



# **SAMARTHYA PARIYOJANA**

**4-Months e-Certificate Course**

on

**NGO Governance, Management  
and Sustainability for CSOs**

**Project Report**

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# Executive Summary

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The Collins Dictionary translates ‘Samarthya’ into capacity, which means one’s ability to do something. And it is imperative to enhance one’s capacity so as to enable him/her to tackle the challenges posed by today’s fast paced, ever-changing and complex world. This volatility calls for individuals as well as institutions to be equipped with adequate skills and competences in order to positively contribute to the societal development. With a view to enhance or re-skilling them, project “Samarthya Pariyojna” was conceived by Vishwa Yuvak Kendra – VYK in collaboration and support of BOSCH India Foundation - BOSCH.

With a combined experience of more than a century between both the organizations, the project of creating a platform for NGOs/NPOs/VOs was created to capacitate them and a 4 month e-Certification course was provided free of cost. The chief objective of this initiative was to enrich their knowledge bank and provide necessary skills for optimal usage of the resources available with them.

After a series of intensive discussions and deliberations between VYK and BOSCH teams, the need for enhancing the NGO sector’s management systems, governance skills, etc. was felt with an aim to them upscale their entities and be self-sustained.

With meticulous planning at all stages, including formation committees to handle various day-to-day activities, development of modules, selection of resource persons after due scrutiny, setting participation criteria, post-training assessment, grading and distribution of certificates were created. The call for participation received a huge response and over 500 NGOs and their representatives applied, out of which a mix of them 248 qualified to partake in the e-course. Amongst the selected participants, around 50% were from the senior management while around 25% represented administration department or middle management. The criteria for grading on assignments and recognition were set on the basis of their attendance, ability to comprehend the topic and quality of their involvement during the course.

This 4 month e-Certification course covering 10 modules was fully funded by BOSCH. The success of the course could be viewed from the fact that the 248 participants represented 240 different NGOs from across the country. Specialised faculty apart from topics such as NGO formation, governance, etc. covered legal compliances, preparation of project proposals, resource mobilization, fund raising, CSR Law, budgeting, financial management, office management & documentation and reporting. The relevance of digital presence and communication was also covered during the course.

The participants were imparted with rich and latest concepts which heightened their understanding about Management Systems and effective ways to showcase their activities to the world in the spirit of “Vocal for Local”, including what, why and how of robust documentation structure, reporting practices and efficient communication systems. The top ten performing participants were recognized by awarding a project worth one lac each and were provided an opportunity to work on an on-going program ‘CREDILA’.

The course was well appreciated by the participants who lauded the joint efforts of VYK and BOSCH and congratulated them for organizing such an intense and timely course. The testimonials shared by trainees exhibit the positive influence the training had on them with a request to increase the frequency of such programs on other relevant topics.



Message from

**Dr. O.P. Goel**

Senior General Manager,  
Head- Bosch India Foundation,  
CSR & Skill Development

With more than 32 lakh registered NGOs in the country and most of them not getting sufficient funds to implement their desired projects on one side and CSR Act making provision of more than 22,000 crore rupees every year being available for social development with the corporates in India on the other side, one can easily understand the amount of gap that exists between the understanding of these two major pillars in the society.

A basic dipstick survey revealed that one major reason for such a gap is NGOs for being sufficiently capable to deal with the corporates, do not understand the CSR law and their role in the changed scenario properly, are not transparent in their operations and hence do not have high level of credibility. The capacity building program designed by Bosch and implemented by Vishwa Yuvak Kendra had these aspects as underlining reasons to design the program.

It was heartening to see the overwhelming response, not only from the NGOs but also from the corporates and the academia, as soon as the program was rolled out. Sincere efforts by the teams at Bosch CSR as well as Vishwa Yuvak Kendra led to a very effective delivery mechanism, feedback system during the course and finally meeting the objectives quite closely to the plan.

There is a clear need to scale up such capacity building programs in the country and I would like to appeal to both the Corporates as well as the NGOs to come forward and make use of learnings from this pilot effort. My best wishes to all the NGOs who benefited from this program and I hope that they will be able to not only attract higher resources in future but will also be able to implement their projects more effectively.



Message from

## Uday Shankar Singh

Chief Controller,  
Vishwa Yuvak Kendra

India, being one of the youngest countries in the world having 65% of its population below 35 years of age and 41% below the age of 20, is assured to emerge as a country with robust socio-economic growth. Government of India is committed to and putting in numerous efforts on strengthening socio-economic development and also actualizing SDGs. However, it cannot be done without the active participation of the civil society, private sector and most prominently youth volunteers, which calls for harnessing the potential of youth through dynamic role of Civil Service Organizations (CSOs), Volunteer Organizations (VOs), Non-Governmental Organizations (NGOs), which is an extremely important sector that provides a 'human face' to India's growth story.

Voluntary organizations have become an important global force today. With the changing scenario of the society, the roles of these organizations have also changed. While earlier these organizations were helpful to meet the needs of the people, now they are being used as development agencies by policy makers. They not only provide their services to the disadvantaged section of the society but also bring forth issues like health, education, rural and urban development, environment protection, women and child welfare and become an active part of the contemporary development scene in India and play a crucial role in growth of the nation.

However, the constant and rapidly changing scenario poses some acute challenges to these organizations such as:

- » Difficulty in acquiring sufficient and continuous funding for their work;
- » Gaining access to appropriate donors;
- » Lack of a cohesive strategic plan that facilitates success in their activities and mission;
- » Lack of effective governance;
- » Poor or disorganized networking;
- » Augmented use of current technologies;
- » Lack of communication skills; and
- » Access to training and skill development programs.

These challenges, despite having required capabilities and intentions, continue to remain, leading to duplicated efforts, time inefficiencies, conflicting strategies and inability to learn from experience. While these organizations are increasingly expected to become more strategic and entrepreneurial to create large scale social change, it is imperative to enhance their capacities to create a scalable, replicable and sustainable impact. To address the above challenges and to enrich competencies of these organizations, VYK and Bosch Foundation together envisioned a project - Samarthyaa Pariyojana, with an objective to help them hone their skills to be able to deliver better and thereby impact more lives.

# About Bosch India Foundation

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Bosch India Foundation is the CSR arm of the company Bosch Group which works towards comprehensive village development for sustainable improvement. Its areas of intervention include economic development, health and hygiene, education, environment, water and infrastructure.

Robert Bosch GmbH, popularly known as Bosch, is a German multinational engineering and electronics company headquartered in Gerlingen, Germany. The company is one of the world's largest suppliers of automotive components.

Bosch entered India in 1922, with setting up a sales office in Kolkata, primarily engaged in marketing its products in India. In 1951, Bosch set up its first manufacturing plant in India, which grew to fifteen manufacturing sites and seven development & application centres across India over the decades.

Over the past sixty years, Bosch in India has created a space for itself in the society not just as a technology and innovation pioneer, but also as a company that 'cares', known as 'Bosch Social Engagement' that aims to make a difference in the community. The Bosch Foundation functions across three pillars:

- » Bosch Limited CSR
- » Primavera
- » Bosch India Foundation

Sustainability is embedded into Bosch's operations worldwide, which revolves around Robert Bosch's philosophy

**".. it is my intention, apart from the alleviation of all kinds of hardships to promote the moral, physical and intellectual development of the people."**

**Robert Bosch**

# About Vishwa Yuvak Kendra

Vishwa Yuvak Kendra (VYK) is a non-government service oriented voluntary organization established in 1959 by the then executive committee of the Indian Assembly of Youth. which felt that if the youth of the country has to be put to work, it has to be developed on scientific lines and that there was a need for establishing a National Youth Centre for training the youth on a continual basis. The committee also visualized the centre as an international meeting place for young people from all over the world. Since a center of this type had to have a certain permanency, it was decided to set up an independent trust, which would command the necessary respect and support. With this philosophy and objective and with the active support of Pt. Jawaharlal Nehru, VYK came into existence and since then it has been imparting training and capacitating youth in various fields such as agriculture, entrepreneurship, environment, NGO capacity building, women and youth empowerment, contributing to SDGs and nation building initiatives.

VYK is one the largest and unique grass root level youth organizations in the world, which integrates power of the youth based on the principle of voluntarism, self-help and community participation. The organization is engaged in nurturing the talent of youth right from its inception and also inculcating values of being responsible citizens equipped with the requisite leadership attributes and enable them to become change agents of socio-economic transformation. Initially, the focus of the training program was confined to its own premises. However, in the recent years the organization has widened its horizons and partnered with various regional and local NGOs and offers state level capacity enhancing programs pan India.

The partnership model works by engaging with other local NGOs and imparting 2-3 day training on relevant topics and themes including NGO management, fund raising, micro-finance, disaster management, leadership and communication skills. India, with its unique characteristic of being one of the most multi-lingual, and multi-ethnic nations in the world, is equipped with people having innate sense of unity coupled with a genuine respect for diversity. VYK has incorporated the Indian ethos of *Sarva Dharma Samabhava* into its organizational approach in real sense and has integrated it into its training programs.



## VYK's approach towards COVID-19

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COVID-19 has posed an unforeseen and unprecedented challenge for past two years across the world. While the world was harbouring into their houses safely, it was the NGO and VO sector on the forefront, reaching out and helping community and working with governmental organizations and others hand-in-hand. The situation with VYK was no different. The team volunteered in multiple initiatives collectively as well as individually exhibiting a true spirit of volunteerism.

However, at an organizational level, VYK set strict guidelines and operating procedures for surveillance, sanitization and counselling, along with other help groups. With a view to reducing the risk of viral transmission and keeping the employees safe, VYK allowed its employees to work from home wherever possible and those working out in the field, were made sure to adhere to all stipulated COVID-19 protocols. The management team at VYK developed and implemented a comprehensive action plan to meet the specific requirements of the employees for managing COVID-19 containment. This included split working times wherever possible, optimal work time management practices, etc.

VYK imposed prudent travel restrictions for all employees. Prior approval from senior management was made mandatory for all travel proposals and only the most critical travel was approved. Travel for internal meetings was completely banned. Domestic travel was permissible only for executing inevitable critical functions. VYK laid down a detailed protocol for employees attending events in conformity with government-imposed restrictions.

VYK put strict restrictions of people movement to safeguard employees' health, hygiene and safety. All training programs were called off and the team's movements were restricted to volunteering activities only. The access to visitors was minimized and usage of campus areas was restricted with closure of amenities, screening and availability of PPEs, etc. Internal and external events were rescheduled virtually, postponed, or cancelled to eliminate potential viral exposure.

Even under such pressure, VYK did not shirk from its social responsibilities. It contributed to the PM Cares Fund for COVID-19 relief, and carried out a number of relief activities in its adopted communities in Delhi, including providing sanitary items, masks, sanitizers etc. and providing dry ration and monetary relief to the poorest of the poor. Apart from this, Kendra's biggest contribution in the fight against COVID-19 was when it placed its entire accommodation facility – including rooms and dormitories – at the disposal of Delhi Government, for use as COVID-19 Care Centre. The campus was extensively used by the government to accommodate COVID-19 patients and treat them.

While COVID-19 presented these challenges, it also infused creativity and a different viewpoint of looking at adversities and moving on. VYK is attuned to offering its training sessions in-person and not on virtual platforms. It was during the COVID-19 wave that team VYK explored and utilized social media platforms for offering training programs. Receiving a huge and positive response to virtual sessions, prompted VYK to conceptualizing a 4 month long e-Certification program *Samarthya Pariyojana* for NGOs, which resulted in one of the most successful projects.

# Samarthya Pariyojana: Ideology and Approach

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We are living in a VUCA - Volatile, Uncertainty, Complexity and Ambiguity, world. Recent years have witnessed unprecedented changes and have posed many challenges. These testing times call for rapid and swift actions in order to strive and thrive, especially in socio-economic, political, technical and legal environment, in which the NGOs, VOs, CSOs and NPOs operate.

In the present scenario, wherein these organizations' roles are becoming increasingly complex and demanding, there could be no better time to address the need to strengthen the abilities of these organisations and capacitating them with a view to increase their effectiveness, operational and organizational maturity that result into positive social impacts and position themselves as forward looking organizations.

*Samarthya Pariyojana* is an attempt to cope up with these rapid and swift changes and challenges. The two member Apex Body, consisting of Mr. Uday Shankar Singh, Chief Controller at VYK and Dr. O.P. Goel - Senior General Manager, Head - Bosch India Foundation, CSR & Skill Development, joined hands together to address these challenges by capacitating NGOs, VOs, CSOs and NPOs, including social service oriented individuals. The Apex Body, after numerous deliberations and brainstorming sessions, felt an acute need of building and enhancing capacities of these organizations through contents that cover practical aspects of the sector and also provide detailed insight into understanding the dynamics of operating as NGO and thus, a 4 month e-Certificate course *Samarthya Pariyojana* was emerged.

Upon concluding the contents, structure, sequence and flow of the project, a program execution committee was formed, consisting of passion-driven, seasoned executives, equipped with knowledge about day-to-day challenges and with hands on experience of dealing with them was formed to roll out the project *Samarthya Pariyojana* under the leadership of Apex body.

This program was fully funded and supported by Bosch India Foundation and facilitated by VYK. The program was offered free of cost to the participating NGOs.

## Apex Body



**Dr. O.P. Goel**  
Senior General Manager  
Head-Bosch India Foundation,  
CSR and Skill Development



**Uday Shankar Singh**  
Chief Controller  
Vishwa Yuvak Kendra

## Implementation Committee



**O.P. Jangda**  
Bosch India  
Foundation



**Ajit Kumar Rai**  
Program Officer  
Vishwa Yuvak Kendra



**Mukta Bhardwaj**  
Program Officer  
Vishwa Yuvak Kendra



**Anand Kumar**  
Program Officer  
Vishwa Yuvak Kendra



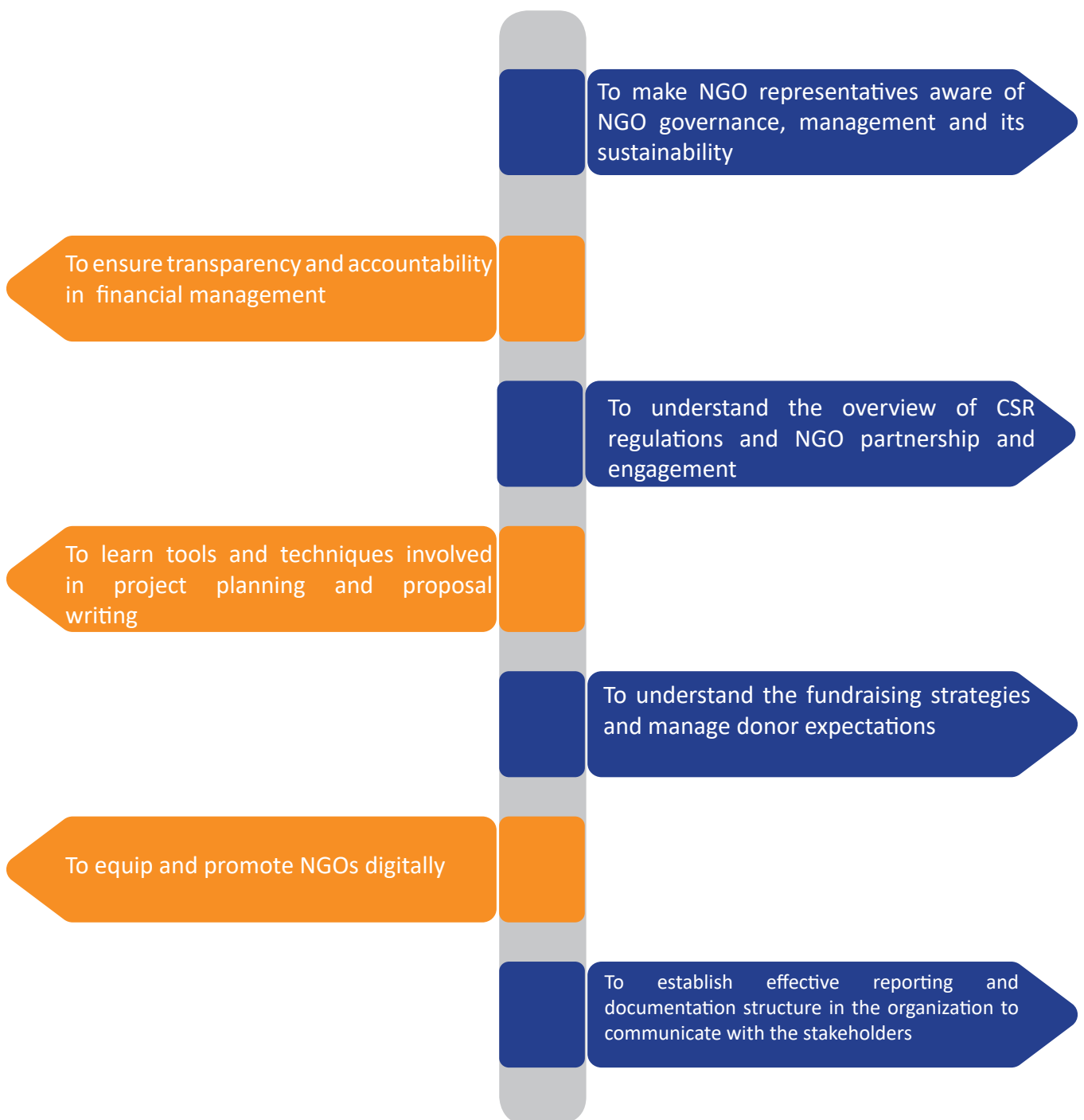
**Manjunath Karemunge**  
Program Associate  
Vishwa Yuvak Kendra



**Rakesh Singh**  
Program Associate  
Vishwa Yuvak Kendra

# Core objectives of the program

*Samarthya Pariyojana* was designed with a prime objective of supporting NGOs in reinforcing their effectiveness and to emerge as well-managed organizations that makes best use of their human and financial resources to maintain sustainability. The objective was also to create awareness with heightened understanding about key processes of NGO management, governance, scale of operations, accountability, transparency, etc. and to empower them to perform better internally and towards the community they serve.



# Program Modules

Module	Title	Contents
Module 1	Inaugural session	Introduction and rapport building, expectation levelling and objective setting
Module 2	NGO formation, governance and legal compliances	Overview of NGO governance; organizational processes and systems; incorporation of registration processes
Module 3	Program and project development and management	Developing domain expertise (core program areas i.e. health, education, skill, etc.); Project attributes; Program management cycle
Module 4	Resource mobilization and fund raising	Mapping funding landscape; Fund raising strategies and understanding donors; Value chain partner to CSR / Donor problem analysis to solution provider for fund raising; How to approach a donor
Module 5	Overview of CSR Law and NGO partnership	Understanding CSR Law; Permissible activities under CSR; Understanding CSR perspective and priorities; Mapping CSR landscape
Module 6	Writing proposal for CSR projects and other donors	Understanding organization and Donors requirements – solution oriented approach; Framework of project proposal – professional approach to proposal writing; Writing organizational profile
Module 7	Budgeting, financial management and book keeping	Accounting systems of NGOs; Understanding budget and its management; Book keeping and financial reporting; Auditing
Module 8	Office management, documentation and reporting	Office management – Productivity (efficiency and effectiveness); Systems and policies – leadership, human resources, financial management, procurement, gender, etc.
Module 9	Stakeholder engagement, digital presence and communication	Mapping stakeholders and their interests; Developing stakeholder participation strategy – collaboration with other NGOs, CSR and Government; Effective communication and use of digital communication tools – website, Social Media tools and digital marketing
Module 10	Valedictory session and action plan	Assessment process and certification, felicitation; Follow up plan

**Key  
Takeaways**

**Clearer  
Understanding  
of Governance  
and Management  
Systems**

**Proposal Writing**

**Organizational  
Management  
Skills**

**Effective  
Management of  
Human Resources  
and Communication**

**Fundraising,  
Management and  
Documentation**

**Stakeholder  
Engagement  
Process**



# Training Calendar



# English Batches

## JANUARY / 2021 Time: 11am – 01pm

S	M	T	W	T	F	S
	27	28	29	30	31	1
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

**8 January, 2021**  
**Module-1:**  
Inaugural session

**13 January, 2021**  
**Module-2:**  
NGO formation, governance and legal compliances

**27 January, 2021**  
**Module-3:**  
Program and project development and management

## FEBRUARY / 2021 Time: 11am – 01pm

S	M	T	W	T	F	S
27	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	1	2	3	4	5	6
7	8	9	10	11	12	13

**10 February, 2021**  
**Module-4:**  
Resource mobilization and fund raising

**24 February, 2021**  
**Module-5:**  
Overview of CSR Law and NGO partnership

## MARCH / 2021 Time: 11am – 01pm

S	M	T	W	T	F	S
28	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3
4	5	6	7	8	9	10

**10 March, 2021**  
**Module-6:**  
Writing proposal for CSR projects and other donors

**24 March, 2021**  
**Module-7:**  
Budgeting, financial management and book keeping

## APRIL / 2021 Time: 11am – 01pm

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

**14 April, 2021**  
**Module-8:**  
Office management, documentation and reporting

**28 April, 2021**  
**Module-9:**  
Stakeholder engagement, digital presence and communication

**30 April, 2021**  
**Module-10:**  
Valedictory session and action plan



# Hindi Batches

## JANUARY / 2021 Time: 11am – 01pm

S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
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**13 January, 2021**  
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**27 January, 2021**  
**Module-3:**  
Program and project development and management

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Valedictory session and action plan

# Samarthya Pariyojana – a journey

The role of facilitator is primarily to facilitate and support partner organization to implement and execute the program and submit the report. However, in *Samarthya Pariyojana* it was different. VYK and Bosch worked hand-in-hand right from conceptualization to execution. The program was divided into nine parameters:

## Formation of Core Committee

The two member Apex Body formed a core team with six team members having sound knowledge and experience.

The core team ensured all logistical and regular follow ups, responding to frequent enquiries and questions from the participants that made the execution easy and smooth.

## Development of Modules

VYK initiated a rigorous process of searching, scrutinizing, identifying, shortlisting a Master Module Developer. From the shortlisted, Dr. Harish Vasishth, Executive Director of Credibility Alliance and a specialist not only in developing modules but also in delivering training sessions, was selected.

Dr. Vasishth thoughtfully developed the content keeping in mind the present day needs, the challenges at the grass root level and the requirement of re-skilling NGOs that provided a strong platform for reinforcing their capabilities.

## Selection of Resource Persons

It was imperative to have resource persons on board who possess the skills and knowledge relevant to the modules, make themselves available in a stipulated timeframe and share their knowledge with the participating NGOs.

VYK explored its wide network and after contacting numerous resource persons, settled with seven domain experts who did full justice to the modules and delivered the contents in simple and comprehensible style.

## Identification and Selection of NGOs and CSOs

With a view to reaching out to maximum NGOs, the committee, based on the need identification, listed over 500 NGOs and individuals and sent registration forms, containing objectives and significance of the program and how they can benefit from it. The committee used various means of communication, right from e-mails to announcing on social media platforms to forming WhatsApp groups to telephone calls to spread awareness about the program.

### **Batch Formation**

The program was designed in two languages i.e. in Hindi and English. It was necessary to have separate batches. Participating NGOs were given a choice to opt for the Hindi or English version based on their comfort level.

Contact details of each participant in each batch were collected with a view to regularly sharing with them necessary information, updates and also about follow up sessions and responses to their post-training queries, if any.

### **Brochure and Program Calendar Creation and Distribution**

In aggregation of guidelines from Bosch, VYK developed two different brochures for Hindi and English, containing complete information about *Samarthya Pariyojana*, along with a training calendar to facilitate NGOs to reserve their dates and plan their time accordingly.

To distinguish the sharing of brochure and the calendar, two separate WhatsApp groups were created for Hindi and English to avoid any possible mix-ups.

### **Participating NGO Selection Criteria**

With a view to reaching out to the focus group of the program, i.e. NGOs and CSOs, it was necessary to observe criteria for selecting participants. These criteria were set based on their registration status, education level, size and scale of the organization to determine their operational level, etc.

### **Assessment Criteria, Grading, Prize and Further Support**

The assessment was to test their post-training knowledge and learning and also to assist them with follow up support, seeking their feedback and also an opportunity to look at the areas for improvement in future programs.

### **e-Certification and Prize**

As a mark of qualification, increased credibility and enhanced skills-set, an e-Certificate was issued to the participants who met the set standards of Attendance, Reflection of learning, Completion of assignment and Responsiveness and Adaptability.

# Program Faculty

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## Dr. Harish Vasishth

- » Executive Director, Credibility Alliance, a national consortium of Non-Profit in India and India partner of International Committee on Fund Raising Organisation (ICFO)
- » National Resource Person at NIRD NRLM Cell, Ministry of Rural Development, Government of India
- » Leading practitioner of Participatory methodologies, Project management and Evaluations, Governance and Social Inclusion in India
- » Member of International Norms Committee, Good Weave International USA, Member of International Committee of Fundraising Organizations and executive board member of many National and International NPOs.



## Dr. Pankaj Anand

- » Director of Program and Advocacy, OXFAM India
- » Highly experienced in program management, advocacy and resource mobilization in India and South Asia
- » Widely conversant with engagement with government, donors, CSOs, academia and media
- » Worked on a wide canvas of issues including Public health, Gender, Citizen action and Governance, Sustainable development and issues related to Adivasis and Dalits.



## Gayatri Subramaniam

- » Director of Association for Women in Business
- » Played a major role in establishing National Foundation for Corporate Social Responsibility (NFCSR), a unique platform created for Government, Corporates and NGOs for taking up development and sustainable initiatives at national level
- » Member of CSR advisory Committees of CII and Delhi Management Association
- » Involved in the development of National Voluntary Guidelines for Social, Economic and Environmental Responsibilities of business (NVGs) and Business Responsibility Reporting Framework (BRR) that was mandated by SEBI.



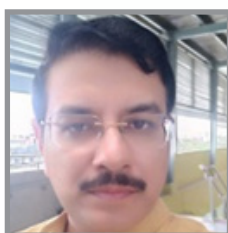
### **CA Anjani Kumar Sharma**

- » Co-founder and Director, Southern Accountability and Governance Alliance (SAGA) Pvt. Ltd.
- » Fellow member of ICAI – Indian Chartered Accountants of India
- » Advisor to leading corporate foundations, funding agencies, CSOs, Govt. institutes and bodies, and universities.
- » Authored various books and papers on subjects like, CSR, Laws related to Charities in India, Taxation and Start-ups.
- » On the board of companies like, TATA Power Delhi, Reliance infrastructure utility companies amongst others.



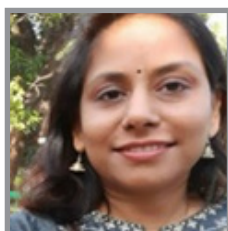
### **CA Subhajt Sahoo**

- » Founder & Principal Partner, S.Sahoo & Co Chartered Accountants, New Delhi
- » Specialist in project implementation, legal consultant, evaluator, facilitator/trainer on legal governance and financial issues for NGOs in India, South Asia & Africa.
- » Consultant to various international funding agencies voluntary organisations and corporate foundations towards implementation of projects and evaluation of the same at various stages.



### **Anthony Chettri**

- » Currently serving as Lead - Organization and Program Sustainability at IGSSS (Indo-Global Social Service Society)
- » Formerly worked with PRIA, Caritas India, Centre for Policy Research and other esteemed national and international organisations.
- » Well known for conducting various national level capacity building trainings, project management, policy making, research based advocacy in India.



### **Shilpi Agarwal**

- » Executive Director at Social Action for Knowledge Building and Awareness Raising (SAKAR).
- » Consultant Trainer with National Institute for Rural Development Hyderabad (NIRD).
- » Proficient in training facilitation, effective communication, critical analysis and documentation in NGO sector.

# Program Highlights

## Module -1 Inaugural Session

Dr. Goel initiated the discussion by providing insight about the relevance of program in the time of challenges and key takeaways from the course. He gave an illustration about Bosch, its CSR verticals and a brief about major initiatives that were undertaken by Bosch India Foundation. He also emphasized the vital roles that NGOs play and the fundamental skill-set they need to have. Speaking about how the project was envisaged, he shared that NGOs / VOs / NPOs emerged as significant and notable players in the development field during Nineties. They work towards empowering the community at the grassroots level and also providing quick help in the management of disasters and other adversities.

Currently India has over 30 lakh registered non-government organizations (NGOs) working on different issues. However, only 7-9% of such NGO's file returns or have their records maintained. The deficiency in fulfilling the statutory compliance is more due to lack of required capacity, lack of knowledge and documentation skills. As a result, majority of NGOs miss the opportunity to get funds, to upscale their projects, to present their achievements, which amounts to an unsustainable, unrecognized entity. This challenge needed to be addressed and the time was now.

Both the organizations – VYK and Bosch India Foundation together, recognized this acute need of enhancing their capacity. After carrying out due diligence, a 4-month e-certificate, 10 module program *Samarthya Pariyojana* emerged with an aim to build / enhance capacity of NGOs and to bridge the gap between professional expectations, to inculcate skill set of grass root champions and to empower them for performing better internally and towards the community they serve. *Samarthya Pariyojana* was a result of a series of extensive and rigorous thinking process by eminent experts and professionals. The journey of *Samarthya Pariyojana* started with pertinent questions such as:

1. What is the level of current capacity?
2. How does the current level of capacity affect performance?
3. What improvements in existing capacity are required or new capacities to be developed?
4. Which direction NGOs can be driven to?
5. What are major challenges and how they can be addressed?

During discussions and pondering over these and many other areas, it was concluded that building the capacity of an NGO encompasses more than improving their technical skills, which are important, one of the major areas needed to focus was “changing behaviour”, which requires an attention towards subtle factors, such as attitude, motivation, values, relationships and commitment, which underlie an organization's ability to truly affect meaningful and sustainable change.

Expressing about who can participate in the program, Dr. Goel expressed that in the event of Corporate Social Responsibility being mandated in India, the partnership between implementing agency and corporate is imperative. The program *Samarthya Pariyojana*, apart from capacity enhancing needs for NGOs, also touched upon vital aspects of CSR, challenges the funding organizations face, the opportunities and the vitality of regulatory requirements, etc. and hence, the program was open for both – NGOs as well as Corporate pan India based on the criteria laid down and communicated in the program brochure.

Dr. Goel underlined the significance of youth association and leadership for the sustainable development

and accentuated the prerequisite of not only building capacity of young minds but also to directing their energies towards nation building. He appropriately intertwined Peter Drucker– Father of Management’s theory of flexibility and collaborative approach, based on following questions:

- » What is your mission?
- » Who is your customer?
- » What does your customer value?
- » What are your results?
- » What is your plan?

He further added that usually the training courses are offered with learning opportunities, resource materials and great contents. However, the post-course support often takes a backseat but not with *Samarthya Pariyojana*. Follow up and post-course support was a part of the project. The program team at VYK made sure to contact each participant, inquiring and providing all course related assistance they needed. The program team was enthused and more than willing to provide all back-end support to the participants.

Dr.Goel ended his session by announcing a project prize worth INR one lakh to the ten best performing participating NGOs at the end of the course. This added up an excitement and enthused the participants to take a deep dive into the program ahead.

## **Module -2 NGO Formation, Governance and Legal Compliance**

Mr. Anjani Kumar Sharma, focused on key areas on NGO Governance, organizational processes and systems and step-by-step procedure for registration or incorporation. This empowered participants to initiate a venture independently.

Mr. Sharma touched upon a brief yet an inspiring history of an old Indian tradition of charity and philanthropic activities by individuals, businesses and even religious groups. He further added that any charity work was allowed in the Constitution of India without registration under any particular statute and there was no bar for any individual to carry out charity activity.

However, doing such activities under registration with an appropriate authority provides certain benefits, including tax exemptions and inter-changeability of NPOs, NGOs and CSOs, which are the status used under the aegis of legal entity or non-legal (verbal) for the benefit of public at large.

## **Module -3 Program and project development and management**

Dr. Harish Vasishth who conceptualized the entire e-Certificate module, enlightened the participants with his immense knowledge and expertise on core program area management that include project attributes, project cycle, steps for developing thematic areas, required skill-set, preparing impact profile and stakeholder identification and prioritization.

Dr. Vasishth began with talking about the roots and sources of developing a program and explained it as vision, mission, and strategy. He provided a sketch of the requirements for assessing community needs and aspirations, including development challenges that the organization needs to address, availability and optimum use of resources such as human, financial or material, theory of change, opportunities, preparing impact profile and significance thereof.



## Module -4 Resource Mobilization and Fund Raising

Dr. Pankaj Anand spoke about funding landscape, and explained about different funding agencies, their focal areas, criteria, etc. and multiple ways of fund raising such as crowd funding, event organization, etc. to name a few. He added that there was a growing trend towards decentralization and the NGOs needed to create spaces for direct access to the mission of funding agencies.

Touching upon CSR fund, Dr. Anand said that it was expanding rapidly and also provided with fact-check and possible ways for fund and resource mobilization. He opined that funding was cyclic and directional in nature and moved upward or downward at any point of time. In his views, the fund raising strategy should be ambitious yet realistic and be developed in consensus with the board, staff and governing body.

## Module -5 Overview of CSR law and NGO Partnership

Ms. Gayatri Subramaniam enlightened the participants by providing information on CSR landscape, its perspective and priorities, the CSR Law, permissible activities under CSR and opportunities for the NGOs.

She initiated her talk with the evolution of CSR as a concept, and its progression vitality in the industrialization era. She walked the participants through the provisions and obligations of Companies Act 2013 and its relevance with the Government's nation building agenda. She included the requirement of CSR policy, containing the approach and direction by the board of directors, recommendation and CSR Committee, implementation and monitoring of activities and formulation of annual action plan.

## Module -6 Writing proposal for CSR projects and other donors

Dr. Harish Vasishth deliberated on the crucial facets of proposal writing such as solution oriented approach, framework of the project proposal, professional approach of writing organization profile and proposal, etc.

He further explained that the proposal acts as a tool to transform basics to desired outcome. The monitoring and evaluation (M&E), development intervention, terminal evaluation, timeline, impact assessment and documentation, etc. were some of the vital aspects for project proposal, he added.

Dr. Vasishth provided a blue-print of a journey of proposal preparation - from articulation to implementation on ground, including research and analysis, identification of potential donors, developing concept note, establishing communication, negotiating and building agreement, implementation and so on. He also explained different methods of approaching donors such as vendor or partner registration, applying on the company's website, bidding for Request for Proposal, etc.

## Module -7 Budgeting, Financial Management and Book keeping

Mr. Subhajit Sahoo spoke about the importance of Accounting Systems for NGOs, its various characteristics like understanding budget, its management, book keeping and financial reporting, auditing, protecting and preserving stakeholders' interest etc.

He expressed that every organization has an accounting system – Single Entry and Double Entry. The former is utilized by small organizations as a form of informal accounting, where all transactions are recorded. These entries make it difficult to find errors whereas double entry records every transaction as credit and debit. This system is recognized and accepted by all authorities and it is a formal accounting system.



He further explained that book keeping is an essential function and it is imperative to have a process in place to record and organize all transactions. This process focuses on recording day-to-day financial transactions (grants, donations and program expenses) and ensures that the records of such transactions are up-to-date and accurate.

## **Module -8 Office Management, Documentation and Reporting**

Mr. Anthony Chettri spoke about mapping stakeholders and their interests with developing effective stakeholder participation strategy - collaboration with other NGOs, Government, etc. He also touched upon stakeholder identification and analysis based on interest and influence on the project and formation of clusters of stakeholders with common interest and engaging with them. Mr. Chettri emphasized the importance of effective communication with them about progression of the project, receiving and providing feedback etc.

He also spoke about the significance of different communication methods and platforms such as emails, social media and using them for communicating with stakeholders, sharing impacts, marketing, etc.

## **Module -9 Stakeholder engagement, digital presence and communication**

Ms. Shilpi Agarwal explained office management as a technique of planning, organizing, coordinating and controlling office activities to achieve organization's objectives. She added that it was vital for an efficient and effective performance of the office work.

Ms. Agarwal elucidated that an office can be virtual, co-working space, rented or on lease. She emphasized that Management Information System-MIS, is an important function in office management and documentation. MIS provides a snapshot and visualization of information in the organization.

## **Module -10 Valedictory Session and Action Plan**

Since Dr. O.P. Goel presided over the course, there was no other better authority than him to sum up the entire project and end the same with final words. Doing full justice to the role, he enthralled the participants by addressing them as 'Real Value Adding Partners'. He congratulated all the participating NGOs for successful completion of the 4-month long e-Certificate training course. While announcing the follow-up and support plan for the project related requirements, he encouraged the participants to use their learning in their field of working. In order to do so, he enumerated a few vital points as summary and recommendations, which were:

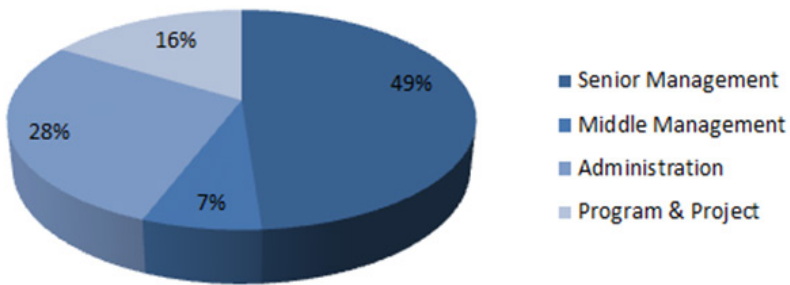
- » To meticulously go through the amended CSR laws and regulations, compare the same with the previous laws for clear understanding and thoughtfully assess the requirements of both – NGOs and Corporate.
- » To identify NGO strengths and present them to funding agencies in a precise manner, knowing fully where an NGO can deliver the best and most effectively.
- » To display their work on websites and social media platforms.
- » To share details about projects completed, achievements, financial information and annual reports on website.
- » Follow a transparency path in their work.
- » Organize social media campaigns – one of the most powerful tools for addressing a large audience quickly, effectively and with lesser efforts.
- » Participate in or host various seminars and webinars in order to reach out and learn from key decision makers.

Dr. Goel also announced the names of 10 best performing NGOs that were awarded with project worth INR 1 lakh and to work in an ongoing project 'Care for Rural Elders with Dignity Despite their Lower Aspiration' - CREDILA, run by Bosch India Foundation. He further announced a follow-up plan and to support participant NGOs in their needs related to capacity building.

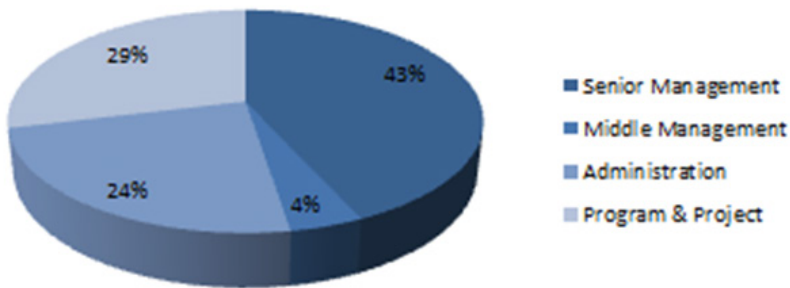
The participants, based on the assessment and criteria, were felicitated with a certificate of completion and a follow up plan with an open invitation to contact VYK for the support.

# Program Performance

## Attendee Profile by Role English Sessions

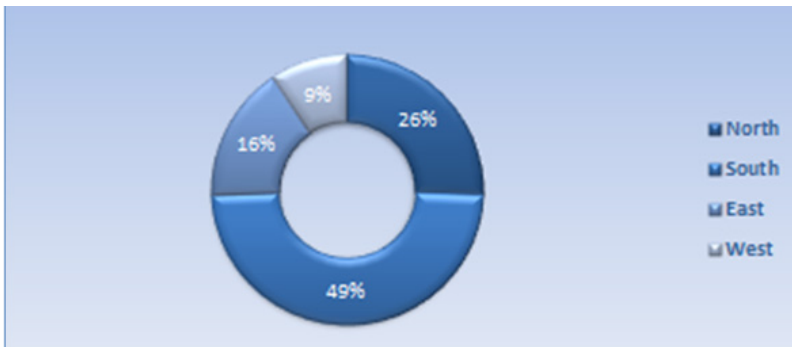


## Attendee Profile by Role Hindi Sessions



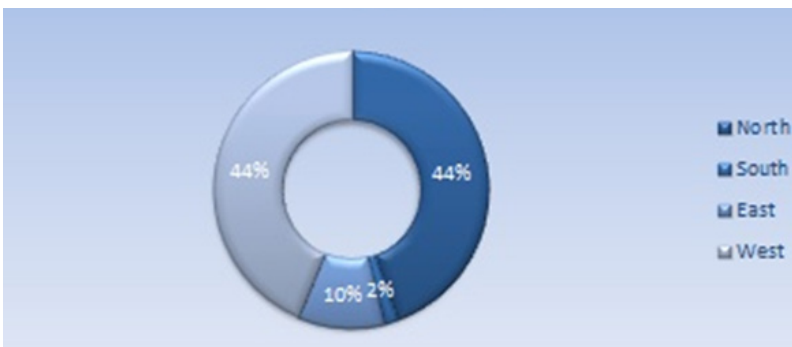
# Participant Profile

## English Sessions



- » Total of 129 participants attended the English Session
- » Total of 129 NGOs were represented
- » Maximum represented state was Karnataka with 33 attendees
- » 50% of the attendees were from Southern states of India

## Hindi Sessions













- » Total of 119 participants attended the Hindi Session
- » Total of 111 NGOs were represented
- » Maximum represented states were Madhya Pradesh & Uttar Pradesh with 25 attendees each from the 2 states
- » Equal representation, 44% from West & North of India

# Performance Incentive

Top ten performing attendees were awarded with a Project prize worth INR 1 lakh each and an opportunity to work on the project Care for Rural Elders with Dignity despite their lower aspiration (CREDILA), run by Bosch India Foundation, under the guidance of VYK. The project perfectly gels with the logical extension of the *Samarthya Pariyojana* project to support the needy elderly people in adversity.

This award is recognition and appreciation of the performance of the attendees and the prize recipient NGOs will enable the implementation of this initiative under the guidance of VYK.

Prize Winning NGOs	NGOs and its Representatives	Location
	Lakshitha Mr. P.S.N.Murthy	Telangana
	CORD Mr. Narender Paul	Himachal Pradesh
	Sahayog Ms. Bijayalaxmi Rautaray	Odisha
	Shaurya Shakti Foundation Ms. Akansha Maurya	Uttar Pradesh
	Ekohum Foundation Dr. Apala Baduni	Delhi
	Paramparagat Jadibuti Evam Vaikalpik Chikitsa Vikas Parishad Evam Anusandhan Kendra Mr. Gajendra Gupta	Madhya Pradesh
	Kanak Jan Kalyan Samiti Mr. Jayesh Badal	Uttar Pradesh
	Milestone NGO Mr. Manish Sharma	Delhi
	Muktai Bhaudhesheya Seva Vikas Sanstha Ms.Nilima Kadam	Maharashtra
	Disaster Management and Rural Development, Bihar Dr. Sharwan Kumar Singh	Bihar

## About CREDILA Project

The rapid socio-economic transformation has affected various aspects of the society. Industrialization, urbanization and migration of population have brought the concept of nuclear family as a result of which a section of the family, primarily the elders are confronting the problems of financial, physical and mental support. The elderly in the society face a number of problems due to absence of assured and sufficient income to support themselves for their healthcare and other social securities. Loss of a social role & recognition, non-availability of opportunities for creative and effective use of free time are also becoming a matter of great concern for elderly persons.

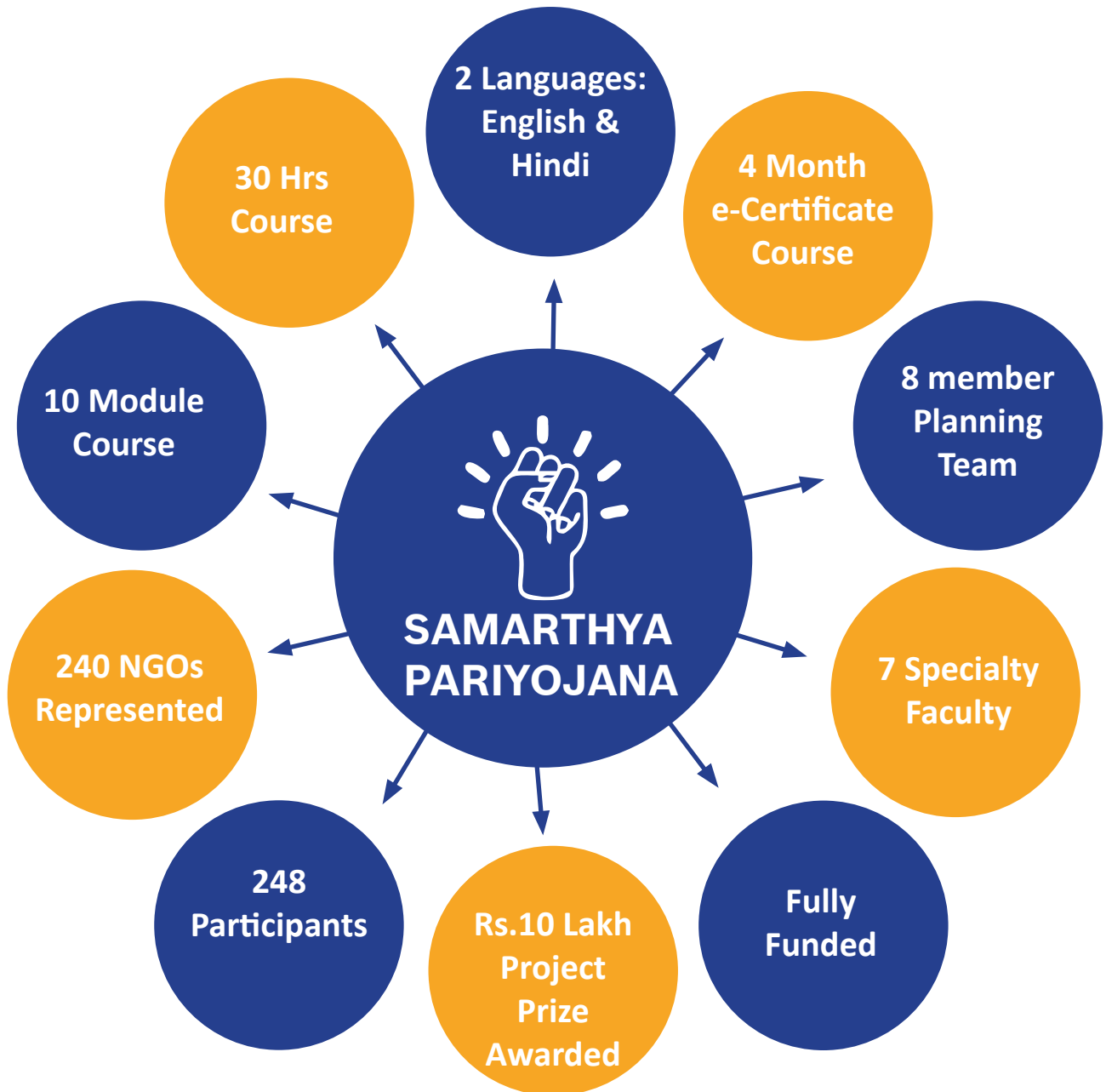
Considering these aspects, VYK with the support of Bosch initiated an elderly care project, Care for Rural Elders with Dignity Despite their Lower Aspirations (CREDILA) with the objective to provide support to really needy elderly living in adverse situation.

### Activities under CREDILA

- » Identification and selection of real needy elderly people living in adverse situation.
- » Providing humanitarian assistance to the real needy people in the form of distributing food, clothes and medicines up to three months.
- » Showing persistent care and concern towards deprived elders with dignity.
- » Periodic visit to needy elderly people to stay emotionally connected with them.



# Program Snapshot







# Success Stories

## Akanksha Maurya

Treasurer  
Shaurya Shakti Foundation , Uttar Pradesh

*Shaurya Shakti Foundation is Uttar Pradesh based NGO, primarily engaged in providing Quality Education to less privileged sections of the society in the rural areas since 2011. We have a sound track record and reasonably good reach in the area. However, we were constantly on a look out for up skilling our team and inculcate professional approach to our projects and our way of working.*

*We came across to an online e-certificate course “Samarthya Pariyojana”, jointly organized by VYK and BOSCH. Without missing an opportunity, I enrolled myself and I feel, it was meant for me... I was overwhelmed with the contents, the expertise, the flow of the program, especially, the challenges the NGOs are facing and ways to overcome them and more importantly, to give our work a professional touch.*

*I am overwhelmed with the learning that I am determined to adopt in my work and more so, the course has brought in me a personal transformation, which is a life changing learning. I feel, all anew and all set to rise the bar.*

*To summarize as the name “Samarthya Pariyojana” signifies, has been very helpful to our foundation. I am grateful to the VYK and BOSCH team for conducting such training programs and look forward to such programs in future, which leads people like us to the right our path and perform better.*

Yours truly,

Akanksha Maurya  
Treasurer  
Shaurya Shakti Foundation





# Success Stories

## Milestone

Delhi

*Civil Society Organizations like ours often face challenges related to inculcating professionalism in the way we work. Also, there are a very few entities that offer training related to NGO capacity building, especially grooming, policy interpretation, proposal preparing, presenting our strengths in a balanced manner etc.*

*The 4-month e-certification program by VYK along with BOSCH, touched upon vital aspects of the NGO training. The contents and the quality not only inspired us but refined our way of approaching organizations and a way of our operations.*

*As such the NGOs were facing challenges, which got escalated with the outbreak of COVID-19 and also the advent of new laws related to charitable organizations. "Samarthya Pariyojana" was announced just in time when we were feeling demoralized. The program recharged our spirit and boosted our energies. More so, it provided an opportunity to re-skill, up-skill ourselves sitting at home and it was a time spent productively.*

*The program encouraged us to streamline our documentation and we have updated our certification processes, including 12a and 80g. The program organizers have also announced an opportunity to work in their on-going project 'CREDILA' for the ten best performing NGOs. It is a proud moment for our organization to be chosen one among 10 winning participating NGOs.*

Yours truly,

Manish Sharma  
Founder and President  
MILESTONE

## **Disclaimer:**



This report is drafted by Insight Associates ([www.insightassociates.co.in](http://www.insightassociates.co.in)) on the request of Vishwa Yuvak Kendra, New Delhi. The information, statements, statistics and commentary contained in this Report have been prepared based on the data provided by VYK and does not contain any opinion about the correctness, completeness and accuracy of the data.

All queries related to the content, or to any use of this report must be addressed to [vyk@vykonline.org](mailto:vyk@vykonline.org)



**Vishwa Yuvak Kendra**






*(A Unit of Indian Youth Centres Trust)*

*Empowering Youth for Sustainable Development*

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