



Compendium of the
**INDIA
NGO
AWARDS**
2009/11



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This compendium has been divided into eight sections: best practices, trends in the awards programme, focus areas covered by NGOs, media coverage, collaborations, sustainability, future areas to be strengthened in the sector, and case studies.

Foreword

The Rockefeller Foundation and the Resource Alliance are proud to work in partnership for the India NGO Awards. The awards were launched in 2006 and are unique and relevant to all NGOs in the country, irrespective of their area of work, geographical spread and thematic focus.

The awards programme is innovative and designed to promote professional and ethical standards in the non-profit sector in India. By encouraging an accountable and effective non-profit sector, the India NGO Awards contribute to an enabling environment in which philanthropic resources are deployed more effectively and efficiently for greater impact.

Over the years of organising the India NGO Awards and carrying out an in-depth process of due diligence, the Resource Alliance has collected a significant amount of data and information from participating NGOs focusing on their impact, governance, financial management and sustainability. This has been used and analysed for the content of this Compendium. This benchmarking process has provided greater understanding of the current position of non-profit organisations in relation to best practice. It has also identified areas and means of performance improvement through lessons learnt which show the best qualities of the sector and can be applied appropriately to improve performance in critical areas.

The compendium explores the needs of the non-profit sector and assesses the impact of the awards on the sector during 2009-11. It also includes case studies of organisations that have demonstrated success in three different aspects of their work. The case study on Madhuram Narayan Centre for Exceptional Children, a winner from 2010, demonstrates increase in organisational accountability and transparency; the Developmental Association for Human Advancement (DEHAT), another winner from 2010, demonstrates increased sustainability through enhanced resource mobilisation; and the case study on India Foundation for the Arts, a winner in 2009, demonstrates increased visibility in the media leading to a diversified support base. These case studies are just a few examples of the exceptional work being carried out by the non-profits in the country. The aim is to share their success and inspire others to emulate the good work.

The Rockefeller Foundation, now celebrating its centenary through the Centennial Initiative is looking ahead to the development of innovative approaches to find new solutions, broaden its reach and continue to work with its global network of partners including the Resource Alliance. Together with a vision of a strong and sustainable civil society, we believe that a healthy non-profit sector has a significant role to play, in achieving the development goals of any country.

Happy reading!

Ashvin Dayal

Managing Director, Asia
The Rockefeller Foundation

Neelam Makhijani

Chief Executive
The Resource Alliance

Introduction

Over the years, the Resource Alliance, through the India NGO Awards programme, has compiled and collated a large body of information on NGOs working across the country. This information provides an insight into the overall functioning of these organisations including the ways and means they employ to ensure promotion of good standards and practices in governance, financial management, creative resource mobilisation and human resource management. The details of the programmes that these organisations run in various parts of the country highlight the critical issues prevalent and in need of attention. The impact, big or small, of each of these programmes is contributing towards meeting the development goals of the country. Given this large role played by NGOs, internal and external stakeholders, especially policy makers, are increasingly realising the importance of the practice of transparent and accountable policies, good governance and capacity building of civil society organisations.

The aims and objectives of the India NGO Awards are to advance these best practices in the country's non-profit sector by recognising and rewarding professionalism and excellence. The awards are about continuous learning and innovation among NGOs and about changing perceptions of the wider community towards the sector, thereby nurturing an enabling environment for philanthropic work.

Over the three year period, the Resource Alliance employed a variety of data collection methods to gather information on and about the sector, focusing on good governance, fundraising, branding and critical subject areas that need attention in the next five years. The findings of this compendium will be utilised by the Resource Alliance to understand the needs of the sector and make the India NGO Awards more relevant and impactful. It is presumed that such an exercise will go a long way to change the perception on issues of governance within the sector and also enhance the credibility of the sector. The compendium will also be useful to various stakeholders such as the donor community, other NGOs and government departments for formulating their policies on capacity building and resource mobilisation.

About the India NGO Awards

The India NGO Awards were first instituted in 2006 by the Resource Alliance with support from the Nand & Jeet Khemka Foundation to advance the country's non-profit sector by recognising and rewarding professionalism and excellence in the non-profit sector. The awards are about continuous learning and innovation among NGOs and about changing perceptions of the wider community towards the sector, thereby nurturing an enabling environment for philanthropic work. In 2009, the Resource Alliance received support from The Rockefeller Foundation to expand the awards and bring the programme to scale. The India NGO Awards 2009/11 was therefore a collaboration between The Rockefeller Foundation and the Resource Alliance.

The India NGO Awards were conceptualised to promote best practices in the non-profit sector, which in turn help to create sustainable organisations. The aims and objectives of the awards help further the missions of both the Resource Alliance and The Rockefeller Foundation and aid in building and strengthening the capacity of the NGO sector.



The programme is collaborative in nature at various levels; the partnership with regional organisations to reach out to a wider base in far flung areas of the country; the assessors coming from a wide range of backgrounds, from academic institutions to practitioners from the field; to the capacity building element being supported by a public sector organisation. These innovative partnerships ensure that the programme has a holistic approach to developing the sector.

The awards programme identifies, and showcases those organisations that demonstrate best practices. The awards will demonstrate best practice and lessons learned from programme and impact, governance and transparency, human resource management, creative resource mobilisation and financial management.

The India NGO Awards seek to:

- Promote good standards and practices in resource mobilisation, accountability and transparency
- Recognise and celebrate excellence in the non-profit sector
- Identify and strengthen resource mobilisation practices
- Create examples and inspiration for other non-profits and promote cross learning
- Promote overall credibility of the non-profit sector for long-term sustainability.

The awards have successfully cut across disciplines, bridging the public, private, and non-profit sectors, and bring diverse people and parties together while engaging them in meaningful alliances.

The awards programme has grown as a brand, which is manifested in the buzz that it creates across the country. Applications to the India NGO Awards are invited from across the country under three categories, Small, Medium and Large, based on their annual budgets. The awards attract applications from some of the leading organisations in the country, as well as from small grass-roots organisations. In 2011, 41% of the applications were from smaller organisations as compared to 29% in previous years.

For the awards programme of 2009 and 2010, the budget categories were as follow:

- Small – with budgets of less than INR 50 Lakhs
- Medium – with budgets between INR 50 Lakhs – 5 crores
- Large – with budgets of over INR 5 crores.

However, it was felt over the years that the medium category was too broad, making it difficult to evaluate organisations with budgets of INR one crore against organisations with budgets of INR five crores. Therefore, taking into account recommendations made by assessors on this issue and to make the programme more inclusive, budget categories were revised and re-organised for the 2011 programme.

The new budget categories followed were:

- Small – with budgets of less than INR 1 crore
- Medium – with budgets between INR 1 crore – 5 crores
- Large – with budgets of over INR 5 crores.

Various communication mediums are employed to market the awards. These include tailored emails to a large number of NGOs across the country, announcements on the Resource Alliance and The Rockefeller Foundation websites, announcements on partner institute websites and emails to their databases, press releases announcing the launch of the awards and resource mobilisation Workshops.

A total of 555 applications were received from across the country including remote districts throughout the period 2009/11. Over these three years the India NGO Awards programme has reached out to organisations operating in remote areas and smaller towns and cities including Hazaribagh in Jharkhand; Keonjhar, Berhampur and Bhubaneswar in Orissa; Medinipur, West Bengal; Rewari, Haryana; Kancheepuram and Tiruchirapalli in Tamil Nadu; Srinagar, Jammu & Kashmir; Shimla, Himachal Pradesh; Pithoragarh, Uttarakhand; Mt. Abu, Rajasthan; Agartala, Tripura.

It was heartening to see that a few organisations working in these far flung geographic areas reached the national platform as finalists and won the Rising Star Awards.

Between 2009 and 2011, more than 150 organisations were selected for in-depth site visit assessments by the panel of Assessors. Of these, 42 organisations were selected and congratulated as finalists. Across the three categories (Small, Medium and Large) 11 organisations showcasing best practices in governance, accountability and transparency have been awarded the India NGO of the Year title.

Applications were received from a variety of organisations focusing on diverse issues cutting across size, causes and geographical areas.

555

Applications received
from across the country

150

Organisations selected
for in-depth site visit

42

Organisations were
selected as finalists

The assesment process

The applications received for the India NGO Awards programme are subjected to in-depth assessment. This assessment process includes checking and scrutinising the applicant organisation's documents (both administrative and financial). Thereafter the assessors shortlist organisations qualifying under the stated parameters of scrutiny for site visits.

Following site visits, finalists are shortlisted and their applications presented to a national level jury. The jury selects three national winners and the Rising Star Award winner(s) from these shortlisted applications. The Rising Star Award was introduced into the India NGO Awards in 2011 to recognise the organisation(s) that demonstrated, above all other entrants, the greatest potential to achieve good governance, effective programme impact, exemplary human resources practices, sustainable resource mobilisation and transparent financial management.

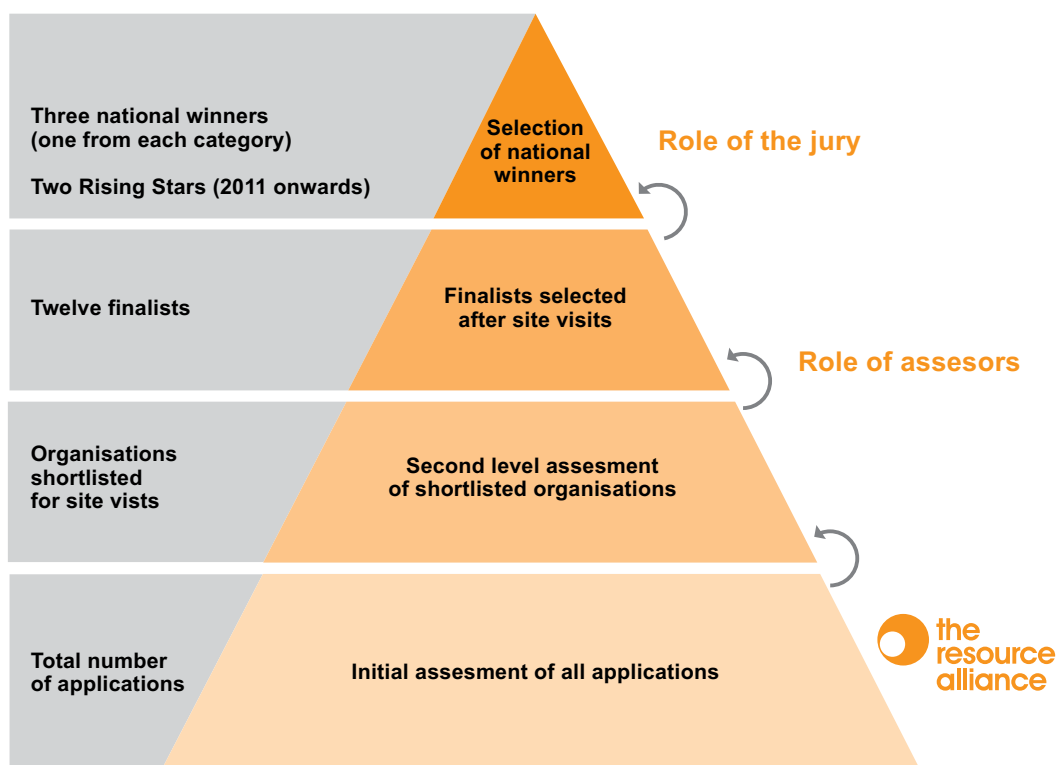
'It is really a matter of great achievement to be chosen as a winner by the India NGO Award. The sense of achievement comes from the fact that out of thousands of applications, one has been found worthy of this honour. The application form is all-comprehensive, covering almost all the aspects of good practices in NGO management; the second stage of assessors' visit is also quite analytical in its approach.'

Kiran Modi,
Udayan Care, winner Medium
category, India NGO Awards 2011



The India NGO Awards process

Figure 1



The work of the finalists and the winners of the India NGO Awards is celebrated at a high profile awards ceremony held at the end of the selection process. Each year of the awards ceremony is well attended by a diverse group of people comprising development practitioners, as well as representatives of government departments, International Non Governmental Organisations (INGOs), media and the corporate world. This ceremony provides these organisations a platform to network with other development practitioners, and the opportunity to spread awareness about their work, their achievements and the challenges they face.

The finalists and winners are profiled in a casebook each year which is disseminated across the country and also uploaded on the Resource Alliance website. Additionally, a film profiling all the finalists is screened at the awards ceremony and is uploaded on the Resource Alliance website, Facebook and YouTube.

Methodology

The aim of this compendium is to ascertain the impact of the awards on the governance, fundraising and branding of the organisations over the three year period of 2009/11. The data collection methods included informal interviews; semi-structured questionnaires; review of primary source data including entry forms, supporting documentation and assessment reports; specific insight gathered from finalists and winners; and geographic mapping.

The compendium seeks to establish issues important for improving the functioning and credibility of the sector along with those which need to be tackled as part of the development goals in the next five years.

‘The guidelines that you lay down are very useful and indicate the road that we need to follow for the future. The process of selection is unbiased and fair. The whole process is very professional and aims to set high standards.’

Mr G.K. Swamy,
Purkal Youth Development Society,
Finalist Small category,
India NGO Awards 2011



Best practices

A best practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result and is used as a benchmark. In the context of the India NGO Awards programme, best practice relates to those techniques and methodologies that were identified as trends practiced by those NGOs demonstrating transparency and efficient performance.

Key aspects of best practices appraised through the India NGO Awards programme are:

- Impact of the programme
- Governance and transparency
- Human resource policies
- Resource mobilisation practices
- Financial management practices.



Impact of the programme

Vision, mission and objectives

It is considered best practice for an organisation to identify and state its vision, mission and objectives before planning its programmes, as well as doing thorough research about the needs of the target community. This gives the organisation a clear understanding of how they should utilise the resources available at their disposal for the benefit of the society.

Most of the applicants had clearly stated the vision, mission and objectives of their organisation. During the assessment process the assessors ensured that the programmes implemented were in line with the stated vision, mission and objectives of the organisations. At the time of the field visits, the assessors in their interaction with the staff and board members also tried to evaluate how well they were able to articulate the vision, mission and objectives of their organisation.

For example, the mission of Ssrishiti, an organisation working with underprivileged children in urban slums of Delhi is to provide educational facilities, nutrition, health care and life-skills to the children of migrant labourers. To meet this stated mission, Ssrishiti runs various programmes such as Project Ladli, Learning Centres, Ladli Jai Hind and Kanya Vidyalaya, reaching out to more than 600 children of migrant labourers in Vasant Kunj and its neighbouring areas of South Delhi.

Planning

The majority of organisations assessed through the India NGO Awards programme had a clear plan of implementation. However, despite the development of clear plans for implementation, some organisations took a more flexible approach and modified their plans to respond to demands experienced in the field. This highlights an emerging good practice whereby organisations can adapt and respond to the needs of their target community or other stakeholders. Organisations also reported that when modifying their plans, they were sure to clearly communicate the reasons for any changes and the resulting impact in their donor reporting. This is considered to be a more progressive response in relation to some issues in the sector. For example, organisations working on education of the poor and underprivileged have adapted their plans and programme to now include midday meals to increase the enrolment of children in schools.

It was noticed during the assessment of the applications that a large number of organisations include feedback received from their beneficiaries while planning and implementing their programmes, thereby ensuring that they remain responsive to their need. This further demonstrates the importance of stakeholder participation as a good practice in programme planning.

Vision Aid, a finalist from the south region in 2009/10, conducts regular surveys within the communities where it operates to raise awareness of its programmes for the visually impaired and to mobilise visually impaired candidates for its computer education programme. It is only once Vision Aid is sure that the community understands the benefits of the programme for its target audience and supports its implementation, that they introduce the programme.

Monitoring and evaluation

In order to effectively measure the impact that the programme is having, it is best practice to implement consistent monitoring and evaluation processes throughout. This ensures the alignment of the programme with its objectives and in turn that the needs of the beneficiaries are met. The majority of applicants to the India NGO Awards demonstrated consistent use of monitoring and evaluation processes to ensure the impact of their programmes.

Organisations used both quantitative and qualitative methods to assess the impact of their programme. Examples of indicators developed by these organisations include the number of beneficiaries supported by the programme; the changes brought about in the lives of the target communities at social, political and economic level; skills gained; facilities provided for the growth of the beneficiaries; and amendments made to governmental schemes and policies for the target groups as a result of advocacy programmes.

For example, Alliance India, a finalist in 2011 working with HIV/AIDS affected children was able to serve 64,056 children in 41,974 households affected by HIV. With such high numbers, they succeeded in setting up the National Task force for Children Affected by AIDS (CABA) which further led to the government developing its first strategy to address the needs of this vulnerable population.

Around 4% of the organisations assessed mentioned preparing backups of information essential for the implementation and working of their programmes in order to avoid operational risks resulting from loss of institutional memory. Also such risks are guarded by monthly monitoring and reporting by all staff.

2011

Alliance India, a finalist in 2011 working with HIV/Aids children served

64,056

Number of children served by Alliance India



Governance and transparency

An example of best practice identified through the India NGO Awards in this section is that organisations have formal policy manuals and procedures in place for the board and management, boards that are representative of the target beneficiaries served by the organisation, clearly articulated roles and responsibilities for the board, publication of annual reports and membership of professional networks.

Governance and transparency are assessed by the India NGO Awards through the examination and verification of these documents and processes.

Policies and procedures

All organisations assessed over the three year period 2009/11 employed formal policy manuals and procedures for the board and management, covering the following areas:

- Appointment/selection of board members
- Composition of the board
- Roles and responsibilities of the board
- Board meetings and attendance
- Term and re-election.

Composition of the board

The India NGO Awards programme considers a diverse composition of board members, representative of gender, professional background and experience as a good practice. The composition of the boards of organisations assessed through the India NGO Awards programme varied from seven to 12 members, elected/nominated on the basis of their qualifications and passion for the cause. These board members are involved with various activities contributing to the smooth functioning of the organisation.

The board of Children Toy Foundation, for example, has doctors, child psychologists, lawyers, social workers and businessmen. This ensures the board represents all stakeholders and brings enough experience from relevant fields to ensure effective governance and programme delivery.

Nirnaya Trust, an organisation working for women's empowerment, has a board of Trustees and an Advisory Council comprising women leaders from the social sector, industry, academia, banking and government to ably support them to deliver their programmes. This again demonstrates that a board representative of the community served by the organisation is best suited to fulfilling the vision, mission and objectives of the organisation.

Roles and responsibilities of the board

The India NGO Awards programme considers organisations demonstrating best practice to have articulated roles and responsibilities for board members. In those organisations assessed, board members meet to ensure compliance with various statutory requirements and effective programme delivery by:

- Identifying strategic direction for the programmes
- Monitoring and evaluation of the programmes
- Resource mobilisation
- Networking with donors/NGOs
- Auditing financial reports
- Handling legal matters
- Ensuring gender sensitivity in the working of the organisation
- Staff training
- Preparing and approving budgets for the organisation and programmes.

Udayan Care, a winner in the medium category at the India NGO Awards 2011, has clearly defined roles and responsibilities for each of its seven board members. The board members have been individually allocated responsibilities for the formulation of policies, fundraising and PR, budget approvals, implementing a mentoring programme for children, awareness building, liaison with government and programme expansion. This strategy enables each board member to contribute his or her particular strengths to the area where they can most effectively contribute to furthering of the organisation's mission.

Across organisations assessed, board members are involved with regular auditing of the financial accounts and working of the organisation.

Nearly 7% of the organisations hired an external management consultant to advise and support the board members on compliance with the statutory requirements, which demonstrates the extra effort that organisations go to in order to ensure that they are following best practice.

Publication of annual reports

It is considered to be best practice to compile and publish annual reports, as this ensures that organisations are promoting transparency by sharing their programmatic and financial information with donors, grantees, staff and other stakeholders. These annual reports include the yearly progress of the programmes and the financial statements. All but 3% of the organisations upload an annual reports on their website, which ensures that they are easily accessible to their stakeholders, the general public and prospective donors.

Membership of professional networks

Joining one or more professional networks helps to develop the credibility of an NGO and demonstrates its commitment to being transparent and accountable, and thus constitutes best practice. Such membership also allows NGOs to benchmark themselves against others doing similar work, which in turn helps improve performance. As registered members of these networks, NGOs have access to a large pool of information on various events, such as training programmes and NGO/donor meetings. They also have access to information on different fundraising opportunities, and notifications on grants and donations being made available by various government institutions, corporate donors and individuals. Of the organisations assessed through the India NGO Awards, 60% confirmed that they are members of professional networks such as GuideStar, GiveIndia and Credibility Alliance.

Human resource policies

Under this section, best practice is considered to be having an employee manual, well-structured and clearly defined job descriptions, opportunities for staff development, and performance review procedures. These are the key areas examined by India NGO Awards assessors.

Employee manual

Almost all of the organisations assessed have employee manuals which contain the following key policies:

- Financial policy
- Recruitment policy
- Transfer and promotion policies
- Gratuity
- Travel and allowances
- Health and safety policies
- Leave policy
- Performance review policy
- Insurance policy
- Women and child protection policies.

Of the organisations assessed, 88% have clearly stated roles and responsibilities for the various positions and staff members. Some of these include HelpAge India, Salaam Baalak Trust, Dream A Dream, Pardada Pardadi Educational Society, The Akanksha Foundation and Save The Children India.

The India NGO Awards programme also observed examples of organisations demonstrating their commitment to employee welfare through well-defined personnel/human resource policies.

Action for Autism, the Rising Star Award winner 2011, has a well-articulated personnel policy encompassing the above mentioned elements. The personnel policy document clearly states promotion of dignity of labour and an environment of equality for all staff members regardless of their educational background and work positions.

Plan India, an applicant from 2011, encourages female employees to return to work after maternity leave by operating a crèche within their premises. This has been documented as a policy in their human resources manual.

Staff development

The majority of organisations assessed are conscious of the need for regular staff development. On average 3-5% of the annual budget is spent on staff development. Of the organisations assessed, 7% mentioned that they arrange for annual exposure visits to other countries or states for their staff members as a way of helping them develop personally and professionally. Annual team building trips are also organised to motivate the members of the organisation towards better performance. Other initiatives mentioned include:

- Provision of better technology
- Paid leave for academic pursuits
- Attendance at regional and national level conferences to share success stories
- Participation in courses, eg young leaders.

Performance review

All organisations assessed undertake performance reviews of staff members. Some methods employed to evaluate and promote staff performance, as observed through the India NGO Awards programme, are quarterly performance feedback, employee satisfaction surveys, annual appraisals, and employee awards.

Katha, a finalist from the north region in 2009, rewards employees with monthly incentives based on their performance vis-a-vis their tasks and assignments. This process motivates employees to achieve the set targets and helps the organisation assess the capabilities of the employees in taking up more senior positions in the organisation.

Resource mobilisation practices

This section looks at organisations' ability to acquire resources, which can be in the form of financial or in-kind contributions. People can be mobilised to volunteer time, the media can be mobilised to provide coverage of charitable activities, and partnerships can be forged towards achieving the goals of the organisation. Best practices identified include utilising board members to enhance resource mobilisation, entering into partnerships with the government and corporate partners, as well as securing support from individuals and at the local/community level.

Involvement of the board

Many organisations assessed through the India NGO Awards involved their boards in resource mobilisation. The strategies for resource mobilisation are approved by the board before being executed. For example, The Association for People with Disability (APD), a finalist in 2010, has a team of seven members dedicated to resource mobilisation, which is mentored by the board. The board members of APD are responsible for implementing a multi-point and multi-pronged resource mobilisation strategy for the organisation.

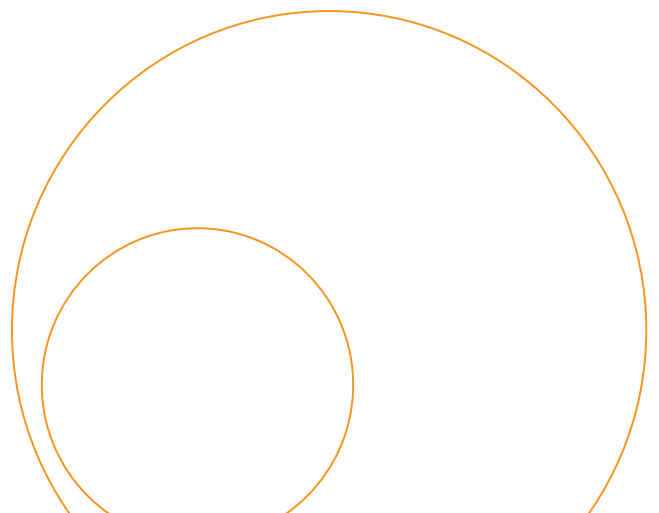
Government partnerships

Of the organisations assessed, 31% have secured partnerships with government agencies as part of their resource mobilisation strategies. Some of the programmes that are run in government-NGO partnership are Anganwadi, Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA), Directly Observed

Therapy-Short Course (DOTS), and Rural Child Health Programme, etc. Such partnerships with the government lent legitimacy to the organisations and enabled them to reach out to a greater number of beneficiaries. This also opens doors for larger investments by other donor agencies. NGOs partnering with the government's Directly Observed Therapy-Short Course (DOTS) and Rural Child Health Programme benefit from using government resources, such as tuberculosis medication and vaccines for their target population.

Local/community support

Organisations working on areas such as vocational training or skill enhancement for the women or poor exhibit products such as handicrafts, clothes, accessories, toys, furniture and greeting cards made by these beneficiaries to assist them in creating a market for these products. Organisations also circulate documentaries made about these projects, publicise their events and programmes via the media and set up donation boxes at social events or websites to raise funds. For example, over the years, Nirnaya Trust's (finalist Medium category, India NGO Awards 2011) interventions in the life of individual beneficiaries have helped it garner local community support. In Kurnool, Andhra Pradesh, it has set up a training centre to run Zardosi embroidery training courses for the women from the adjoining slum areas of Kurnool. The set up and operations of the centre are supported by and run with the help of the local panchayat and district administration.



Corporate partnerships

Partnerships with the corporate sector are still a recent phenomenon for NGOs in India and it is largely the bigger organisations which benefit from corporate funding. Of the organisations assessed, 13% support their programmes through corporate funding.

In an example of a corporate partnership set up, organisations working on environmental issues may help the corporate to offset the carbon emissions resulting from their industrial production, in return for a donation for the livelihood and plantation programmes run by these organisations, thereby creating a mutual benefit for the organisation's beneficiaries and the corporate.

Individual support

Of the organisations assessed, around 5% raise funds through individual donors. Many of these individual donors also provide in-kind support by sponsoring furniture, computers, clothes, food or space for running schools or seminars.

For example, CanSupport, a cancer support organisation and applicant from 2009, received a Sony handycam as an in-kind support from Mr Subhash Mehta, a long time supporter of the organisation. This was used in their service delivery as well as to capture footage which can strengthen reporting of their activities to donors.



Financial management practices

Financial management concerns the effective utilisation of funds for the efficient functioning of the organisation and its programmes. It includes financial planning, financial administration and financial control. The best practice emerging from the India NGO Awards programme is that organisations have financial policies and procedures in place relating to budgeting, cost control and internal and external audits. The majority of the organisations assessed demonstrate efficient use of these types of financial systems.

Despite the fact that Section 8, Clause (b) of the Foreign Contribution Regulation Act (FCRA) prescribes that an organisation should not use more than 50% of the contributions received for administrative expenses/overhead costs, it is considered best practice for an NGO to keep its administrative/overhead expenses under 20% of the total budget. More than 80% of the organisations assessed through the India NGO Awards programme maintain an 80:20 programme to operating cost ratio, demonstrating that this best practice is observed widely.

50%

An organisation should not use more than 50% of the contributions received

20%

NGOs must keep their administrative/overhead expenses under 20% of the total budget

80:20

The cost ratio in which 80% of the organisations remain

Trends in the awards programme

This section draws attention to the trends that have been observed over the past three years with regards to the awards programme. This includes the trends observed in total number of applications received, applications received under each category, their geographic location and focus area.

The awards programme has grown as a brand, which is manifested in the buzz that it creates across the country. The Resource Alliance India office regularly receives queries from organisations across the country on the launch of the next awards programme and subsequently on the results which are much awaited by the NGO community. The awards programme attracts applications from a wide spectrum of organisations, including some leading organisations in the country, as well as from small grass-roots organisations.



Applications by category

Table 1

Year	Categories			Total
	Small	Medium	Large	
2009	61	104	37	202
2010	59	114	37	210
2011	60	48	35	143
Total	180	266	109	555

Table 1 gives a snapshot of the total number of applications received per category over the three years of the programme. The medium category received the maximum number of applications in the 2009 and 2010 awards programme. However, the trend changed in the 2011 awards programme when the small category received the highest number of applications. One reason for this change could be attributed to the fact that budget categories were re-organised in the 2011 awards programme. In addition, a concerted effort was made to reach out to a large number of small organisations located in smaller and remote areas of the country.

Applications by region

Table 2

Year	Categories				Total
	North	South	East	West	
2009	62	64	32	44	202
2010	64	65	33	48	210
2011	45	34	30	34	143
Total	171	163	95	126	555

Table 2 shows a regional comprehensive breakdown of the applications received over the three years of the India NGO Awards programme. The Eastern part of the country has fewer established NGOs. Capacity has been an issue with these organisations and the programme has always received fewer applications from this region in comparison to other regions. A concerted effort was made to change this and the programme organised an orientation session in the Eastern state of Assam. Although the absolute number of applications did not increase, this Workshop helped reach out to the newer organisations and bring them into the fold.

Geographic area coverage of the India NGO Awards

Figure 2



Figure 2 shows some of the cities across India from which applications to the India NGO Awards were received. This demonstrates that the geographic coverage was extremely broad.

Another trend observed over the three years of the awards programme is the growing interest from corporate foundations, with applications arriving from Ramky Foundation, Ambuja Cement Foundation, SRF Foundation, NTPC Foundation, Gramin Vikas Trust (Kribhco Foundation), Krishi GraminVikas Trust, Vedanta Foundation, Bhatti Foundation, Modi Care, Dr. Shroff's Charity Eye Hospital and L.V.Prasad Eye Institute. These corporate foundations are Section 25 companies, trusts or societies and therefore were eligible to apply for the awards. Some of these corporate foundations are big brands in India. Their application to the awards shows that the India NGO Awards is a big brand name and has credibility in the sector. For such foundations to apply for the India NGO Awards, it is not about the monetary value but the profile that comes with winning the award.

Focus areas covered by NGOs

Applications were received from a variety of organisations focusing on diverse issues cutting across size, causes and geographic areas. These included organisations working on:

- Women's empowerment
- Children – health, education and protection
- Healthcare – maternal health, HIV and AIDS, leprosy, and others
- Education
- Advocacy issues – child labour, domestic violence and trafficking of women
- Tribal community welfare
- Arts and culture
- Animal welfare
- Volunteerism
- Environmental issues.



Applications received under each focus area

Table 3

Focus area	2009	2010	2011
Health	42	50	40
Education	45	55	26
Women	25	33	18
Children	45	26	24
Others ¹	45	46	35
Total	202	210	143

¹Applications received under the following focus areas have been classified as Others - advocacy issues, tribal community welfare, arts and culture, animal welfare, volunteerism, environmental issues.

Applications received from organisations working on health issues have increased from 21% in 2009 to 27.9% in 2011. Two of the finalists from the India NGO Awards 2011 were working on diverse health issues. The Rising Star Award winner in 2011 – Action for Autism (New Delhi), works specifically with autistic children. Approximately 14% of the applications each year have been received from organisations working on women's issues thereby indicating a specific interest in the awards programme from this focus area. The India NGO Award 2010 winner in the small category – DEHAT (Bahraich, Uttar Pradesh) works on women's rights in that region. In the same year, the Darbar Mahila Samanvaya Committee (West Bengal) was awarded a special mention for their work on empowering sex workers across the state. From the applications received over the past three years 64% are working on education, healthcare and nutrition of children across the country, contributing towards the achievement of the Millennium Development Goals (MDGs).

Media coverage

All organisations strive to gain healthy media coverage for their work as this helps to build networks, highlight and publicise their work to attract donors, mobilise resources and report to the general public on what they do.

Communicators India was the Public Relations agency engaged for the 2009/11 India NGO Awards programme. The agency demonstrated broad reach in both regional and mainstream print media and facilitated the dissemination of the information on the awards programme, the awards ceremony, finalists and the national winners through press releases to the various media houses in the country. Through their support, the Resource Alliance was able to facilitate media interactions and press coverage for the finalists. This kind of national and regional level media publicity has helped these organisations in showcasing their exemplary work to a larger audience, especially the donor community, both nationally and internationally.



Winners and finalists have been covered in the following leading national and regional print and electronic media:

- The Hindu
- The Asian Age
- The Statesman
- The Pioneer
- Jansatta
- Rashtriya Sahara
- Navbharat Times
- Business Standard
- Punjab Kesri
- The Kashmir Monitor
- Amar Ujala, Dehradun
- Jagruk Times, Maharashtra
- Rajasthan Patrika, Rajasthan
- Eenadu, Andhra Pradesh
- Sakshi, Andhra Pradesh
- PTI
- UNI
- UNI TV
- Civil Society Magazine
- NaiDunia
- Sahara Samay
- DD News
- ANI (TV)
- ETV.

Of the applicant organisations, 32% received publicity in the national or regional newspapers and magazines, and 28% of the applicants indicated an approximate 25% increase in funding from new donors because of this publicity.

J & K Yateem Foundation, Rising Star Award winner in 2011, received valuable coverage in regional newspapers and magazine in Jammu and Kashmir.

This publicity gave recognition to the good work done by the organisation, increasing the number of individual donors contributing to its cause.

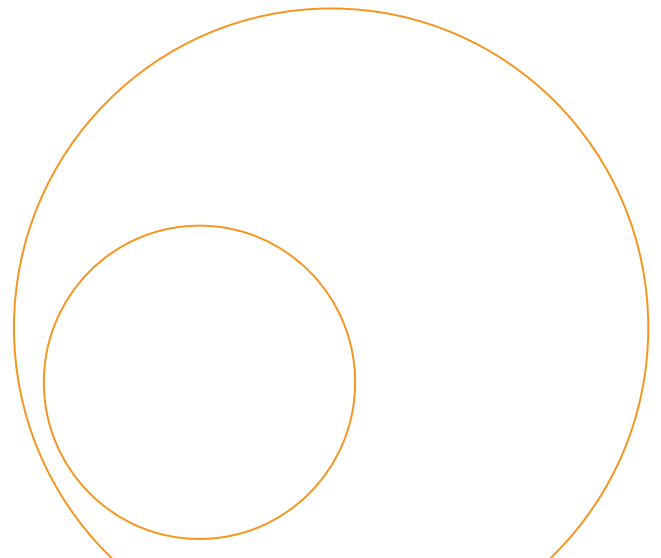
A snapshot from the media coverage obtained over the three year period helps in highlighting the buzz that this programme has created in the development sector of the country. Media profiling has not only helped to build the awards programme as a brand but has also given a boost to some of the organisation's brands as well.

Collaborations

Many NGOs partner with other NGOs, government institutions, corporate sector, INGOs and multilateral organisations to not only raise financial resources but also reach out to a larger audience, learn and adopt new techniques and skills and share resources.

The review of the past three year's applications suggests the following trends in such collaborations:

- Generally only large organisations work in partnership with the corporate sector, INGOs and multilateral organisations. Partnerships with INGOs such as Filia (Germany), Rita Foundation (USA), Global Giving (USA), Tom & Sheila SpringerTrust (UK), OAK Foundation (Switzerland), MONES (Mongolia) have benefited some of the large NGOs in India. Approximately 15% of the applicants have collaborated with INGOs for funding and other resources.
- Corporates and Public Sector Undertakings (PSUs) such as Andhra Bank, Boeing International Corporation, Indian Oil Corporation and Standard Chartered Bank have partnered with NGOs to invest in their projects. Of the applications received, 14% of the organisations have corporate PSUs as their donors. This shows that despite corporate investment in the civil society sector being a recent phenomenon in India, CSR activities are definitely growing and many NGOs are benefiting from these associations.
- Organisations that work in more than two states usually partner with other NGOs working on similar issues, for improved networking and increasing the target base. Of the organisations which applied to the India NGO Awards, around 20% have partnerships with other NGOs.
- Governments of foreign countries also support NGOs in India. Of the applications received, 4% receive donations from foreign governments to support the achievement of the millennium development goals (MDGs).
- Of the applications received, 5% of the NGOs have collaborated with the multilateral organisations to achieve their stated objectives and implement their programmes. Such collaborations have helped these organisations to receive grants, provided opportunities for peer learning and capacity building. These partnerships also enhance the credibility of the NGOs and they receive good media publicity. For example, the World Bank through its grant programme – India Development Marketplace, funds innovative projects across India. The winners are provided sustained capacity building support in needs assessments, efficient utilisation of funds, resource mobilisation and monitoring and evaluation (M&E) through training Workshops. The programme also connects grantees to advisory services and follow-on funding. Similarly, the Global Development Network (GDN) through its various programmes supports the capacity development initiatives of NGOs making them self-sustainable.
- Around 42% of the organisations assessed had collaborated with government programmes, showing that partnership with government projects or schemes is a common exercise. Collaboration with the government shows the efforts of NGOs to reach out to wider range of beneficiaries and utilisation of resources in the best manner.



Sustainability

Sustainability relates to an organisation's ability to accomplish its goals and objectives and increase the possibility of carrying forward its work by integrating social, economic, and political opportunities into its strategies. Sustainability is dependent on the organisational capacity, financial viability, programme design and implementation, legal environment, and public image among others.

This section studies the impact that the India NGO Awards programme has made on the sustainability of both the organisations and the sector over the three years of its implementation.

Impact of the India NGO Awards programme on the organisation

Participation in the India NGO Awards encourages organisations to perform better and deliver their programmes more efficiently for the benefit of their target groups, as demonstrated by the resulting changes following their taking part in the assessment process.

The India NGO Awards, with its intensive assessment process, helps expose the organisations to new and better ways of self-assessment and therefore to ways in which they can improve their performance. The awards also provide an opportunity to organisations to benchmark themselves with their peers and better their performance.

As part of the assessment process, which forms an integral part of the India NGO Awards, the organisations are visited on site by teams of assessors. Nearly a quarter of those assessed agreed that this experience helped them to examine their activities more thoroughly than they had previously, thereby understanding the areas in which improvement is required. They were able to review and redefine their

policies and processes on organisational management, to evaluate their programmes and work mechanisms, altering their approach to implement the programmes. Additionally, the organisations, especially the small and medium units, commented that the awards helped them strengthen their networks and to improve the branding of their organisations. Analysis of the award's feedback received from participating NGOs over the years shows that improved websites, better proposal writing and documentation skills helped them raise funds for their projects. DEHAT, a winner from 2010, appreciated the feedback received from the assessors which helped them strengthen their process and systems. This in turn led to them receiving donations from corporate and institutional funders.

During the assessment visits, organisations have requested for specialised seminars on resource mobilisation and fundraising. This reflects an increased interest in the subject among the NGOs and demonstrates the importance of the continuation and expansion of the India NGO Awards programme, with regional resource mobilisation Workshops an integral part.

J & K Yateem Foundation, Rising Star winner from the India NGO Awards 2011 explained how participating in the assessment process helped it to strengthen its operations.

The India NGO Awards is a platform to enhance the reputation of the organisations and bring recognition to their work. The awards finalists and winners agree that their brand name has received more publicity and there has been an increase in interest in their projects. Individual and corporate donors have extended financial aid since the awards.

Of the organisations which were assessed in the India NGO Awards programme over the three years, 28% of the organisations saw up to 25% increase in funding. The small organisations in particular have gained encouragement from the corporate and government institutions through financial aid. For example, Palsa Pally Unnanyan Samiti, a finalist from 2009, recorded an increase of up to 35% in their funding based on the changes they instituted as a result of the assessors' feedback.

Private donors and multilateral institutions like UNICEF West Bengal have also come forward to invest in these organisations and assist in their resource mobilisation.

The awards have supplemented the NGOs' fundraising strategies and donor management

activities with new ideas. Reported feedback says that the majority of the participants have inculcated new approaches in fundraising, trying new methods of self-publicity and improved proposal writing.

Impact of the India NGO Awards programme on the sector

Across the board, the participating organisations shared that they are noticing positive changes in the NGO sector, and the three years of the India NGO Awards programme is considered to be a key catalyst in this process. The awards programme has worked towards its stated objective to strengthen the civil society sector in the country by promoting best practices in governance and transparency and the need for overall credibility in the sector. The rise of new age businesses has resulted in several new generation philanthropists who have the wealth, willingness and commitment to support the social sector. According to the India Philanthropy Report 2012 these new generation philanthropists have made substantial donations to established NGOs through formal channels. The report states that the average contribution by High Net Worth Individuals (HNWIs) to the civil society sector in 2011 was 3.1% of their income as compared to 2.3% in 2010.



The absence of formal systems and processes and the lack of credibility in the Indian non-profit sector can discourage these philanthropists and new foundations from investing in it. In the past three to four years, the awards have made a considerable impact on strengthening the internal systems of participating organisations through the award process, the regional Workshops and feedback from the assessors has also been found to be constructive and useful. Of the organisations which participated in the awards, 32% said that they looked into and revised their governance, financial management and human resource structures and policies, as a result of participating in the awards programme. Success stories from the awards programme have facilitated peer learning and inspired other organisations to adopt good standards and practices. For example, 36% of the organisations assessed redefined their visions for greater clarity and focus. With visible improvement in the performance of the participants over the years, other NGOs were encouraged to bring up their level of work and apply to subsequent India NGO Awards programmes. This is demonstrated by the fact that 27% of participating organisations received subsequent inquiries from other NGOs about how they could get involved in the India NGO Awards programme.

With changing times and trends the sector is undergoing transformation and is witnessing a change in the outlook of both donors and grantees. NGOs today not only seek financial aid to run their programmes but are also interested in technical skills to further strengthen, scale and replicate their programmes. Of the organisations assessed through the awards process, 54% consolidated their internal systems, improved their channels of communication and worked on staff training. This in turn helped to improve their programmes in the field, reaching out to larger audiences with a sensitised approach.

The new government ruling makes it mandatory for the corporate sector in India to invest 2% of their profits in Corporate Social Responsibility (CSR) initiatives. This is a new source of funds which will be tapped by NGOs in a big way in the future.

These resources are available to NGOs to fund both their programmes and training/skill building of staff. This dialogue will provide further opportunities for reinforcing the relationship between the corporate and the social sector. The corporates can provide the NGOs with skill training and knowledge on improved financial systems and management processes, whereas the social sector can inspire individuals to give back to society. This new ruling will help improve the existing CSR initiatives in the country. Larger organisations already practicing this can become the first movers in such concerted efforts and persuade smaller organisations to come along.

‘Companies will need to form CSR committees and bring in professional staff who can understand the imperatives of the social sector and also articulate the top management’s vision for CSR.’ Says Sudhir Singh Dungarpur, partner and head, development sector practice at KPMG.

Some of the notable initiatives under the CSR umbrella are those run by the Thermax Foundation, Bharti Foundation and KPMG, which have invested in education, health and skills training.

With changing trends and new sources of funding available, approximately 50% of the organisations assessed realise the importance of developing comprehensive, innovative and sustainable resource mobilisation strategies.

These new trends are expected to continue to bring in viable changes in the sector making it more transparent, accountable, credible and sustainable in the long run. This is a long process and the India NGO Awards is committed to working towards bringing in these changes in the sector in the long run.

‘When a company says, “I don’t want my logo on that programme”, and still goes ahead with the project, that’s when India Inc’s CSR programme will have truly matured.’ Adds Sudhir Singh Dungarpur, partner and head, development sector practice at KPMG.

Future areas to be strengthened in the sector

This section describes the feedback received from the organisations on the challenges they face in implementing their programmes.

The majority of the organisations participating in the India NGO Awards programme expressed that they feel incapacitated because of certain government regulations related to civil society, particularly the recent restrictions on foreign funding. It also became evident that many NGOs are unaware of the many schemes of the government that they could benefit from. There is a need for better communication on the part of the government and for the NGOs to explore such opportunities.

For this reason they are keen to seek alternative sources of funding, such as through corporate partnerships or in the form of Corporate Social Responsibility (CSR) but many feel constrained by their lack of knowledge on how to engage corporates in their work. This suggests that there is a need to connect corporate foundations to the work of the NGOs that are delivering programmes relevant to the aims of these foundations.

An open two-way communication between the funding agency and the recipient is lacking. Nearly 90% of the organisations show disappointment with the funding dynamics of the government and corporate sector and the ignorance towards investment in capacity building. The India NGO Awards process ensures that the organisations understand the need for strengthening their systems and processes which in turn will help them deliver an effective programme on the ground. Therefore the programme has a strong in-built component of capacity building; through specialised Workshops, site visits, feedback from assessors and jury.



Case studies

Increase in organisational accountability and transparency

Madhuram Narayanan Centre for Exceptional Children, winner 2010 (Small category).

Madhuram Narayanan Centre for Exceptional Children (MNC) was established in Chennai in December 1989. It provides early intervention services to children with developmental delays or mental retardation, autistic tendencies, Cerebral Palsy, Downs Syndrome, Attention Deficit Hyperactive Disorder (ADHD), microcephaly and hydrocephaly.

The vision of MNC is to give early intervention services to every child with a disability by:

- Providing services in early detection, identification and intervention in mental retardation.
- Empowering parents and family members in the care and management of children with disability.

Madhuram Narayanan Centre for Exceptional Children submitted an application to the India NGO Awards in 2010. As well as achieving the status of finalist in the Small category, MNC was a joint winner of the NGO of the Year award.

MNC demonstrated excellence in its governance and expert mentorship of organisation. The organisation has board manuals, and well-articulated roles and responsibilities of board members. For recruitment, MNC follows the guidelines issued by the Ministry of Social Justice and Empowerment and Government of India in terms of qualifications and experience, of staff being hired, demonstrating that it complies with legal requirements.

With a total of nine board members, there is a representative ratio of men and women from different educational backgrounds and with a range of professional experience, including development psychologists, educationists, scientists and lawyers.

These members are appointed on the recommendation of existing members of the board, based on skills, influence and more importantly sensitivity to exceptional children. The term for each board member is one year, after which they can be reappointed at the Annual General Meeting.

The board meets quarterly to oversee the progress of the organisation and the programmes.

MNC sets an example of transparency by publishing annual reports, which are submitted to the Registrar of Companies and shared with State Commissioner for Differently Abled, Ministry of Social Justice and Empowerment, Government of India, Donor organisations and other organisations connected with MNC.

A representative of MNC explained what the impact of winning the India NGO Award has been on the organisation: 'Winning the India NGO Award has to a considerable extent influenced the internal processes and the management of our organisation. It has raised benchmarks in terms of the levels of the challenges to be met to achieve excellence in the provision of its services, the processes and management of which are subject to a thorough social audit and accreditation.'

Participation in the India NGO Awards has enabled MNC to plan innovation in their systems of working and develop sustainable resource mobilisation strategies. With the assessors visiting their field sites and interacting with their staff, they realised the need for improved and efficient systems of working. MNC explained that they reviewed their policies and procedures and put internal systems in place and developed better strategies to publicise their work. This has led to an increase in their funding up to 25% and more individual donors have shown interest in their work.

Increased sustainability through enhanced resource mobilisation

Developmental Association for Human Advancement (DEHAT), winner 2010 (Small category)

Developmental Association for Human Advancement (DEHAT) started with a belief that no society can hope for sustainable development unless its children are assured of their survival, protection and participation in the development process. It also believes that sustainable development can only take place when the rural masses are mobilised to play an active part in their own development. Children thus remain the nucleus of the work of the organisation that is spread across 773 districts of Uttar Pradesh.

The aim and objective of DEHAT is to build a child centred society in which all children enjoy their rights and lead fulfilling lives. Since children are affected first and foremost by their immediate family and friends, DEHAT is involved with educating, organising and empowering the deprived and underprivileged sections of the society to ensure basic rights of the children.

DEHAT applied for the India NGO Awards in the year 2010. A finalist in small category, DEHAT was a joint winner of NGO of the Year Award.

The India NGO Awards programme supports organisations to make their resource mobilisation practices more effective and diverse, contributing to their long-term sustainability, accountability and credibility. The awards programme also intends to create examples and inspiration for other non-profit organisations by promoting cross regional learning.

DEHAT demonstrates good practice in sustainability and effective resource mobilisation. The senior management team of the organisation, along with the board, develops the resource mobilisation plan. A team of four is dedicated to raising funds for the organisation and managing donor relationships. This team is also responsible for maintaining a positive relationship with donors. Regular letters are sent out to donors, thanking them for their support to the organisation and informing them about the progress of the programmes, updated financial reports and other achievements. Other stakeholders are also informed about the progress via sms and emails.

Institutional support is the main source of funding for DEHAT. CRY has been one of DEHAT's supporters. Other small groups like Lion's Club and Durga Pooja Committees support specific programmes of DEHAT. Individual donations are also a part of its funding.

With DEHAT's participation in the India NGO Awards, they have been able to improve their fundraising techniques and raise funds from new donors.

'At the time of winning the India NGO Award in 2010, the annual receipts of funds were Rs. 50 Lakh. In 2012, the annual receipts of funds are Rs. 125 Lakh.'

Such impressive results for the organisation indicate not only their growth from the learnings from the awards programme, but also reflect on the quality of the India NGO Awards process. With benchmarks of sustainability and credibility that the awards programme sets, the organisations are able to self-evaluate their techniques and bring about quality changes.

Increased visibility in the media leading to greater/diversified support

India Foundation for the Arts, winner 2009 (Medium category)

India Foundation for the Arts (IFA) is an independent philanthropic organisation that supports the arts and culture sector by making grants to artists, scholars, researchers and educators across various disciplines and genres in the arts. It enriches the practice, knowledge, public access to and experience of the arts in India, by providing strategic support for innovative projects and capacity building across the arts.

'IFA's vision is to ensure that the arts, in all their diversity, are nurtured and valued because they enrich individual and community life and are critical to envisioning the future of our society.'

The India NGO Awards helps to increase the visibility of participating organisations in the media, helping them to access support from a greater base. The awards programme provides an excellent platform to participating organisations to exhibit their work in the public domain, drawing the attention of volunteers and donor agencies for support.

IFA recorded an increase in the promotion of their work in the media during and after its participation in the awards programme. The media coverage for the awards programme acted as an endorsement for their work, leading them to develop and refine their own publicity techniques.

'Our Public Relations Officer has always found it hard to get the press to write about arts philanthropy. Many people believe that the support, enrichment and promotion of the arts is a privilege of the elite and hence of less consequence to the overall well-being of society. The press, as an extension of society, also subscribes to this opinion. Winning this award gave context to news stories and articles on arts philanthropy giving our work some much needed publicity. We received a lot of press attention and this helped us connect with new supporters and donors.'

IFA organised an event announcing their achievement in the India NGO Awards, which was covered by national and regional publications. As part of their feedback on the awards, IFA said that their participation in the India NGO Awards and winning the NGO of the Year Award added to the credibility of their organisation and made it easy for them to approach new funders.

Winning the awards adds to the authenticity and merit of the organisation's work. Increased visibility in the media highlights the good work done by the organisation and brings them more donors and supporters in the process. It is one reason why the awards programme has been receiving the application from IFA for three consecutive years.

India NGO Award winners

Year	Category	Organisation	Location
2009	Small	Salaam Balak Trust	Mumbai, Maharashtra
	Medium	Calcutta Rescue	Kolkata, West Bengal
	Medium	India Foundation For Arts	Bangalore, Karnataka
	Large	Dhan Foundation	Madurai, Tamil Nadu
2010	Small	Dehat	Bahraich, Uttar Pradesh
	Small	Madhuram Narayanan centre for Exceptional Children	Chennai, Tamil Nadu
	Medium	Pardada Pardadi Educational Society	New Delhi
	Large	The Akanksha Foundation	Mumbai, Maharashtra
2011	Small	Arpan	Mumbai, Maharashtra
	Small	Udayan Care	New Delhi
	Medium	Save The Children India	Mumbai, Maharashtra

Special Mention Award (2010)

2010	Darbar Mahila Samanwaya Committee	Kolkata, West Bengal
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The Rising Star Award winners (2011)

2011	The J & K Yateem Foundation	Srinagar, Jammu and Kashmir
2011	Action For Autism	New Delhi



The Resource Alliance

UK Registered Charity No. 1099889.

The Resource Alliance, 5th Floor,
Development House

56-64 Leonard Street, London
EC2A 4LT, United Kingdom

Tel: +44 (0)20 7065 0810

Fax: +44 (0)20 7065 0811

Email: contact@resource-alliance.org

www.resource-alliance.org