly their work is of great significance. VANI focus on smaller organisation for capacity building programs and opportunities to establish newer partnerships. VANI will create peer-learning opportunities by creating knowledge sharing platforms (webinars, face to face interactions) between large organizations and experts to build the capacities of small and grass root level organizations and prevent the latter from trading-off their mission and objective for existence.

Network4Good

For the purpose of widening its engagement with various sections of social organisations, VANI will establish a new social leadership platform for CSR, philanthropists and impact investors. In addition, VANI will continue to take forward the collectivisation of sector through regular meetings of the forums such as CEO/Leadership, CFO and Women leaders. These forums will be aligned with the new initiatives. The pre-existing independent networks at the state levels will be strengthened and expanded to newer states. State level leadership will be

encouraged and supported to champion the cause of strengthening the local agencies in line with the objectives this strategy.

The scope of work of a Network, undoubtedly, has considerable potential in terms of visibility of sector issues and sector stakeholders. It's a platform to learn, share, debate, partner, communicate, and protect and promote collective concerns. Effective networking can bring about significant changes in performance, processes and impact. VANI will congregate, convene and collectivise for the sector on issues of common interest. Build strong and vibrant membership of diverse groups of not for profit organisations engaged with social sector.

Inspire4Change: VANI will establish multiple Multistakeholder Platforms/forums – communities of voluntary agencies, social enterprises, CSR professionals, social leaders, corporate foundations, family foundations, spiritual organisations engaged with social work, Government and others. With this VANI will create India's foremost platform, managed dynamically, to inspire social change not just within government and CSO sector but working closely with businesses, entrepreneurs, philanthropists, and government to help build valuable relationships across sectors and at peer-to-peer levels. The purpose will be to create a proactive and comprehensive ecosystem of support, knowledge, technology for upscaling social good for greater impact.

Above will include hosting sponsored forums, events, summits, creating opportunities for a community that is inclusive, engages with each other and values diversity across sectors.

Youth4change: a new VANI initiative, will involve young minds who are interested in transforming society for the better. These youth in the age group of 18 to 25 will be supported to develop healthy civic leadership skills and commitment to social change agenda. This fellowship with young people from India and across the globe will focus on enhancing civic engagement and developing leadership qualities amongst aspiring young people. The youth will come from diverse educational and social background and will apply their skills and knowledge to diverse sectors, not just NGOs but also social businesses, CSR and so on. VANI will also support internships of young people to the voluntary and social development sector. The cost of this program will be covered through donations, grants, paid-internships, self-paid fellowship, host organisations, CSR or philanthropic funds.

CEO/Leadership Forum: VANI has set up an umbrella body aiming to facilitate interaction and cooperation amongst the civil society leaders. It's a useful platform for dialogue amongst the leaders. After an initial period of significant interest VANI will create space for deeper engagement for the purpose of facilitating and promoting good practice with regard to the management and service delivery.

This leadership group will also advise VANI on various issues impacting civil society sector. It will be a platform for discussions on public policy issues, encouraging fresh thinking and innovation and commissioning research and study of matters relating to governance, funding, organization, management, operation, effective communication, collaborations.

VANI will host a self-paid/contributory and sponsored event annually for the leaders. The event will see important sessions with people from Government, political leaders and other imminent personalities to bring wider nation building perspective.

CFO Forum: VANI will continue to support the CFO Forum, which is a high-level discussion group formed and attended by the Chief Financial Officers of Indian Civil Society with the aim to influence development of financial reporting, value based reporting, dialogues & technical support on drafting government petitions and related regulatory developments for Indian CSOs.

The Forum provides a platform and opportunity for CFOs and controllers to exchange ideas freely, dissect problems and discuss important issues with peers.

Women Leadership Forum: The Women's Leadership Initiative (WLI) was ideated in 2017, will be continued, to address the issue of lack of presence of women at leadership positions (as CEOs and Members of Governing Board) in the Indian Civil Society. The Initiative offers female senior managers working in Civil Society Organisations a unique opportunity to develop their leadership potential and improve crucial networking skills. Programme is designed to address three main objectives: 1. To provide opportunities for senior women to develop themselves as leaders, to enhance their visibility and to enable them to network and influence the wider external environment. 2. To increase the number of women progressing to higher level management positions. 3. To increase the representation of women in senior positions, particularly at chief executive level and in boards.

Collective Communication Campaign (CCC) Forum: VANI has set up a Collective Communication Campaign (CCG) Forum of Communication experts from the sector. The objective of the forum is to prepare strong case studies which shall be collated in a repository set up by VANI.

Thematic Groups: VANI will promote and support various thematic groups to create opportunities for learning, sharing and consolidation of the knowledge systems for the sector. After an assessment, it may review formation of new thematic groups or strengthen existing ones for this purpose. It will convene to mobilise members, government and others for policy discussions and influence to create better development opportunities for the poor. During this strategy period VANI will work with 6-7 thematic groups.

Information technology (IT4NGOs): Digitisation of CSOs:

Not for profit sector generally lacks understanding and financial resources to bring themselves up to date with the technologies that can bring greater efficiencies and impact in their operations. Despite the sector being very large, very little investment has gone into developing technologies for the NGOs which can aid their work, help them manage their work better and bring down the costs. Some large NGOs, especially those with international affiliations, have their own tools with clear benefits and competitive edge.

VANI will undertake a scoping study and facilitate development or customisation of tools and offer on paid/free usage basis to NGOs in the areas of program management, organisation administration and fund-raising. VANI will develop a process and policy document around IT and share with NGOs. It will seek grants and technical collaborations with the IT based corporates. It will lead the way in conceptualising the tools and their roll out which IT partners will provide technical knowhow and training support.

VANI will enhance its human resource capability for scoping and to overseeing this piece of work with grant support. Some of the tools could be NGO membership portal, online archiving, a platform for hosting webinars on different themes for partners and external stakeholders.

Promoting accountability and Compliance:

VANI's Sector 'Code of Conduct', widely accepted as an effort towards self-certification is well understood and followed by the sector. Outside of the sector there is very little understanding and recognition of this "Code of Conduct". VANI will work with the Government, corporates and philanthropists, to encourage development of a formal

comprehensive self-certification mechanism. VANI will continue to promote this for its current and future members.

Promoting compliance: We live in challenging times when laws are becoming complicated and single act of non-compliance can attract heavy penal action. VANI will support and handhold organizations to be on the right side of law. VANI will continue to grow its data base of trusted and competent experts at state and regional level who can provide on site support to organizations.

Objective 3: To become a future ready organisation

At the end of the year 2022, it was a setback for the sector when it was not offered the leadership role for C20 by the Government of India. It's a reflection on VANI's as not seen as politically strong enough and representative of the wider social sector organisations. VANI will engage more proactively with the wider social sector organisations and establish a strong relationship. It's imperative that during the next strategy phase the organisation invests in its institution, capabilities and network, to be recognised as a true leader of wider social sector in India. This will require extensive networking, funding and a certain level of organisational transformation. With this in mind, to be a growth oriented, vibrant, viable and relevant organisation VANI will undertake following initiatives:

Board Expansion and Diversification

VANI has had an effective system of governance which has worked very well. With the changing context, both nationally and globally, in order to grow its influence and impact, it will be vital to revisit the approach for selection of organisation's Board members. Building on its solid foundation, for greater dynamism, relevance and influence, VANI should expand its board to bring on board people from broader social sector.

Any Board needs to ensure that there is a balance of knowledge, experience, independence, diversity of skills, perspective and gender among themselves. The Board should have an impactful composition, size and commitment to amply discharge its responsibilities and duties. The board must have a sound understanding, experience and competencies to deal with the emerging challenges and opportunities for the social sector.

In addition to its current board composition, VANI will diversify its board to include representation from CSR, philanthropists, family foundations, corporate leadership, government (ex-officio or retired), media, academia, spiritual institutions and art and culture.

Above will require VANI to review its by-laws which will be done through deliberations during board meetings in the year 2023 and decision will be taken. To have wider social sector join VANI, it needs to review and revise the engagement mechanism defined in the bylaws while keeping the mandate same. The Board may consider formation of an advisory group with people from diverse backgrounds.

Strengthen Organisational Capability

In order to achieve the objectives of this strategy at a time of multiple challenges for the sector, VANI will focus on reviewing and improving organization's capability through the alignment of strategy, people and structure, rewards and management processes. Following areas will be considered:

- In order to effectively provide services to its various constituencies VANI will ensure that its team and existing members understand, appreciate and are committed to the strategy directions.
- Strengthening organization's ability and capacity to deliver on the vision, mission and objectives of this strategy through dialogue, orientation and exposure amongst diverse stakeholders.
- Resilience to continue to adapt to challenges in the internal and external environment by putting in place organic processes and being open minded and adaptive to changes.
- Enhanced networking skills and proactive outreach
- Use of appropriate technology to bring in greater efficiencies in the organisation
- Upgraded management systems, especially IT enabled systems
- Enhance communications and marketing skills
- Business development skills to attract new donors, partners and supporters
- Pool of experts for IT, CSR, Philanthropy and other areas whose services can be drawn upon when needed.
- Set up an expert advisory group to advise organisation on future growth areas.

STRONG AND VIBRANT MEMBERSHIP

Expansion of Membership: While VANI shall continue to strengthen its existing category of members who are democratic, secular, work for the empowerment of the disadvantaged. It will also widen its network, through a massive membership drive, to include social enterprises, corporate foundations, CSR, philanthropic organisations, section 8 not for profit companies, social-spiritual organisations engaged in Charity and other similar organisations.

Many of these organisations are registered as Trusts or Societies and have a not for profit status, similar to current members of VANI.

While adhering to the concept of one organisation-one vote, it will also expand its dialogues and consultative processes beyond members, to include a range of organisations and wider society to enhance its ability to represent the sector in a comprehensive manner and to expand its sphere of influence.

While continuing with its current membership model, during 2023, in consultation with its board and important stakeholders, VANI will review its operational guidelines for membership as current system do not appear to be attractive to new set of social sector organisations. For them to engage with its platform and to be a true representative, VANI needs to demonstrate its relevant, value proposition, and importantly, create equitable and legitimate space for new potential members. This will require creative and open-minded approach, with flexibility, while ensuring to remain focused on its purpose.

Eligible organisations can take up VANI membership as per the criteria below:

The current policy allows membership of VANI under three broad categories namely:

- Organisations
- Individuals
- Associates.

The services extended to all the members remains equal, with the only difference being the first two categories have voting rights to elect Governing Body which is not available to the members falling under the associate category.

Given the rapidly changing landscape of the sector, and emergence of new players like Social Movements, Community Based Organisations, Social Enterprises, Philanthropists, Corporate CSR, Corporate Foundations, Family Foundations, Liaison Offices of international organisations into the foray, VANI has an inclusive membership policy. The membership categories are as follows:

A: Members: The members shall reserve the right to participate in the governance of VANI by electing the governing board members, as per set procedures stated in VANI's Memorandum of Association, during the annually organised General Body Meeting. These shall include:

- a) **Indian Voluntary Development Organisations (Indian VDOs):** These shall be Voluntary and social development organisations registered as Trusts or Society or Section 8 company, with an institutional base registered in India. This will include family/corporate foundations and social enterprises. Indian VDOs shall be further sub-classified in the following manner basis their annual turnover in the previous financial year:

Category	Turn Over (INR) In Previous Financial Year
	Less than
Category 1	0-50 Lakh
Category 2	50-1 Cr.
Category 3	1-05 Cr.
Category 4	05-20 Cr.
Category 5	Over 20 Cr.

- b) **Association:** This may be an alliance, coalition, consortium, confederation, co-operative, registered in India and shares the concerns and works with Indian Voluntary Organisations.
- c) **Network:** This shall include registered network* or group of voluntary development organisations working for social cause or theme at state/regional level within India.
- d) **Individual:** These shall be individuals with record of voluntary action but not attached to any organisation at the time of registration.

VANI shall support strengthening of existing State Level Networks like Mahavan (Maharashtra), UPVAN (Uttar Pradesh), Chagvan (Chattisgarh), Jharvan (Jharkhand), Madhyavan (Madhya Pradesh) and the regional level network being formed in North East. Formation of such-like state networks shall be promoted in the other states for focussed state level initiatives and handholding for a stronger voluntary sector in the coming times.

B: Associates: These members shall have access to similar set of services provided to the members. However, associates shall NOT be entitled to participate in governance activities of VANI. They shall NOT be entitled to vote to elect the governing board of VANI, during the Annual General Meeting. The category shall include:

- a) **Liaison Offices:** These shall include branch offices of any foreign NGO/donor/grant making/ funding agency set up in India.
- b) **CSR Units:** These shall include Corporate Social Responsibility Departments or are a part of for-profit Companies or entities set up under the Indian Companies Act, 1956.
- c) **International NGOs (INGOs):** These are not for profit voluntary associations operating at international, transnational, or global level, with members or participants from many countries.
- d) **Multilateral Organisations:** These shall include organisations that obtain funds from different governments and spend it in development/social projects in different countries. These include organisations like European Union, UNDP and so on.
- e) **Academic, Research and Policy Analysis Institutions:** These shall include institutions like Tata Institute of Social Sciences, Ashoka University and so on, associated with voluntary organisations and engaged in academic and social research and policy analysis on social transformation projects and regulatory framework.
- f) **Social Movements/Thematic Groups:** These shall include like-minded non-registered social movements, thematic groups, coalitions, campaigns working on social causes.

Fee (Members and Associates): The Members (with voting rights) shall be contributing an annual membership fee to VANI. The proposed revised fee structure* is as under: (Subjected to approval of General Body)

A. Members

Indian VDOs	Last FY Turn Over	Fee (INR)
Category 1	0-50 Lakh	1,500
Category 2	1 - 05 Cr.	3,000
Category 3	1-05 Cr.	5,000
Category 4	05-20 Cr.	7,000
Category 5	Over 20 Cr.	10,000
Associations, Networks, Foundations, Individuals		5,000
Individual		3,000

B. Associates

Associates, who shall enjoy access to all VANI services provided to members but will not be eligible to participate in VANI's governance, shall contribute by way of annual Solidarity Fee.

Indian VDOs	Fee (INR)
Unregistered Entities/ Social Movements/Thematic Groups/ Coalitions	2,000
Liaison Office/CSR . Units/ INGOs/ Multilateral Organisations/Academic, Research and Policy Analysis Institutions	10,000

KEY PERFORMANCE INDICATORS/RESULT MATRIX

		Subset/Activities	Key Performance Indicators
Vision	Defend and promote Civic Rights of Collectives and Voluntarism.		
Mission	Works towards building a society where volunteerism and social sector organisations play a dominant and constructive role in socio-economic empowerment of communities and nation building	We aim to facilitate the growth of the voluntary and social sector in India	At least 50% of the VANI members indicate that they have benefitted from its activities
		Be a catalyst for change through leadership, research and membership engagement	10% sector leaders from member organisations regularly participate in meetings and promote and support research and use it for promoting sector issues and advocacy
		Work with the government to shape policy ecosystem on areas governing the space of voluntary and social sector organizations	VANI attended at least 5 key policy forums of various ministries where VANI tables sector issues VANI members attended at least 20 state level key policy forums of various ministries where they are able to table sector issues - meeting minutes and reports
		Provide platforms for members and other stakeholders to interact and network.	At least 12 meetings hosted annually in various part of the country - meeting minutes and reports
Objectives			
1	To strengthen enabling environment for voluntary and social sector organisations	Navigating the Regulatory Framework	Number of meetings held with the government authorities to present issues of concern and further development – meeting minutes and reports
		Promoting Government-NGO Dialogue	Number of meetings held jointly with the government and NGOs at national and state levels – meeting minutes and reports
		CSR – shape the landscape	Number of meetings held with companies; Number of companies met; Number of partnership activities undertaken
		Intermediating for growth of philanthropy and Impact Investing	Number of meetings held; Number of companies met; Number of partnership activities undertaken
		Promoting Global Development	Number of Meetings attended; Number of presentations made; Reports of impact
		Research, Information and Sector Narrative	Number of studies undertaken; Number of documents prepared and disseminated on sector stories
2	To grow the network and augment sector capabilities	Broaden the Network	Number of new members joined from various categories identified
		Represent Sector	Number of meetings held with diverse groups of organisations
		Build Sector Capacity	Number of training/workshops held

		Network4Good Inspire4Change Youth4change CEO/Leadership Forum CFO Forum Women Leadership Forum Collective Communication Campaign (CCC) Forum	Number of meetings/events held with the new set of organisations Number of attendees in the meetings Number of youth fellows and number of interns posted to various NGOs Number of meetings held of the various forums
		Promoting accountability and Compliance	Number of communications send out to promote the requirement
3	To become a future ready organisation.	Board Expansion and Diversification	Board minutes indicating the acceptance of idea of board diversification Profiles of new board members and number of new board members joined
		Strengthen Organisational Capability	Number of capacity development programs held with the staff Reports on changes in processes and technology
		Expansion of Support Base	Number of donors approached with information about VANI Number of new donor acquisitions X% increase in annual budget Planning documents, approach papers and collaterals developed for advisory and implementation services and income targets

RISK ANALYSIS

VANI faces risks on two fronts mainly in the areas of funding and regulatory matters that can impact both VANI and its members equally.

The economic slowdown that the world is experiencing, including due to COVID-19, has impacted not for profit funding. Many international donors have de-prioritised funding to India in recent years due to country's growing economy. The Government of India is also discouraging foreign funding for not for profits and has brought about several changes in legislation for the same.

VANI has dependency on a limited number of donors, all foreign. Delays in renewal of FCRA of VANI is a cause of concern. In the event of non-renewal of the FCRA organisation will not have any donors to fall back upon due to lack of Indian funding support.

This poses significant risk for the organisation. There is a need to balance this with acquisition of multiple-long term donors with diverse portfolios. However in a challenging and shrinking funding environment, clubbed with growing competition for funds in the market, VANI will have to strive harder. The organisation should also deliver to the best quality in order to retain

its existing donors to ensure continuity of programs. It is an absolute necessity that VANI expands its local networks and mobilises local- Indian donors.

VANI's value proposition is not well comprehended by the local Indian donors and perhaps at some level VANI's services to the sector does not take into account the changing context of the country. It's very important that VANI increases its interactions with diverse set of local stakeholders and designs value proposition. This might be attractive to local donors.

The CSR schedule VII does not directly cover the kind of work that VANI does. In order to be of value to CSR donors, VANI needs to create value propositions that suits their purpose. This might mean diversifying activities from what VANI has done traditionally. Similar situation holds true for retail and philanthropic donors. Unless VANI works of additional new value propositions, the risks of funding will remain.

Funding risk also has an impact on organisation stability, continuity and sustainability. Ability to cover costs of staff, their retention and capacity building is important for a small organisation like VANI, otherwise organisation risks losing trained and qualified staff. Fund diversity is absolutely essential for organisation continuity.

The not for profit sector in India is also experiencing changes in regulations like FCRA, Income Tax, Service Tax, etc. This may create ambiguity amongst the donor base. VANI will make efforts to maintain highest standards of accountability, ensure full compliance and encourage the same for its member organisations. It will enhance communications work around this to show case good work and contributions of the not for profit sector. Its critical to open channels for a dialogue with the concerned Government of India Ministries, to present the risks that the sector faces and how collapse of sector will impact country's development journey.

Sector being an employer of significant number of people also faces risk of having to let go people due to lack of funding and funding restrictions thereby leading to a sharp increase in unemployment rate.

VANI will utilise its resources, networks and assets aggressively to mitigate the risks with diverse portfolios. VANI is a well-recognised and respected brand and it's important that VANI protects that brand carefully, navigating the space, building bridges for dialogue amongst various stakeholders and finding solutions to complex issues in a participatory manner.

In addition to above government regulatory /compliance and financial viability linked risks, the organisation will also continuously review for following risks:

- Fiduciary risk: Ensuring that the funds, assets and other materials are used for intended purposes only and there is no theft, commission, fraud or corruption.
- Operational risk: Ensure to manage the risk of technical or human error, or capacity deficits, that might lead to operational failure/inability to achieve objectives. Includes financial risk (the risk of unexpected fiscal outcomes) as distinct from fiduciary risk.
- Reputational risk: Any harm to the organization's image and reputation that might results in present and future damages.
- Information risk: Ensure data protection and manage the risk of confidentiality breaches or data loss/theft.
- Ethical risk: Ensure that the team and members fully comprehend the values and code of conduct. Monitoring for any risk caused by unethical behaviour, including sexual

misconduct and exploitation, inadequate duty of care, or insufficient consideration of humanitarian principles.

All above will be covered by operational policies of VANI and a regular audit/review will be conducted to ensure proper risk management. The regular monitoring of above risks on regular basis is important. It is understood that when they are identified, any short-sighted effort to mitigate the risks can be counterproductive and damaging. A dynamic organisational mechanism to identify and mitigate risks will be in place.

CONCLUSION

The new strategy is aimed at making VANI more vibrant, viable and relevant. Strategy defines the way forward to address some of the key challenges that the organisation confronts due to both internal and external reasons. The key differentiator for the future ready VANI is that the organisation will be more proactive, inclusive and will engage with a wider section of the social sector. Organisation will explore new ways of financing its activities while playing a role is responsive to the changing context. In order to become a true leader for the sector, the organisation will need to expand its horizons and become a bridge between various stakeholder groups.