



**Indo-Global  
Social Service Society**  
Celebrating the Spirit of Humanity



# 60-Years of Building Community Resilience and Journey Ahead





# **60-Years of Building Community Resilience and Journey Ahead**

**JOSEPH XAVIER**



**IGSSS: 60-Years of Building Community Resilience and Journey Ahead**

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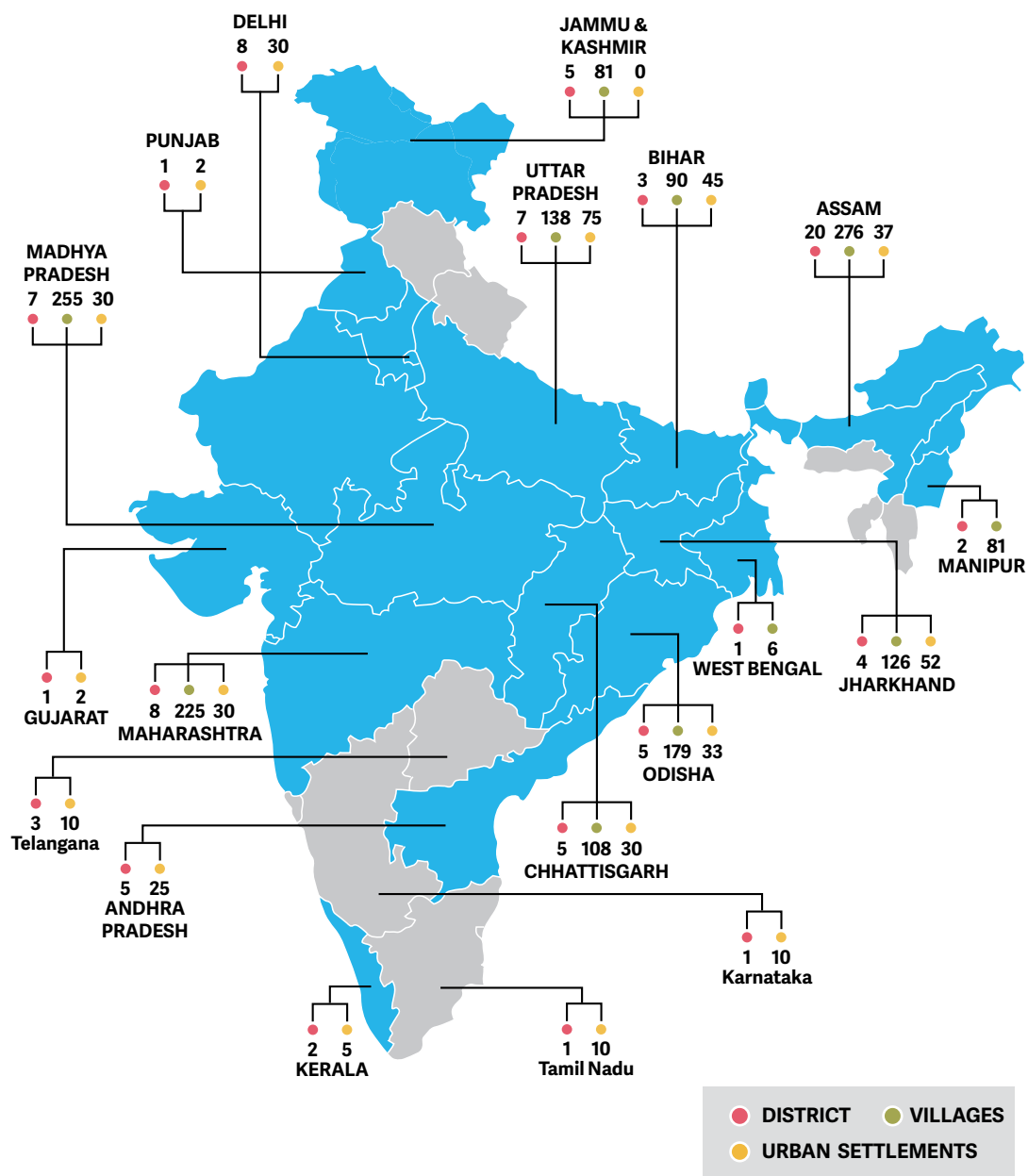
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# Operational areas of IGSSS





# Foreword

## Dear Friends,

It gives me immense pleasure and pride to present to you the landmark assessment study titled “60-Years of Building Community Resilience and Journey Ahead”. As we celebrate the Diamond Jubilee of the Indo-Global Social Service Society (IGSSS), this study serves as a remarkable reflection of our journey, achievements, challenges, and the reflections for the path that lies ahead.

Since our inception in 1960, IGSSS has evolved into a dynamic force for transformative change within our communities. This assessment delves into two crucial questions that have shaped our trajectory: the fidelity of our organization to its original vision, and our ability to adapt and respond to emerging needs, problems, and challenges.

Through participatory methodologies and a mix of qualitative and quantitative research techniques, this study has delved deeply into the past 7-8 years of our work, focusing on five key thematic areas: Livelihood enhancement, Income Generation Programs, Disaster Risk Reduction and Climate Action, Urban poverty, and Youth development. The insights garnered not only highlight the progress we’ve made but also provide valuable lessons for our future endeavours.

The assessment also takes into account the pivotal issues that define our current landscape: the profound impact of the Covid-19 pandemic and in compliance with FCRA Amendment 2020. I’m proud to share that during the pandemic, IGSSS demonstrated its unwavering commitment to vulnerable communities, earning recognition as the ‘Best NGO Offering Healthcare Services during Covid-19’ by the India Today group. We’ve also navigated the challenges and fully complied with FCRA Amendment 2020 in a very short span of time, a feat that speaks to the dedication and resilience of our team.

This report is not just an analysis; it is a testament to the efforts of the local organizations, committed individuals, and unsung heroes who have been integral to IGSSS’s growth. Their voices, alongside those of our beneficiaries, partners, and staff, resonate throughout the study, painting a vivid picture of our impact.

As we look forward to the years ahead, this report provides valuable recommendations for us to consider. While not exhaustive, these recommendations serve as directional guides to navigate the evolving landscape. I am confident that with our dedicated board members, management, and staff, we are well-equipped to face the challenges and seize the opportunities that await us.

Diving deep into the expanse of IGSSS’ work and bring out the reflections and analysis is not an easy task. I express my deep gratitude to Dr Joe Xavier who invested around 2 years to complete this challenging assignment. He left no stones unturned to reach out the people and places to collect the data and stories. From IGSSS, he was ably supported by Julius Pascal Osta, Anthony Chettri and Bedyuti Jha.

On behalf of IGSSS, I extend my heartfelt gratitude to our Board members past and present, partners, community members, and staff who have been part of this assessment. Your unwavering belief in our mission and tireless support have fuelled our efforts and brought us to this milestone.

Together, let us continue to build upon our successes, address challenges, and forge a path towards a more just, equitable, and resilient future.

With warm regards,

**Mr. John Peter Nelson**  
Executive Director, IGSSS

# Acknowledgment

It is with a deep sense of satisfaction; I pen this acknowledgement. An assessment of an organisation during its Diamond jubilee, covering 60 years of journey, is an arduous task. The study got further complicated with the Covid-19 pandemic and it has taken about 2 years to complete the study. However, this long process gave me enough time and space to have conversations with many different stakeholders for an in-depth understanding of the journey. The pandemic posed a new set of challenges, especially when this study is expected to provide insights to the organisation to reimagine its relevance and future. Most of these hurdles were crossed with reasonable objectivity, caution, and insights.

I would like to acknowledge the trust and confidence Mr. John Peter Nelson, the Executive Director of IGSSS had in me and offered me an opportunity to undertake this study. I consider this offer as a privilege. I feel that I have given my best to this task as I believed that this study would ultimately help the poor and IGSSS in its broader mission of peace, justice, and reconciliation. The journey of IGSSS India began with a Jesuit, Fr. Felix A Plattner, a Swiss Jesuit in 1961 and I as a Jesuit, was pleased to see the wonderful works in the field.

Mr. Anthony Chettri, Mr. Julius Pascal Osta (Jivan) and Ms. Bedadyuti Jha, the three senior staff members of IGSSS were also my co-travellers. Four of us jelled together, complementing one another in fulfilling this task. Jivan and Dyuti travelled with me ensuring that I get the best from the field in a short span of time.

I am greatly indebted to leaders of the partner organisations for their participation, inputs,

and welcoming gestures in the field. Though I could not visit them in the field as much as I wished, every one of them participated in the online conversation and helped in data collection. All of them showed extraordinary magnanimity even though the projects were closed. Along with them, the state coordinators and programme coordinators of projects implemented directly by IGSSS were always available to share with me their knowledge and expertise. I sincerely appreciate their support.

Field visits provided me with enthralling experiences, especially my face-to-face meeting with children in Muzaffarpur, women in Gola block, domestic workers and minority communities in Assam and youth in Manipur, to name a few. I was fortunate to personally witness the miraculous changes in the lives of these unsung heroes. They were not mere recipients but participants in the process. I could see, feel, and touch and experience their warmth. To every one of them, Thank you.

I must mention the support I received from the current staff of IGSSS. Lately I decided to include them as respondents of this study due to certain developments. They were generous and honest in sharing their views, dreams, passions, and expectations. I take this opportunity to thank the Senior management team of IGSSS, State coordinators, programme, finance and administration for their support and inputs. You have helped me to articulate potential new directions to reimagine the future of IGSSS.

I must gratefully acknowledge the contribution of former and present board members and staff members, old partners, friends, and well-wishers. I must make a special mention

of Cardinal Oswald Gracias for his personal sharing of experiences in IGSSS. Every one of them gave me time and happily shared with me their appreciations, concerns, and expectations. This showed how much they love their learning and relationship with IGSSS. Special thanks to the donor partners. Amidst their busy engagements they managed to give me sufficient time and allowed me to ask many and sensitive questions. Thank you, friends!

Ms. Harshita Ray, Ms. Richa Jha, Mr. Shujayathulla, and Mr. Yasir Qureshi helped me in different ways, especially in copy editing the text.

I do hope this study will help IGSSS in discerning their new directions amidst many challenges that are part of all humanitarian, developmental, and civil society organisations today, to ever remain relevant and effective in mission, being faithful to the charism of the founders and many who have carried the mantle and passed on the legacy in the last 60 years.

Dr. Joseph Xavier SJ  
Director  
Indian Social Institute, Bengaluru



# Abbreviations

ATMA	Awareness Training and Motivation for Action
APY	Atal Pension Yojana
CBCI	Catholic Bishop's Conference of India
CBO	Community-Based Organisation
CCT	Conditional Cash Transfer
CDI	Centre for Development Initiative
CI	Caritas India
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DMLTP	Development, Motivation and Leadership Training Programme
DRR	Disaster Risk Reduction
ED	Executive Director
FCRA	Foreign Contribution (Regulation) Act
FGD	Focussed Group Discussion
FPO	Farmers Producers' Organisation
HDFC	Housing Development Finance Corporation
IGP	Income Generation Programmes
IGSSS	Indo-German Social Service Society
IGSSS	Indo-Global Social Service Society
IS	Interview Schedule
ITI	Industrial Training Institute
LIC HFL	LIC Housing Finance Limited
MBC	Most Backward Classes
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MHPSS	Mental Health and Psychosocial Support
MIS	Management Information System
MSC	Most Significant Changes
NABARD	National Bank for Agriculture and Rural Development.
NDMA	National Disaster Management Authority
NGO	Non-Governmental Organisation
NIEP	National Integrated Empowerment Programme
NTFP	Non-Timber Forest Products
OBC	Other Backward Classes
ODP	Organisational Development Process
PEARL	People's Empowerment for Accessing Rights
PDS	Public Distribution System
PMA	Personal and Medical Aid Programme
PPP	Public Private Partnership
POSH	Prevention of Sexual Harassment Policy at Workplace
PRI	Panchayat Raj Institutions
RTI	Right to Information
S2S	Skills to Succeed
SC	Scheduled Cast (Dalit)
SDMA	State Disaster Management Authority
SHG	Self-Help Group
SMILE	Student Motivation Initiative for Learning Through Exposure
SMI	System of Millet Intensification
SRI	System of Rice Intensification
SOUL	Sustainable Options for Uplifting Livelihood
SPSS	Statistical Package for Social Sciences
SVPCL	Shejaar Vegetable Producer Company Limited
ST	Scheduled Tribe (Adivasi, Tribals, Indigenous Peoples)
UCT	Unconditional Cash Transfer
VDC	Village Development Committee
WASH	Water, Sanitation and Hygiene
YIELD	Youth Initiative for Empowering Leadership and Development





## Executive Summary

# Executive Summary

**I**t is Diamond Jubilee for the Indo-Global Social Service Society. From the original vision of being an Indian counterpart of Misereor Campaign against Hunger and Disease in the world in 1960, to being what it is today, IGSSS had travelled through smooth and rough terrains. Any organisation which has survived for a few decades has a long story to narrate. IGSSS is not an exception. To bring out the story, IGSSS asked two questions: 1. How far the organisation has been faithful to the original purpose and vision and/or 2. How far the organisation has been able to contextualise the original vision to respond to the emerging needs, problems, and challenges. The assessment study, '60-Years of Building Community Resilience and Journey Ahead', touches upon key aspects related to the first question, and it elaborately deals with the second question.

The study has two objectives:

1. To scientifically analyze and articulate the big picture that emerges from the resilience of the communities resulting in improved quality of lives of the marginalized, served by IGSSS in the last 7-8 years.
2. To re-imagine the future mission of IGSSS amidst the Covid-19 pandemic challenges, changing paradigms of NGO/CSO interventions and implications of the FCRA Amendment 2020.

Moreover, the organisation also wanted to have a broad view of the 6 decades of journey and how the organisation is perceived by different stakeholders.

The methodology of the study was participatory in nature, and it ensured active

involvement of all potential stakeholders throughout the study. This study adopted a mixed methodology of qualitative and quantitative techniques of social research methods.

## Thematic areas of the study

In the last 7-8 years, IGSSS focused on five thematic areas: Livelihood enhancement through sustainable agriculture and nutrition, Income Generation Programmes (IGP), Disaster Risk Reduction (DRR) and Climate Action, Urban poverty, and Youth development. In fact, IGP and Climate Action interventions were closely linked to sustainable agriculture and nutrition. These five thematic areas are considered in-depth in this study. IGSSS has also been greatly involved in humanitarian response and Covid-19 response. The staff are always ready to plunge into action when there is an emergency.

Two major issues currently dominate the humanitarian sector and the civil society organisations, namely, Impact of Covid-19 and the FCRA Amendment 2020. During the pandemic, IGSSS rose to the occasion and reached out to the most vulnerable for which the organisation was duly recognised by the India Today group, as the 'Best NGO Offering Healthcare Services during Covid-19.' IGSSS quickly adapted itself in order to comply with the demands of the FCRA 2020. Until the amendment, most of the projects were implemented through a partnership model, though a few were carried out directly by IGSSS. Through the partnership model, IGSSS built and nurtured local organisations. All projects are directly implemented with huge



implications, for administration, governance, and project implementation. These aspects are duly covered in this study.

## Structure of the report

This assessment report has 6 chapters. Chapter 1 deals with introduction and methodology. The introductory part deals with why this study, the objectives, and areas of inquiry and in the methodological section universe, sampling, and research tools are discussed. The organisation has implemented a huge number of programmes in the last 60 years. For this study, only projects implemented in the last 7-8 years are considered. Even during this period, it was neither desirable nor feasible to consider all the programmes. This required a good sampling technique. In consultation with various stakeholders, projects implemented under five thematic areas in 11 states are considered with due consideration to projects implemented by the partners and implemented directly by IGSSS. Data collection and field visits were undertaken during Covid-19 pandemic under severe travel restrictions, which had some impacts on the study. Online mode was helpful to draw insights from various key persons in a most economical manner.

In chapter 2, characteristics of IGSSS as perceived and experienced by different stakeholders are presented. Over the years, the organisation has grown with roots and wings, giving birth to many local organizations, committed individuals and unsung heroes/heroines in the field. What do these people say about IGSSS?

Chapter 3 deal with analysis of the responses of the people served. In this chapter, the five thematic areas and institution building are analyzed from the perspectives of the people served, highlighting their learning, growth, challenges, expectations, satisfaction level etc. The implementer of the project – partner or IGSSS - is used as an intervening variable to bring out some insights into the historical

processes. The data gathered from 956 respondents from 11 states under 5 thematic areas is analyzed and presented highlighting how through the implementation of these projects the resilience of the communities is built up.

Chapter 4 is an afterthought. The study was initiated in 2020. At that moment, no one understood what was in store for development and civil society organizations, especially those receiving foreign grants. There were about 60-70 staff in IGSSS in 2020 and currently on the payroll, there are about 250 staff. Taking cognizance of a 300 percent increase in staff, who are likely to participate in the future or the new imagination of IGSSS, a separate questionnaire was prepared to understand their mindset, expectations, aptitudes, and dreams. This analysis is presented in this chapter.

Chapter 5 captures some most significant change narratives to showcase the successes in the field, giving voice to the unsung heroes/heroines, which also include experiences of some staff members. Chapter 6 deals with recommendations under three broad headings: A moment to say, 'Thank you', the FCRA Amendment and its implications, Administration and governance concerns, and General concerns. In Annexure I, the historical journey of IGSSS is presented highlighting key moments, major shifts, and approaches, in bullet points for easy reference.

The recommendations presented are neither to be considered as an exhaustive list nor as fool proof answer. These are directional in nature. It is my earnest hope that IGSSS would take up these recommendations in appropriate fora for further reflections and decisions. Considering the hope-filled and tumultuous historical journey of IGSSS, I believe the organisation is well positioned and in good hands of the board members, management, and staff to come out with innovative responses to the enormous challenges ahead.







## Chapter 1:

# Introduction and Methodological Approaches

## CHAPTER 1

# Introduction and Methodological Approaches

### Historical background of IGSSS

Indo-Global Social Service Society (IGSSS) is a non-profit organisation, based in India, working with the mandate for a humane social order based on truth, justice, freedom, and equity. Established in 1960, IGSSS works for the development, capacity building and enlightenment of the vulnerable communities across the country for their effective participation in development. With its presence across India, IGSSS has set its thematic focus on promoting sustainable livelihood, building climate-resilient communities and livelihood systems, energising the youth as change-makers, protecting lives, livelihood and assets from the impact of disasters, and advocating for the rights of urban poor. Gender and Youth are underlining themes across all interventions.

IGSSS keeps its vision and mission as a focal point from where all interventions stem directly as seen below:

### Vision

Help establish a humane social order based on equity, freedom, and justice in which human rights and the dignity of every individual are upheld.

### Mission

To implement and support quality development programmes across India to empower individuals and communities

belonging to the poor, marginalized and vulnerable sections of the society with a special focus on women and children.

### 1960s - Humble beginnings

In 1960, Misereor established Indo-German Social Service Society in response to their campaign against poverty and hunger to support development projects in India. IGSSS was registered as a Society in 1961 and worked as a financial support agency: received and disbursed funds according to the directions given by Misereor.

### 1970s and 80s - grant management and autonomy

Till the 1970s IGSSS acted as a grant disbursal agency of the projects in India sanctioned by Misereor. By the 1980s, the organisation gained autonomy in partners and project selection. On March 29, 1980, the new office building of IGSSS of 28 institutional Area, Lodi Road was blessed, and the office was shifted to the new premises subsequently.

### 1990s – Towards new image and structure

1990s was a crucial decade for IGSSS as it established regional structures and launched innovative programs like ATMA (Awareness Training and Motivation for Action) which focused on community mobilization and capacity building and SMILE (Students

Mobilisation Initiative for Learning through Exposure) which focused on youth development.

## 2000 and beyond - thematic focus and rights based approach

The decade of 2000 gave us a new identity. We became Indo-Global Social Service Society, with a new vision, mission and a strategic plan. Focus moved beyond partner management to building thematic expertise, direct project implementation and establishing project-based structures. During this decade we took our first step in urban poverty programming. In 2006, IGSSS won the prestigious Golden Peacock Award for Philanthropy in Emerging Economies.

## 2020 to date - reimagining and moving forward

2019 has been a landmark year in shaping what we are today. In 2020, IGSSS shifted to complete direct implementation with state-based implementation structure came into being. With the arrival of COVID-19 pandemic, IGSSS took a massive COVID relief and rehabilitation operation.

Presently, IGSSS is moving forward strongly as a direct implementation agency with acknowledged thematic expertise in Rural and Urban development. IGSSS' Urban Poverty initiative achieved success when the Honourable Supreme Court of India used an IGSSS study on the homeless in Delhi and ordered for night shelters in all states, on the criteria of one shelter per one lakh population (as stated in the Master Plan of Delhi, 2021. (See Annexure 1 – Historical background and Milestones of IGSSS).

## Significance of the study

Indo-Global Service Social Service Society (IGSSS) completed 60 years in 2021. From the original vision of being an Indian counterpart of Misereor Campaign against Hunger and Disease, Germany in the world in 1960, to

being what it is today, IGSSS had travelled through smooth and rough terrains.

The journey began with Fr. Felix A Plattner, a Swiss Jesuit, deputed by Misereor (German Catholic Bishops' Organisation for Development Cooperation), landing in Delhi in July 1960 and setting up Indo-German Social Service with 5 staff members in St. Xavier's School, Raj Niwas Marg. From being an extended arm of Misereor for receiving and disbursement of funds for various projects related to setting up and managing dispensaries, primary health centres, hospitals, technical schools, agricultural development programmes and so on, to becoming an Indian developmental organisation with its own identity, mission and strategic priorities has been a quite an impressive journey.

In this journey, many who were associated with IGSSS in the past, spoke highly of the hallmarks of IGSSS as an organisation nurturing professional excellence, accompanying young development aspirants to start a new journey, developing lay leadership and partnership way of working, being grounded in the hard realities of the poor, ability to adapt quickly to changing scenarios, and above all demonstrating its value rootedness, adhering to the principles of standards of human development.

Any organisation which has survived for a few decades has a long story to narrate. IGSSS is not an exception. Some organisations during their long journey would pass and ask, two questions:

1. How far the organisation has been faithful to the original vision and/or
2. How far the organisation has been able to contextualise the original vision to respond to the emerging needs, problems, and challenges. Those who were interviewed, Board members, former Executive Directors and key staff members and partners expressed that IGSSS had evolved over time constantly searching for relevance and effectiveness, through a process of collective deliberation.



At times when the deliberations indicated the need for paradigm shifts in the governance system, operations, administration, and mission priorities and strategies, the organisation never hesitated. Change of name of the organisation is a concrete manifestation of the openness and adaptability of the organisation. At the dawn of the millennium, the erstwhile Indo-German Social Service Society was renamed as Indo-Global Social Service Society.

As IGSSS has completed 60 years of dedicated services, contributing to improved quality of life of the marginalized communities, spread out in several states, a spontaneous thought that pervaded the minds and hearts of many stakeholders of the organization was, what do we celebrate and why do we celebrate.

A cursory look at the historical journey reveals that the organization has received countless gifts from the people and communities served, partner organizations, donor partners, staff, associate organizations, consultants, board members, government, well-wishers, and friends.

It is a moment to express deep gratitude to all stakeholders. It is also a moment to envision the future and ask – What is IGSSS called to do in the next 5 to 10 years? This question is not to be considered as a predetermined justification for the continued existence of IGSSS. The value addition of such exercise will be that the organisation uses this occasion to consolidate its wide experiences, the ways of engaging with the communities, tools and methods deployed, and impacts over the years as 'knowledge treasure' and leave a legacy for the future benefit of the communities and for the advantage and learning of many developmental organizations.

## Rationale of the study

The study was planned to be carried out in 2020. However, it was delayed primarily due to Covid-19, which ravaged the country for over 2 years. It is also to be noted that in the last 2-3 years the development organizations

operational landscape and life of the poor have drastically changed.

In the past, by partnering and providing handholding support many committed local development organizations have been strengthened. Many local organizations proudly expressed their gratitude to IGSSS since initial project support from IGSSS helped them to grow as independent organizations. Currently, IGSSS is a direct implementer of projects. In this context, it is abundantly clear that IGSSS requires a very different kind of reimagination and the future mission of IGSSS cannot be visualized as one step forward from the present level but requires a new way of conceiving its mission and governance.

In 2013, after the golden jubilee celebration, IGSSS came out with a document titled, *Memoirs*. This document brings out the historical growth of IGSSS focusing on major approaches, shifts in strategies, partnership development with grassroot organizations and donors. To avoid repetition, this study does not focus on the historical path trodden by IGSSS. Accordingly, the current study has been designed with the following objectives.

## Objectives of the study

The study has two objectives:

1. To scientifically analyze and articulate the outcomes that emerges from the resilience of the communities resulting in improved quality of lives of the marginalized, served by IGSSS from 2011- 2021.
2. To re-imagine the future mission of IGSSS amidst the
  - a. Covid-19 pandemic challenges
  - b. changing paradigms of NGO/CSO interventions and
  - c. implications of the FCRA Amendment 2020 that impacted IGSSS.

## Methodological approaches

### Participatory approach

The methodology of the study was



participatory in nature and ensured the active involvement of all potential stakeholders throughout the study. Both primary and secondary sources of data were utilized, with more emphasis on primary sources of data. This study adopted a mixed methodology approach, using qualitative and quantitative techniques of social research methods.

As IGSSS either directly or through partners implemented varied kinds of projects, short-term and long-term, it was imperative to sift the kind of projects to be taken up for this study. Accordingly, after a review of the various projects carried out in the last 8-10 years, and in consultation with key stakeholders of IGSSS, the following thematic areas were identified for this study:

- a. Livelihood enhancement through sustainable agriculture, and nutrition
- b. Income Generation Programmes (IGP)
- c. Disaster Risk Reduction (DRR) and Climate Action
- d. Urban poverty
- e. Youth development

## Period of study

The study was conducted between September 2021 and July 2022

## Pilot study

Based on the five thematic areas identified, a closed-ended interview schedule was prepared, and the tool was tested using face validation with some key stakeholders. Then, the interview schedule was finalized.

## Areas of inquiry

1. What are the major milestones in the journey of 60 years?
  - a. Articulate the characteristics of the organisation.
2. What are the kinds of interventions carried out by IGSSS, in the last few years and how are they related to the core mission of the organisation?
  - a. What are the methodological considerations that guided the effectiveness of project implementation?
  - b. What are the benefits of the partnership model?
  - c. In what ways, partnership model helped IGSSS to realize its mission?
3. What are the major impacts on lives of the communities through livelihood promotion and income generation activities, climate adoption practices, addressing urban poverty and youth development?
  - a. Which communities and/or groups, especially women, youth and children, have gone through substantial transformation?
  - b. How has the quality of life positively changed due to IGSSS' interventions, from the perspectives of communities and partner organizations?
  - c. Highlight the specific contribution of IGSSS, as rights-based and value-inspired organization, in deepening and promoting universal values in diverse multi-religious and multi-cultural contexts.
  - d. What major strategies and methodologies worked well or did not work well operationally?
4. What relevant contribution IGSSS could offer in nation building or how the future relevance of IGSSS can be re-imagined, given the covid-19 challenges, especially taking note of the impact of the FCRA amendment 2020, in the next 10 years.
  - a. Is there a scope for IGSSS, given the shrinking developmental and civil society space?
  - b. What are the new opportunities to be explored and challenges to be faced in the coming years?
  - c. How can IGSSS reposition itself as a credible developmental organization given the fact that direct implementation of projects is a necessary way forward?

- d. What are the implications of direct implementation for governance, organizational ethics, and mission?
5. What are the new learnings, innovations, and challenges of the communities? Showcasing most significant change narratives.

## Tools administered

- a. Interview Schedule (IS) for community members.
- b. Questionnaire for IGSSS staff
- c. Interviews – online and offline
- d. Focused Group Discussions (FGD) – online and offline
- e. Participant observation
- f. Transect walk.
- g. Identification of Most Significant Changes (MSC)

### a. Interview Schedule

As IGSSS had implemented a wide variety of projects in different states, it was important to arrive at an objective sampling procedure. Multi-stage and purposive sampling were followed to identify project partners. Based on the identification of key thematic areas, partner organizations which implemented key thematic projects were listed out zone-wise, state-wise and thematic area-wise. The operational areas of IGSSS were divided into 6 zones, namely, East, West, North, South,

Northeast and Kashmir. Further, in each zone the projects were divided as partner implemented and direct implementation. Finally, 15 projects implemented in 11 states were considered for this study. Except for the South zone, where IGSSS implemented projects for short durations, these 11 states covered the five zones of IGSSS. Though the number of projects were 15, some projects had more than one thematic area. For example, while in Bihar only one livelihood project implemented by a partner organisation was considered, in Assam two projects were considered, one of direct implementation and one by a partner, covering four thematic areas.

In each state, in consultation with project implementing organizations, the study locations were chosen based on the extent and intensity of the work carried out. Systematic random sampling was used to identify individual respondents to administer the interview schedule. A structured interview schedule was prepared and enumerators from the project locations were trained. The enumerators were also guided on how to administer the interview schedule, following systematic sampling to avoid bias. The number of sample respondents were fixed as 1,000. Data was collected from 1,048 respondents. However, after data cleaning, the final sample respondents were 956.

## Sampling procedure

The sampling is as follows:

**Table 1.1: Mapping of respondents, States and Projects implemented directly or through partners**

States	Samples	Direct (D)	Partner (P)
Assam	210	130	80
Bihar	120		120
Chhattisgarh	35	17	18
Delhi	39	39	
Jharkhand	27	27	
Jammu and Kashmir	203	203	
Madhya Pradesh	63	63	
Manipur	81	49	32

States	Samples	Direct (D)	Partner (P)
Odisha	64	64	
Rajasthan	34		34
Uttar Pradesh	80		80
<b>Total</b>	<b>956</b>	<b>592 (61.9%)</b>	<b>364 (38.1%)</b>

**Table 1.2: Mapping of respondents, States, Thematic areas, and Mode of implementation**

States	Livelihood		IGP		DRR and CA	Urban Poverty		Youth Development	Total
	D	P	D	P	D	D	P	D	
Assam	130		42		130		80		
Bihar		120							
Chhattisgarh						17	18		
Delhi								39	
Jharkhand	27								
Jammu and Kashmir	111				92				
Madhya Pradesh	63								
Manipur		32		31				49	
Odisha					64				
Rajasthan		34							
Uttar Pradesh							80		
<b>Total</b>	<b>331</b>	<b>186</b>	<b>42</b>	<b>31</b>	<b>286</b>	<b>17</b>	<b>178</b>	<b>88</b>	
<b>Total</b>	<b>517</b>		<b>73</b>		<b>286</b>	<b>195</b>		<b>88</b>	<b>1159</b>

From Tables 1.1 and 1.2 the following observations can be made:

- Out of the total number of 956 sample respondents from 11 states, about 694 or 72.5 percent of samples were drawn from five states, namely, Assam, Kashmir, Bihar, Manipur, and Uttar Pradesh.
- Project interventions could be classified into two categories, projects implemented directly by IGSSS, and projects implemented through partners. Direct implementation means projects implemented by the state or project offices of IGSSS directly. Projects implemented through partners means that IGSSS staff were not directly involved in the ground level operation. IGSSS provided grants, monitored, and provided

handholding support to partner NGOs and staff. Data shows that out of the total 956 respondents, 592 (61.9%) respondents were people-served by direct implementation, and the rest were of projects implemented through partners.

- The count of respondents on the basis of thematic areas was about 1,159 since some projects had more than one thematic component and the respondent had been a beneficiary of more than one component.
- Livelihood promotion was one of the major thematic areas of IGSSS with nearly 42.2 percent of samples.
- While IGSSS worked on urban poverty issues for many years with partners, in the recent past it has given the emphasis

on Disaster Risk Reeducation (DRR) and Climate Action. This study has 15.9 percent samples from beneficiaries of urban poverty and 23.3 percent from DRR.

- While on livelihood, IGP and Urban poverty samples were collected from projects implemented directly by IGSSS and partners, on DRR and climate action and Youth development only projects carried out directly by IGSSS were considered.
- In the analysis, an attempt is made to learn from the interventions of the partners, by paralleling impacts of direct interventions and interventions made through partners. In the changed FCRA circumstances, all projects are now directly implemented. However, in the analysis importance is given to recognizing the contributions of partners and find ways to learn from their experiences and tap their expertise within the compliance framework.

### Questionnaire

A separate questionnaire was prepared and sent to all the staff members of IGSSS. The entire staff community, the universe, was considered for the study, and no sampling was done. While all were expected to respond, out of 225 staff members on the roll at that point in time, 175 responded.

**Table 1.3: Interview and FGDs**

Who	Interview	FGD
Former/present board members/staff	7	
NGO responsible persons	16	
Staff	6	4
People served	4	14
Donor partners	5	
<b>Total</b>	<b>38</b>	<b>18</b>

A total of 38 interviews and 18 FGDs were undertaken. Except for 4 interviews in the field, the rest of the interviews were done online. Except for 3 FGDs done online, the rest were conducted in the field. Online interviews were

helpful to reach out to individuals spread out across India, and at no cost. However, there was a qualitative difference between online and offline interviews. Participant observation was missing. The field-based interviews and FGDs were highly helpful in this regard.

The field visits provided a unique opportunity for the researcher to see, observe, touch, interact, appreciate, acknowledge, and raise critical questions. For example, during one of the village visits in Assam, when I (the researcher) was returning after an FGD, Kunkun Modoi, a 6-year-old kid, loudly said Indo-Global Social Service Society and looked at me. I was enthralled. When I interacted with the family members, they said, one of their relatives had given a piece of land freely to construct a shelter home as their area is flood prone. During the planning and construction, the villagers had several meetings. The kid used to watch the banner. The kid also read the IGSSS name written in the shelter home. Now whoever visits the shelter home, and if the kid is around, he will say IGSSS.

A FGD was organized for the board members of IGSSS and for representatives of like-minded NGOs. Findings of the draft report was presented to them for comments and their observations are incorporated. This FGD primarily focused on reimagination of the future of IGSSS based on its learnings amidst the current challenges.

Apart from these, qualitative tools such as, field observations through transect walk, participant observation, pictures/photographs and case narratives were also used for data collection. Statistical Package for Social Sciences (SPSS) was used for data analysis.

### Primary Respondents

- Members of the communities served through various projects, either directly or through partners.
- Director/Secretary of the partner organizations or key responsible persons.
- Former board members and staff members.
- Current staff members.
- Donor partners

## Secondary Respondents

- a. Board members of IGSSS
- b. Representatives of like-minded NGOs

## Comments on Sampling

1. IGSSS has contributed in many ways through a variety of project interventions in human development processes. Not all projects could be considered.
2. One of the focus areas of IGSSS had been emergency support. Flood emergency response in Assam, Manipur, Odisha, West Bengal, and Uttarakhand; people affected by flash flood and incessant rain in Kerala; Cyclone response in Odisha and Tamil Nadu; and ethnic conflict response in Lower Assam, are just a few examples. Over the years IGSSS has developed expertise in responding to emergency situations, not just in providing relief materials, but also in rehabilitation, the revival of agriculture and water sources, shelter, Water Sanitation and Hygiene (WASH), psychosocial care and mainstreaming of DRR.
3. Under the chosen five thematic areas cluster programmes were carried out in many states. Only a few of them were selected for this study. Purposive sampling was adopted for the selection of the projects, depending upon the availability and response of the project key persons.
4. Projects implemented in South India were not taken up for quantitative study.

## Limitations of the study

1. Community mobilization or empowerment and building local organisation and NGO leadership have been the key characteristics of IGSSS project interventions. Though some cluster programmes had some common patterns of implementation, in terms of duration, programmatic strategies, and outcomes expected, a number of projects were outside of this framework, as these were need-based and context-based.
2. In the memoir published in 2013, after the Golden Jubilee in 2011, it is stated

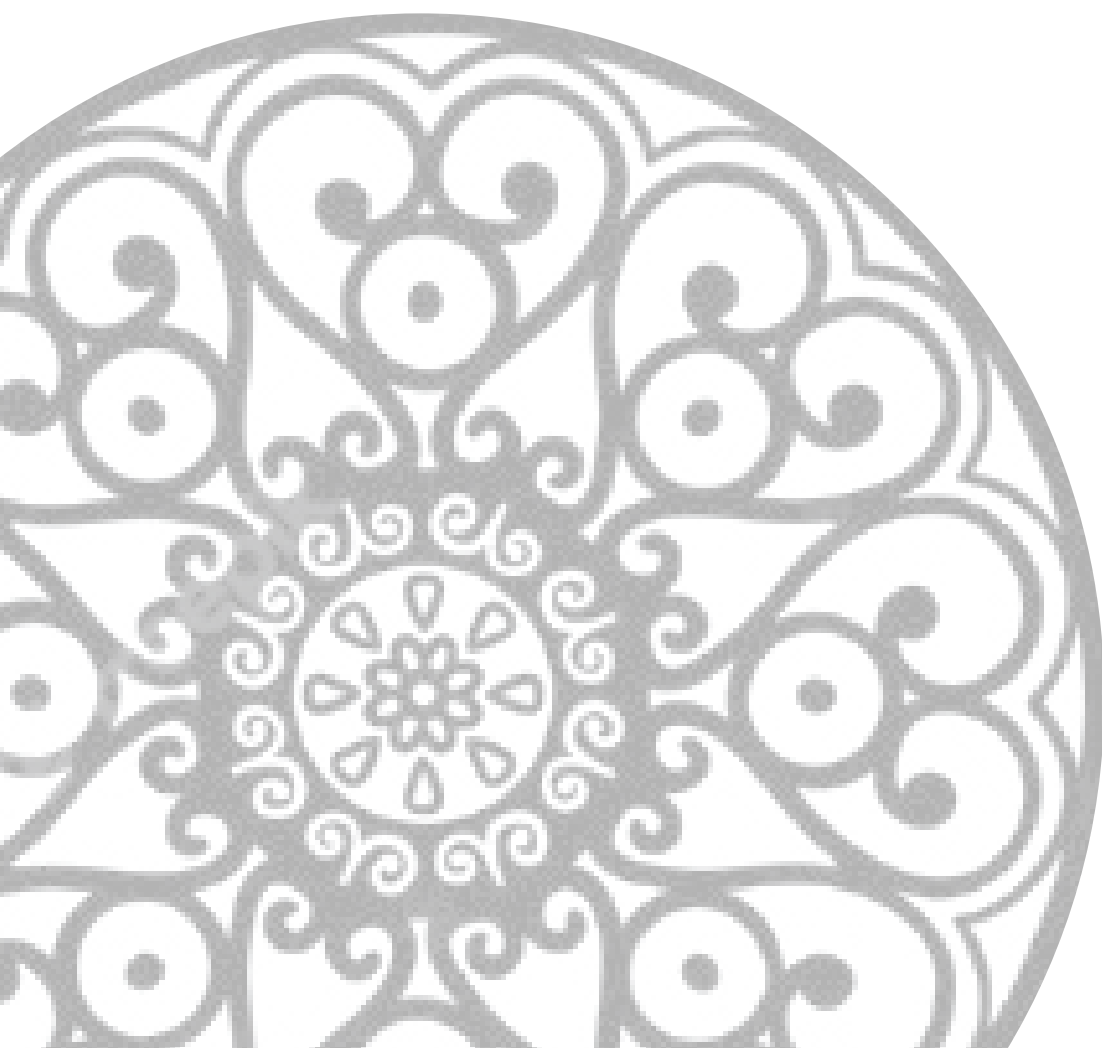
that during the period of 1960 to 2010, the total aid given for various socio-economic development projects in India, was estimated at Rs 1,040 crores, for about 13,700 projects. A simple average calculation works out to be 274 projects a year at an average annual grant of Rs 20.8 crores. From 2011 to 2022, the total project cost has been Rs 281 crores, and the average project investment cost works out to be Rs 25.5 crores per year. One can imagine the variety of interventions and volume of grants. While projects in the first three to four decades had the strong infrastructure, health and scholarship components, eventually programmatic aspects were given much importance.

3. Obviously, the subject matter for the study is complex. There was no intention to avoid any project. Economy, time, and the Covid-19 restrictions played a huge role in the selection of projects for study.
4. IGSSS did exemplary interventions during Covid-19 and the organisation also received a national award - Best NGO Offering Healthcare Services During Covid-19, by India Today group. As the project implementation was already in progress, this major intervention was not considered for in-depth study. However, the organisation has plans to have a separate Covid-19 response and impact study.
5. It is important to note that some projects had a life of 7 to 10 years, and some were implemented for a shorter duration. Ideally, one cannot compare the effects of the projects using the same yardstick.
6. Some projects had very specific thematic areas as interventions.
7. The study was initiated in March 2020. However, due to the Covid-19 pandemic, the process got disrupted. The study was resumed in September 2021.
8. The field-based data collection was done after Covid-19 second wave and was completed by January 2022. When the data was collected the morale of the grant

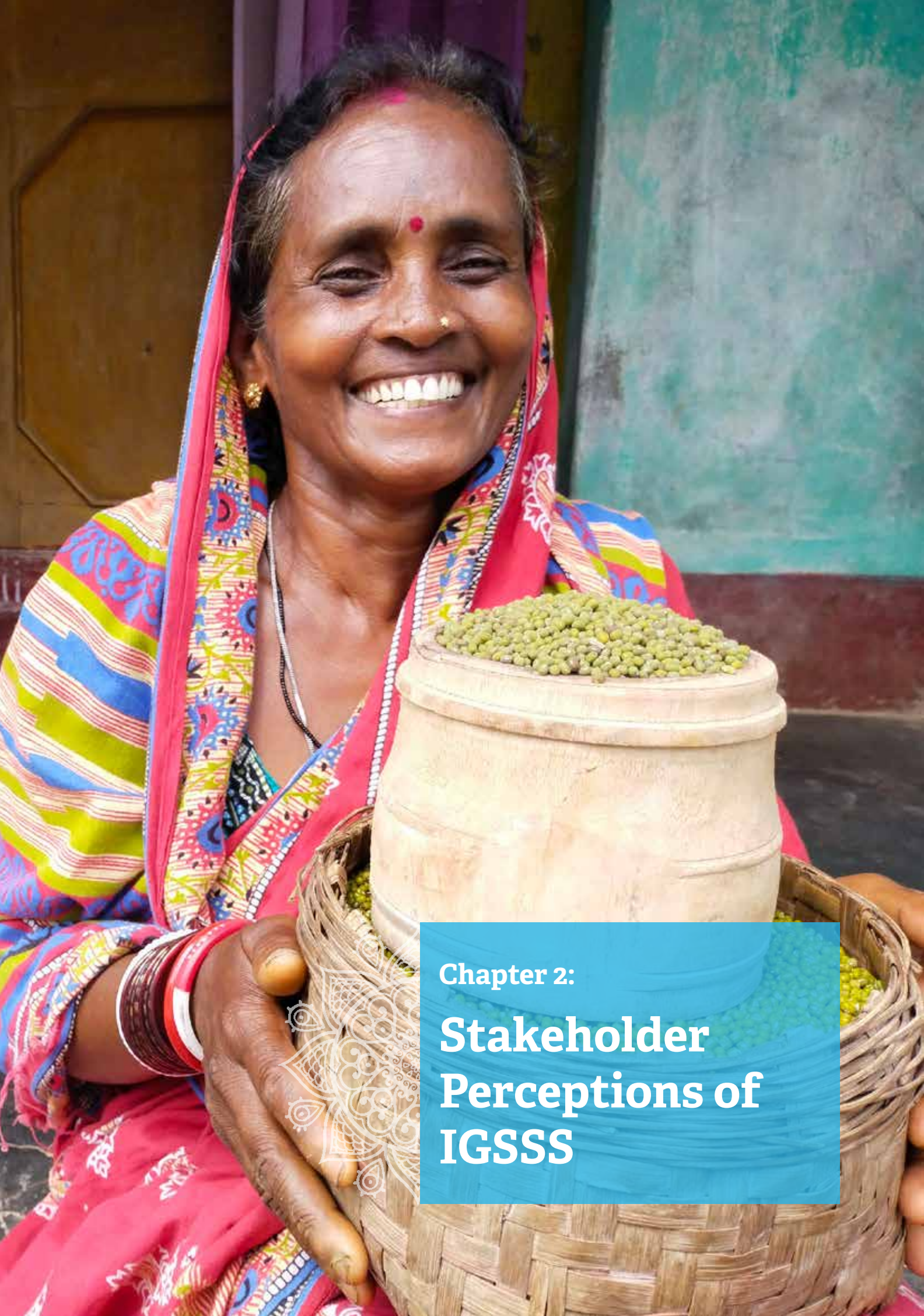
received partner organisation working in field was low as some projects were discontinued.

9. Until September 2020, the key strategy of IGSSS was the partnership model. About 60 percent of projects were implemented through partners and only about 40 percent was directly implemented by IGSSS. Owing to new regulations, IGSSS had to discontinue partnership strategy and transition into direct implementation mode. While the transition happened in a few months, there was a huge churning in the organisation and among the partners which had deep impacts in the mission.
10. When the study was initiated, IGSSS had only about 60 to 70 staff. By March 2022, the number of staff was about 225 and a majority of them were new. It was felt that the new staff members had to be taken into confidence and it was important to understand them vis-à-vis the vision and mission of IGSSS, since these newly recruited staff are possibly going to be the key players in the future of IGSSS.
11. The entire process of data collection, interviews and FGDs were completed only by the middle of June 2022. Such a long process of data collection amidst Covid-19 pandemic fear and anxiety had a fatigue impact in the process.
12. While the researcher visited the project areas in Kashmir in 2014, for the current study, the researcher visited a few project fields in Uttar Pradesh, Bihar, Jharkhand, Assam, and Manipur. The perceptions are colored by these realities.

In the next chapter, some characteristics of IGSSS as experienced and perceived by the associates, former board members and staff and partners are presented.







Chapter 2:

## Stakeholder Perceptions of IGSSS

## CHAPTER 2

# Stakeholder Perceptions of IGSSS

The purpose of this chapter is not to present an elaborate list of characteristics of IGSSS based on scientific analysis. These are perceptions shared by different stakeholders, often by more than a couple of respondents. Only a few major characteristics are presented.

One of the striking elements observed during the study was the way many different stakeholders described the nature and characteristics of IGSSS from their personal experiences. While many respondents highlighted several positive dimensions, some offered some critical inputs. Everyone expressed an extraordinary sense of gratitude and appreciation. Some described using images. The respondents included former and present board members and staff, old and recent partner NGOs, staff members, donor partners, consultants, and people served.

### A trust space

One of the major interventions of IGSSS has been animating and strengthening local organisations. Data shows that until 2020, 80 percent of the resources was utilised capacitating and nurturing the local organisations, many of them working with vulnerable communities in the cities or in remote locations in rural areas. Over 16 heads of such organisations were interviewed. All of them stated that they cherished the trust and confidence of IGSSS, which made them more responsible in project implementation,

reporting and accountability. Mr. Jyoti Kiran, who implemented the Samaveshi project in Lucknow stated, “IGSSS was my guide. We did not have a donor-recipient relationship, though IGSSS funded our projects”. Mr. Sohan and Mr. Ravi Singh, who partnered with IGSSS on the Sustainable Options for Uplifting Livelihood (SOUL) project in Rajasthan categorically stated, “The mutual trust built up over the years made us more responsible in project implementation. Yet another partner from Bihar stated, “Our NGO works near the Nepal border, among the most vulnerable communities. It was not easy to reach the place. IGSSS trusted our organisation and supported us. There were remarkable changes among the members of the communities.”

### A learning space

Many who had come in contact with IGSSS gratefully acknowledged IGSSS as a space for learning. I have learnt a lot ... I have grown ... were the sentiments expressed. Cardinal Oswald Gracias in his interview stated, “I was proud to be associated with IGSSS. I was deeply impressed by their concern for the poor. In every board meeting, a segment of the discussions was focussed on learning and improving the quality of work. The board had independent thinkers who were capable and credible from different walks of life, especially those retired from government services. The board was always on the driving seat combining excellence and being open to the realities with compassion. Consequently,



about 80 percent of the staff were deeply committed and passionate with the mission and were not working merely as employees. All major projects were presented in the board meeting initially, during midway and at the end, providing ample scope for reflection and learning. There was single mindedness in the organisation.”

Rafi, Centre for Development worked with *Safai Karamcharis* and displaced persons to implement 74<sup>th</sup> Amendment and participation in Panchayat Raj Institutions (PRI). “I found IGSSS energetic, with good ideas, ready to support new initiatives by adopting new methods. I learnt new ways of engaging with the community. The handholding support provided by IGSSS encouraged me to be more effective in the field”.

### A daring space

IGSSS was never content with traditional interventions. It looked for new and challenging opportunities. ‘Kashmir is a case in point’, said Dr. Cherian, the current Vice-President and board member. As early as 2004, reflecting on the socio-economic condition of the people of Kashmir, IGSSS initiated pilot projects. In the very next year, it set up a Regional Office in Srinagar. “Today IGSSS has Farmer Producer Organisations (FPOs). It has taken more than 15 years to reach this level. The credit goes to those pioneers, who initiated the presence of IGSSS in 2004. NGOs know what it means to work in a state like Kashmir, marred by conflict, violence, and insurgency. IGSSS has a quality presence now”, stated Dr. Cherian.

He also proudly quoted the night shelter projects for the homeless done by IGSSS in Delhi. Many NGOs did not dare to venture into this work as it involved working with the State government. Also, working with urban shanties, popularly known as slums, was no easy task. Moreover, in Delhi most of the urban congested settlements are considered as encroachments somehow either occupying common property spaces or adjacent spaces of the institutions meant for basic amenities.

So, working with people living in shanties would invite the wrath of the institutions around. IGSSS built model shelters and later handed them over to the state government. IGSSS showed a daring and pioneering spirit in providing ‘home to the homeless.’

In 2010, a memorandum listing a charter of demands was submitted to the Chief Minister of Delhi, and the Minister of Urban Development by IGSSS. This served as the foundation for the City Makers winter campaign in 2010. IGSSS’ Urban Poverty initiative achieved success when the Honourable Supreme Court of India used the study of IGSSS on the homeless in Delhi and ordered for night shelters in all states, on the criteria of one shelter per one lakh population. The IGSSS model was appreciated by the Delhi government.

“Very few NGOs have linked agriculture with climate action and IGSSS is a model creator in this field. It has promoted sustainable and climate resilient agricultural practices leading to income enhancement”, expressed a partner from Odisha. Cardinal Oswald said, “IGSSS reached out to areas where other organizations could not reach.” These are a few examples of the daring spirit of IGSSS.

### A (youth) nurturing space

One of the unique thrust areas of IGSSS has been youth development. Working with youth is both challenging and rewarding. Students Mobilisation Initiative For Learning Through Exposure (SMILE) has been one of the flagship programmes of IGSSS on youth development. Spot/identify, nurture, and support has been the mantra. “I was a SMILE fellow in 1994. I joined IGSSS as an intern. My skills were spotted and nurtured. Later, I was given a fellowship. During my time, I took the SMILE programme to the Northeast. Trained and motivated by IGSSS, later I was part of PRAVAH, which works with youth. PRAVAH functioned as an umbrella space in which about 150 youth organisations were part of. It was a community of youth collective. IGSSS has been a strategic member of this huge

movement. I can say that the DNA of IGSSS is youth. I still cherish those moments when I was nurtured by IGSSS. Many youths had passed through the portals of IGSSS. IGSSS identified potential youth and nurtured them”, said Ms. Asharaf Patel, founder member and board member of Pravah and Community – The Youth Collective.

Ms. Sreya Mozumdar who worked in IGSSS between 2012 – 2018, succinctly stated, “IGSSS gave me roots to be grounded in the hard realities of people and wings to fly. The organisation is a space filled with opportunities”.

Currently, IGSSS has projects working with youth in Northeast, Delhi, and Kashmir. The vibrancy of the youth has been something extraordinary. When the researcher undertook a study for IGSSS in 2015 on 10-year presence in Kashmir, the vibrancy of the youth was found to be phenomenal. In fact, during the major floods in Kashmir in 2014, it was this youth force who volunteered and supported the works of IGSSS. Harsh Gupta who worked on the Youth Initiative for Empowering Leadership and Development (YIELD) project in Delhi marvelled at the changes among the youth. “IGSSS has novel ways of working with youth, especially in reaching out to the excluded youth.”

### **An evolving aspirational space**

“IGSSS has evolved over the years organisationally and programmatically, responding to the needs of the times and the aspirations of the people served. Moving on from being a grant disbursement organisation, the organisation has grown as an independent body guided and governed by a body of professionals, academicians, former bureaucrats, and development practitioners. At the field level, IGSSS has nurtured new and small NGOs with start up support and accompanied them to fulfil their aspirations to serve the poor and the marginalised. Programmatically, adopting to meet the current needs and aspirations of the communities, be it a cluster or thematic

approach, the organisation opened its vistas, and worked on people-led or community-led development processes, animating youth, small farmers, unorganised workers, women, and migrants. From charity to rights-based approach, focusing on Constitutional framework, with special focus on strengthening grassroots governance has been a fascinating journey”, commented Dr. N. J. Kurian, a former President of IGSSS.

IGSSS seems to fulfil the aspirations of the young developmental practitioners. The energy and vibrance of the current set of young staff is a clear indication. “I have found the right organisation to demonstrate my skills and potentials and realise my dreams in serving humanity”, has been the predominant expression of a number of new staff recruited recently.

### **An inclusive space**

“Diversity and inclusion have been the hallmark of IGSSS. Thematic approach helped IGSSS not to get trapped into an exclusive sectoral or social category (caste) approach. Whether it was youth empowerment programmes, sustainable agriculture or women empowerment, the projects focused on working with the vulnerable and most neglected communities with preference to socially excluded communities. In the process, the organisation was able to garner support from different social and religious categories in building effective Community-Based Organizations”, stated a donor partner. IGSSS has also taken conscious steps to work with transgenders. It has recruited staff from transgender community in the programme planning and operations.

### **A self-critiquing space**

There had been several tumultuous times in the journey of IGSSS. Dr. Joseph Sebastian, the then Executive Director went through a tough time, between 2008 to 2013. There was no full time Executive Director for 6 months in 2008. The new millennium was a do or die situation for the NGO fraternity in India. With so many

international NGOs mushrooming in India there were always much bigger opportunities for qualified and capable staff. During these years, there was a massive exodus of staff from traditional NGOs to highly rewarding and performing national and international NGOs. It was a time for change. IGSSS boldly took up Organisational Development Process (ODP) by self-critiquing, its structure, governance, mission, and operations. Permanency of staff was replaced by contract system; salary system was revamped; professional work culture was put in place; and multi-tasking was demanded. As a result, in a span of one and half years, the dwindling finances were in the green. Funding agency tag of IGSSS was removed. Once again, the spirit of servant leadership and ethical foundation of the organisation working in a secular arena was restored. Self-critiquing also changed the way decisions were made. Decentralised decision making and freedom to regional programme teams were given due importance, which in a way built up collective responsibility in the organisation.

Yet another striking example of self-critiquing was pointed out by a donor. One of the donors said, “Usually most of the project implementers project only the positive side. Even a failed project report will be written as if all went well. It is very hard to find a good self-critiquing NGO. This was not the case with IGSSS. I received a project report that it was not a success and outcomes projected could not be realised. I was not happy. As part of the project component there was a line item for evaluation. I insisted that no more money should be wasted in evaluating a failed project. We know it is a failure. Why should we evaluate and waste the money of back donors in evaluating a failed attempt? I categorically said that no single rupee will be spent on evaluation.” But the Director calmly said, “I understand what you are saying. However, the organisation will spend from its local resources and evaluate the project and process to understand what went wrong and to learn lessons from a failed project”. The donor said, “Please go ahead and spend the money and let me know the lessons learnt. I understood

that donors also have got to learn. I found facilitating and servant leadership at the top level of IGSSS leadership”.

This might be a simple example, but very clearly portrays the attitude of those in helm of affairs. Self-critiquing in humility is a unique gift very much needed for a developmental organisation. Though NGOs work with determination to succeed, there will be times when we will meet with failures. It takes huge courage to accept failures and learn lessons for the future.

“I have worked in other organisations. I have not found space for self-critiquing on equal footing among core staff. The hierarchy among staff created fear and lack of trust. The accountability system was a one-way process. The higher-ranking staff demand accountability from lower-ranking staff or project partners. It was never the other way about. My experience with IGSSS was very different. There was space for reflection among the senior management team and fearless communication across the table. A sense of equality prevailed among staff with due respect to the others. Partners’ meetings were organised regularly in which partners and the central team of IGSSS demonstrated an extraordinary sense of mutual accountability. This ambience and culture provided space for self-critiquing and to be a learning organisation”, expressed Ms. Sreya.

## An institution builder

One of the main goals of IGSSS for several years has been to engage in people-led development, which has also been one of the thrust areas of Misereor. Capacities, skills, confidence level, knowledge and collective consciousness of the people built up and nurtured so that they become the subjects of development. However, this process was initiated in different parts of India by partnering with local organisations and institution building. Institution does not mean physical structure. It means organisations and communities. As IGSSS believed in decentralised functioning, it learnt the art

of working with partners and nurturing their engagement with communities. Several NGOs in India owe their inspiration to their accompaniment and support provided by IGSSS. Many are doing valuable service to humanity.

Yet another aspect to be emphasised is the way IGSSS nurtured small organisations living in remote areas. Many of these NGOs gained identity and visibility because IGSSS enabled them through partnership model programmes. These NGOs enjoyed the programmatic approach of IGSSS: baseline/endline studies, pilot to major interventions, evidenced based and data driven approach, strong Management Information System (MIS), regular bench marking and so on. Small organisations, especially those led by Dalits and Adivasi leaders were not exposed to professional training. Such NGOs expressed that the quality of their interventions improved due to handholding and nurturing support. This approach helped them to build their organisation. "While many NGOs are concerned about themselves and their growth, IGSSS was truly instrumental in building our organisation. IGSSS has the right people and right systems", said Mr. Kushwant of Ankur Yuva Chetna.

## Expert in humanitarian response

One of the key interventions of IGSSS has been humanitarian response. The organisation has carried out massive humanitarian relief for people affected by flood, earthquake, cyclone, tsunami, drought etc and has received a few awards for being effective in disaster response. Over the years IGSSS has developed skills and expertise in humanitarian response. In no time, the organisation can position itself to respond to disasters. Shivani from Christian Aid said, "IGSSS's ability to jump into a situation and respond, adhering to core humanitarian standards and accountability to community make IGSSS a unique organisation to respond to disasters. More than what is being done to the people affected by disasters, how it is

done was the characteristic mark of IGSSS. Closeness to the community, needs assessment, ability to relate and win over the trust and confidence of the community, professionalism, accountability, and inclusion criteria are the aspects that I witnessed during monitoring visits. These dimensions demonstrate that IGSSS is a value-based organisation more than a mere service-oriented organisation".

## A legacy setter

Mr. Krishna, Jan Vikas, Indore was a partner in the Samaveshi project. The local organisation was working with people in urban settlements, and a majority of the members were engaged in rag picking. He said, "Earlier the community members were expecting material support. They were dependent on the NGO and made many demands. After protracted capacitation training programmes, the communities have understood that NGOs are only facilitators. The project has stopped but community leaders are still active in organising people and accessing rights and entitlements. Initially I used to tell IGSSS, the vulnerability of the people. IGSSS staff insisted that NGOs are not providers but facilitators of developmental processes. It took time for our organisation staff to understand. Later, the organisation passed on the same legacy with the community. In hindsight, I can say that the legacy passed on by IGSSS was the right approach. We, as a local organisation instilled the same approach with community leaders, and they now are on their own. I owe this learning to IGSSS."

## IG triples

IGSSS is also known for acronyms. Various projects had motivating acronyms. Awareness, Training and Motivation for Action (ATMA), Development, Motivation and Leadership Training Programme (DMLTP), Student Mobilization Initiative for Learning (SMILE), National Integrated Empowerment Programme (NIEP), People's Empowerment for Accessing Rights (PEARL), Sustainable Options for Uplifting Livelihood (SOUL), Youth



Initiative for Empowering Leadership and Development (YIELD) and so on. IG Triple S has been a pet name and for some NGOs is a household name. Hardly the researcher could hear the full form as Indo-Global Social Service Society in the field. Generally, the partners and people served prefer to call IGSSS as 'IG Triple S'. When people said IG Triple S there was a sense of hope and joy in their faces. People's name for IGSSS is IG Triple S. In one of the visits in the field the researcher asked, what is triple S? A community member spontaneously said, "Social Service Society". What about IG? The person blinked. For the people-served Indo-German or Indo-Global does not make much sense. What matters is how the organisation works in the field.

### Identity of IGSSS

A few of the interviewees raised questions about the identity of IGSSS? It is important to articulate those questions. Is IGSSS purely a humanitarian and developmental NGO or a Civil Society Organisation (CSO) that works

towards making state processes better through policy engagement and dialogue? Currently, IGSSS is involved in a wide range of works.

It is involved in humanitarian response, developmental interventions as well as rights-based works. It undertakes short-term projects as well as long-term projects on building communities. It also accesses Corporate Social Responsibility (CSR) funding for specific purposes. Does IGSSS have criteria regarding what to do and what not to do? What is the core programmatic strategy of IGSSS? What is the volunteer strategy? Given the current scenario of the civil society transition and trends how does IGSSS envisage its relevance? Reflections on these questions will enable IGSSS in building the organisation focussed without much dissipation of energy and resources. Some of these questions will also be discussed in detail in the following chapters.

In the next chapter, analysis of perceptions and experiences of the people served is presented in terms of approaches, strategies and gains made.









### Chapter 3:

## Stakeholder Perceptions on IGSSS Strategies, Interventions and Outcomes

## CHAPTER 3

# Stakeholder Perceptions on IGSSS Strategies, Interventions and Outcomes

In this chapter, a detailed analysis of data collected from the field is analysed and presented. After a brief analysis of the personal profile of the respondents, 5 thematic areas are considered for analysis, namely, livelihood enhancement, Income generation programmes, Disaster risk reduction and climate action, Urban poverty and unemployment and youth development.

While 12 states are accounted for data collection and analysis, all 5 interventions have not taken place in all project locations in 12 states. While in some cases a particular thematic area is restricted to a particular state, in some other cases multiple thematic areas form part of the project intervention in a particular state. So, the number of respondents would vary from one thematic area to another. However, considering the volume of investment reasonable proportionate samples are collected, codified, and analysed.

### Defining key concepts

“Respondent” refers to an individual who has been part of the project intervention and answered the interview schedule, based on his/her perception and experience.

“Engagement” refers to participation of respondents in various stages of project interventions and in carrying out various activities.

“Monitoring” refers to an activity carried out by a group or body which constantly observes

whether the interventions were carried out as per the predesigned parameters.

“Evaluation” or “Assessment” refers to formal assessment of the outcomes envisaged at the interim or at the end of the project period by an internal or external agency.

“Collective reflection” refers to an activity that provides space for people served and/or staff engaged in coming together, sharing their observations, perceptions, outcomes, challenges, threats or opportunities perceived and experienced. The purpose of collective reflection is to promote a holistic understanding of the successes, problems, and challenges, by the community members or organisation staff.

“Satisfaction” refers to fulfilment or gratification which is linked to the immediate effect due to a particular intervention.

“Impact” refers to the effect on the person or community in the long run, denoting substantial changes made in terms of attitudes, approaches, change of mindset or thought patterns, knowledge generation leading to substantial improvement in the quality of life, due to project interventions. Outcome and impact are related concepts. Impact could be positive as well as negative.

“Sustainability” refers to context-specific internal and external changes, systems and mechanisms evolved and maintained within the life of the project to ensure a forward movement of the processes initiated to reach



the logical end as envisaged by the projects. While the idea of sustainability could begin during the life of the project it includes life after the project ends or longer-term benefits after the closure of the project.

## Major Interventions

Though the study focuses on 5 thematic areas it also considered a fundamental methodological dimension, namely, organisation and institution building, and Covid-19 impact. Covid-19 impact is not studied in detail, since the data collection was done during the pandemic, and it was not appropriate to study this aspect at that moment. Apart from these dimensions, certain aspects which are common to all thematic interventions and extent of satisfaction at the personal level are also analysed. Accordingly, the analysis is carried out under the following themes.

1. General profile of the respondents
2. Organisation and institution building
3. Livelihood enhancement (Sustainable agriculture and nutrition)
4. Income Generation Programmes
5. Disaster Risk Reduction and Climate action
6. Urban poverty and entitlements
7. Youth development
8. Covid-19 impact
9. Overall satisfaction

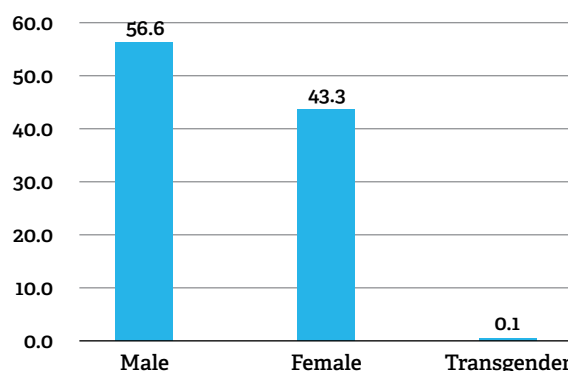
### 1. General Profile of Respondents

In this section, profile of the respondents, namely, sex, age, education, marital status, religion, social category, main occupation, monthly income, and total number of family members is presented.

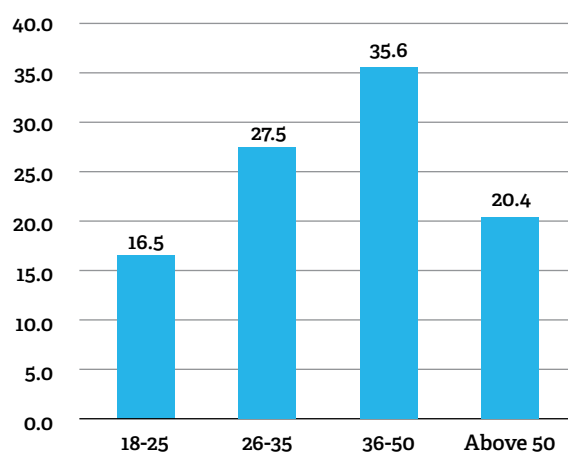
#### Sex, Age and Marital Status

Among the 956 respondents, 541 or 56.6 percent of the respondents were male members and 414 or 43.3 percent of respondents were female members and only one respondent was a transgender.

**Chart 3.1: Sex of the respondents**



**Chart 3.2: Age of the respondents**



In the age group of 18-25 there were about 158 (16.5%) respondents and in the age group of 26-35 there were about 263 (27.5%) respondents. As the government of India considers those persons up to the age of 35 as youth, we can conclude that out of 956 respondents, 421 (44%) were young respondents, which indicates large participation of youth in this study. However, a substantial number of respondents, about 340 (35.6%) were in the age group of 36-50. Above the age of 50, total number of respondents were 195 (20.4%).

**Table 3.1: Marital status of the respondents**

Marital status	N	%
Married	736	77.0
Unmarried	176	18.4
Separated/divorced	10	1.0
Widow/er	34	3.6
<b>Total</b>	<b>956</b>	<b>100.0</b>

A majority of the respondents, which was about 736 (77%) were married and unmarried were about 176 (18.4%). It is to be noted that about 44 (4.6%) respondents were either separate, divorced, widow or widower. The only transgender respondent was from the state of Uttar Pradesh, aged 32, a Hindu, non-literate and a dalit benefited from urban poverty project implemented by a partner organisation. Among the separate and widow category out of 44 respondents about 21 were from Assam, 7 from Uttar Pradesh and 5 from Kashmir.

### Education, Religion and Social Category

**Table 3.2: Educational scenario**

Educational scenario	N	%
Literate	672	70.3
Non-literate	284	29.7
<b>Total</b>	<b>956</b>	<b>100.0</b>

From Table 3.2 and Chart 3.3, it is evident the substantial number of respondents, about 284 (29.7%) were non-literate. Given the rural educational scenario, those who fall in the category of primary schooling can be easily added to the non-literate category, as they would hardly have developed 3 R skills, reading, writing and arithmetic. If we add

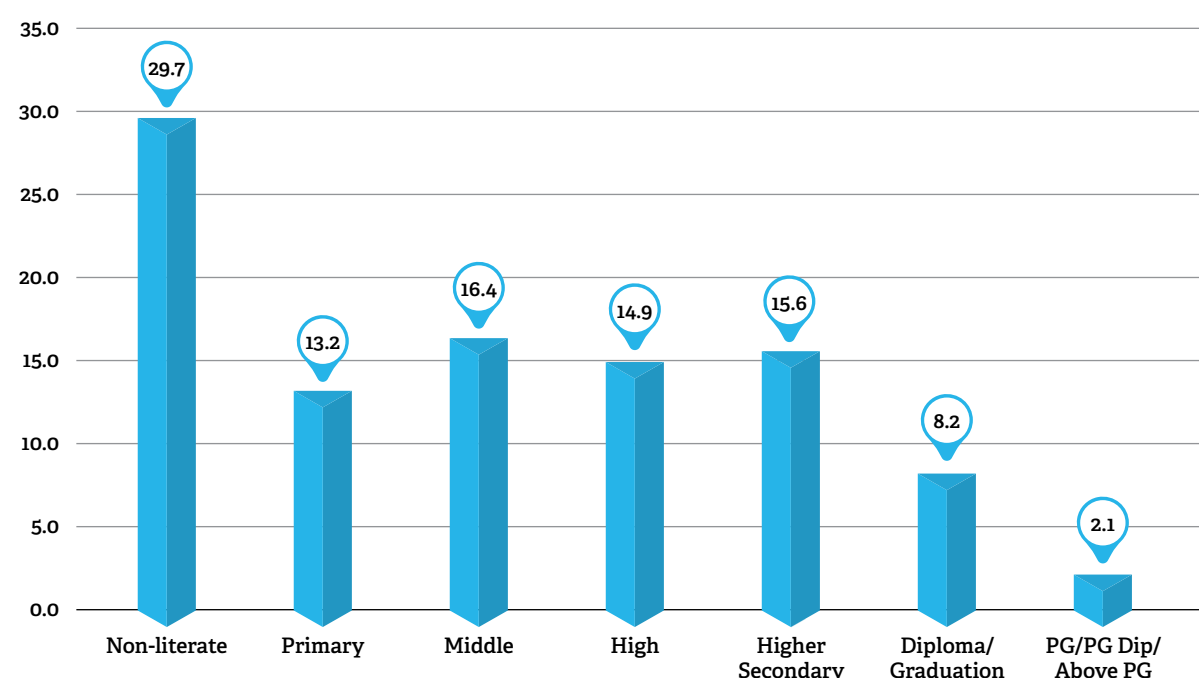
those respondents in the category of primary, which is about 126 (13.2%), the total number of non-literates were 410 (42.9%). It is to be noted that this study captures the perceptions of a large number of non-literates. Above the High School level there were about 247 (25.8%) respondents. Another substantial chunk of respondents, about 299 (31.3%) had either completed Middle or High School.

Within the state respondents, 79.4 percent in Rajasthan, 58.7 percent in Madhya Pradesh, 44.8 percent in Kashmir, 29 percent in Assam, and more than 20 percent in Bihar and Uttar Pradesh were non-literates. In Delhi, all respondents were literates. It is to be noted that Delhi had nearly 95 percent respondents below the age of 35 since the respondents were from youth development projects. In Kashmir also about 110 respondents were below the age of 35 since livelihood and youth development projects were considered for this study.

### Religion and Social Category of the respondents

The most deprived, marginalised, and excluded communities in terms of social category are the Dalits and Adivasis. The following table summarises the religious and social category of the respondents.

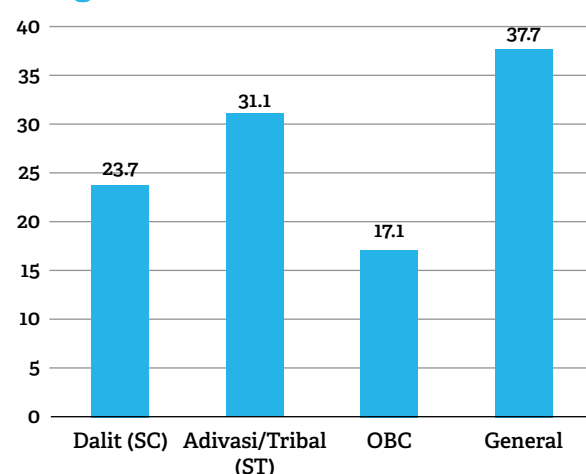
**Chart 3.3: Educational status**





**Table 3.3: Religion and Social category**

Religion	Social Category				Total
	Dalit (SC)	Adivasi/Tribal (ST)	OBC	General	
Hinduism	135	226	160	72	593
Islam	4	1	15	252	272
Christianity	0	56	0	0	56
Sarna (Tribal)/Native religion	0	35	0	0	35
<b>Total</b>	<b>139</b>	<b>318</b>	<b>175</b>	<b>324</b>	<b>956</b>

**Chart 3.4: Non-literates within social categories**

- About 593 (62%) of the respondents were followers of Hinduism and 272 (28.5%) respondents were followers of Islam. Christians and followers of native religion (Sarna) were only 91 (9.5%).
- About 202 Adivasi respondents came from three states, namely Assam, Madhya Pradesh, Odisha, Manipur, and Rajasthan. In Madhya Pradesh and Rajasthan, all 63 and 34 respondents respectively were from Adivasi communities.
- About 48 respondents from the Dalit community were from Uttar Pradesh. 31 were from Manipur, 12 from Assam and 10 from Bihar.
- Apparently, it looks that the largest number of beneficiaries regarding social category was from the General caste or the upper caste. However, a close look at the table reveals that among the 324 General category respondents about 252 were followers of

Islam. There are 203 respondents from Kashmir, and all were followers of Islam.

- About 318 (33.3%) or one third of the respondents were from the Adivasi community. IGSSS focussed on agriculture-related livelihood projects among the Adivasis, who largely own a piece of land.
- The lowest number of respondents in terms of social category was from the Dalit community, 139 (14.5%).
- Within the social category, the highest percentage of non-literates were among the General category, followed by Adivasis and Dalits. OBCs seemed to be better off in terms of education.
- Within the religious category about 117 (43%) respondents belonging to Islam were non-literate and 28 (80%) nature worshipers were non-literate.
- In general, the trend was 'lower the age group, access to education was better.'

### Main occupation

The respondents were asked to specify their main and secondary occupation, if any. However, only the main occupation was stated by the respondents. Most did not consider secondary occupation as something that added value. Accordingly, only the main occupation is analysed.

About 348 (36.4%) of the respondents were engaged in their own land cultivation. Of the 348, 177 were respondents from Adivasi community, 95 from OBC, 61 from General and 15 from the Dalit community. This data

**Table 3.4: Occupation of the respondents**

Main Occupation	N	%
Own land cultivation	348	36.4
Agricultural Labour	127	13.3
Homemaker	125	13.1
Students	79	8.3
Self-employed	55	5.8
Employed in Private	49	5.1
Unemployed	44	4.6
Casual Labour	38	4.0
Lease land cultivation	12	1.3
Government Employee	8	0.8
Share crop	3	0.3
Other	68	7.1
<b>Total</b>	<b>956</b>	<b>100.0</b>

makes it clear that out of 318 total Adivasi respondents about 177 (55%) owned a piece of cultivable land. About 45 percent of Adivasis had lost their lands, the major source of their livelihood. Among the 127 respondents who had stated that their main occupation was agricultural labour, 47 were from Adivasi communities and 40 were from the General category. The trend denotes that Adivasis who were once owning the lands were becoming agricultural labourers.

Out of 125 home makers, 50 were from General category and another 50 were from the Dalit communities. About 42 home makers were from Assam, 23 from Manipur, 20 from Uttar Pradesh and 16 from Kashmir. Among the 49 employed in private, 20 were from the Dalit communities, 14 from OBC and 12 from the Adivasi communities. Among the 8 employed in government, 5 were Adivasis, and 1 each from other social categories. Among the 44 unemployed, 20 were from Adivasi communities, 20 from General and 4 from OBC communities. Others included weaving, especially shawl and carpet, especially in Kashmir and Assam and domestic maid work.

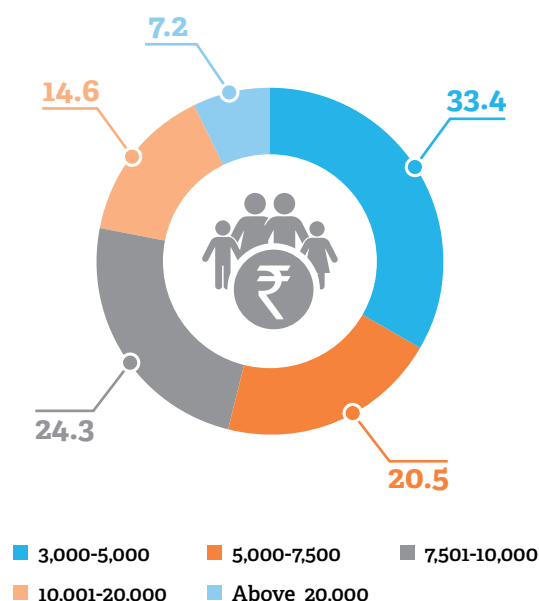
### Family members and Monthly income

Family members and monthly income is considered as those living under one roof and having one kitchen for cooking. So, monthly income does not pertain only to the respondent, but all earning members in the same family.

**Table 3.5: Family members**

Statistics		
Total family members		
N	Valid	956
	Missing	0
Mean		5.79
Sum		5540

Total number of family members of 956 respondents were about 5,540 and the average in a family was about 5.8. The mean value of family members of the respondents from Dalit was about 5.37, Adivasis was 5.54, OBC was 6.61 and General was 5.79. Mean value of family members among the Dalits and Adivasis was lower than General and OBCs. This could be due to multiple factors, including life expectancy, deaths due to various illnesses, number of children etc.

**Chart 3.5: Monthly income of the family**

- 314 or one third of the respondents' families managed their lives with a monthly income level of Rs. 3,000-5,000.
- Nearly 747 (78.1%) of respondents' families had monthly family income of Rs. 3,000 to Rs. 10,000.
- About 140 (14.6%) respondents had stated that their average monthly family income was between Rs. 10,001 to Rs. 20,000 and only about 69 (7.2%) respondents have mentioned that the family income was above Rs. 20,000. An average of 5 to 6 family members survived with this monthly income.
- The monthly mean income of respondents from the Dalit community was Rs. 7,087; Rs. 8,764 for the Adivasis; Rs. 7,344 for the OBCs and Rs. 14,086 for the General category. Comparatively, average monthly family income of Adivasi and OBC respondents was lower than the Dalits and general category.
- All 27 respondents in Jharkhand had stated that the average monthly family income was between Rs. 3,000 to Rs. 5,000. 94.1 percent and 85.9 percent of respondents of Rajasthan and Odisha respectively had stated that their monthly family income was between Rs. 3,000 to Rs. 5,000.
- Out of 69 respondents whose average monthly income was above Rs. 20,000, 43 respondents were from Kashmir.

The analysis of the profile of the respondents brings out the nature of the respondents, from age, sex, education, religion, social category, income, and occupation scenarios. It is a complex phenomenon. However, it brings out clearly with whom or for whom IGSSS has been working. Also, this analysis will help in better understanding of the interpretation of the data of the thematic areas. One of the intervening variables considered in this analysis was projects implemented by IGSSS and partners. This will also help us in understanding how change in approach in one way or another had an impact among the people served.

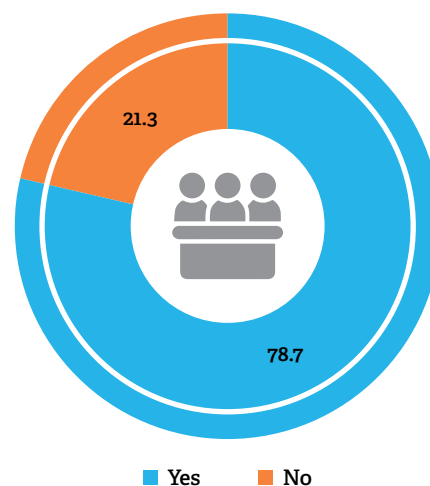
## 2. Organisation and Institution building

A developmental process begins with trust and confidence building between the organisation and communities, and organisation and mobilisation of communities, gradually nurturing local communities through various group formation. There were a variety of group formation strategies. The popular ones were Self-Help Groups (SHG), youth, children, and men groups. Groups were also formed on the basis of village needs, village development committee, water committee, farmers' producer group, weaver's group, income generation group (IGP), flower vendors group, home-based worker's group, *Safai Karmchari* group and so on. Eventually, all these focused groups were brought together under the umbrella of Community-based organisation (CBO).

Through group formation processes individualistic ways of proceedings were curtailed and a sense of 'collectivisation' or collective identity was nurtured.

IGSSS deployed this strategy in all the project implementation areas. Group formation and capacity building and knowledge development of the groups on specific areas, depending upon the context, has been the primary strategy of IGSSS, whether it was partnership project or direct implementation. Institution building does not mean physical infrastructure development, rather it refers to building

**Chart 3.6: Group/committee formation**

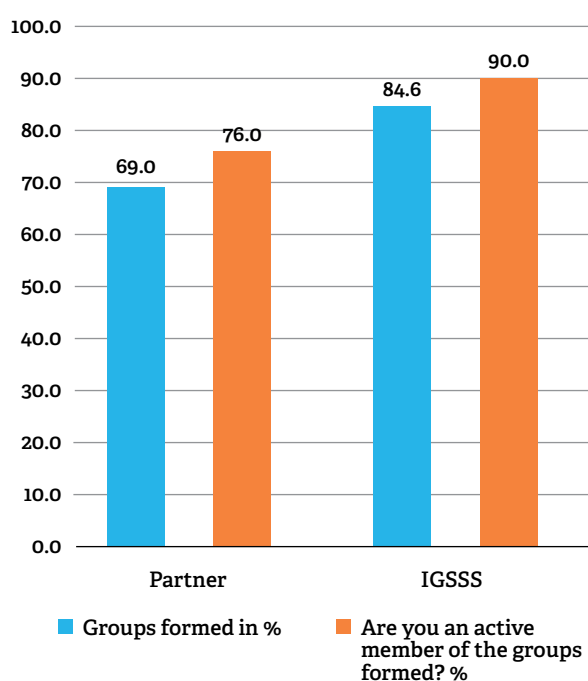


people. Organisation and institution building has been a cross-cutting dimension of all project interventions. In fact, through group formation processes individualistic ways of proceedings were curtailed and a sense of 'collectivisation' or collective identity was nurtured.

While 752 (78.7%) respondents stated that group or committee formation took place in their project area, 204 (21.3%) respondents stated 'no'. Of the 204 respondents who stated 'no', 119 respondents were from Assam, 48 from Uttar Pradesh, 13 from Madhya Pradesh and 10 from Manipur. It is rather easy to form groups, but it is entirely a different task to sustain the groups. When the respondent was asked whether the person was an active member of any group, about 642 (85.4%) said 'yes' and only 110 respondents (14.6%) said 'no'.

Group formation was found to be a weak area in projects implemented under urban poverty and entitlement. Only 40 percent of respondents stated that groups were formed. In projects implemented under the four other thematic areas, formation of groups played a vital role.

**Chart 3.7: Groups formed – A comparison**



**Table 3.6: Group meetings held regularly**

	Yes	Sometimes	No	I do not know
Do the groups meet regularly? - IGSSS	61.0	21.1	4.9	13.0
Do the groups meet regularly? - Partners	41.5	25.3	23.1	10.2

From Chart 3.7 and Table 3.6 it is evident that direct implementation of the project by IGSSS comparatively did better in terms of forming groups. Project implementers of IGSSS motivated the members to be active and groups were meeting regularly, when compared with projects implemented by the partners.

Ms. Basanti Devi, Gola block, Jharkhand pointed out, "IGSSS staff closely accompanied us. They visited us regularly and motivated us to conduct meetings. Initially, they used to visit us house to house and explained to us the importance of coming together as leaders of the community. In a few months, we realised the importance of coming together and discussed common issues. We also resolved to work on demanding a link road to the village from the main road. Community members want to see progress in life. Later, the link road was laid. So, there was good attendance and regularity of group meetings".

### Benefits of group formation

After winning over the trust and confidence of the community members and developing a shared understanding of mission and values, the next step is about mobilising and forming groups. IGSSS focused on community development and the effect of it



could be seen in the improved quality of life of individuals. Individualism had crept into communities largely, except in traditional Adivasi communities. Joint families were no longer a visible reality. Against the growing individualism, bringing together individuals, and forming them into groups, a collective identity formation, was a major challenge in community mobilisation, especially when communities were divided based on various factors. Almost, in all the locations this was felt as a major challenge. However, when the members came together and perceived or experienced something good could happen to them through this process, there was new energy for this approach.

9 possible options were given to the respondents, and they were asked to choose 4 important benefits. The list below shows preferences rather than ranking. The maximum responses from 956 respondents could be 3,824. The number of cases was 2,364, which is about 62 percent. So, on an average majority of the respondents opted for 4 choices.

In local institution building processes, leadership qualities, discussion on issues that affect most members of the community, coming into grip with problems of other members and arriving at collective decisions

The four key benefits as identified by the respondents were:

1. Helped us to discuss issues that affected our lives
2. Gave us an opportunity to know the problems of others
3. Helped us to arrive at collective decisions
4. Enabled individuals to develop leadership qualities

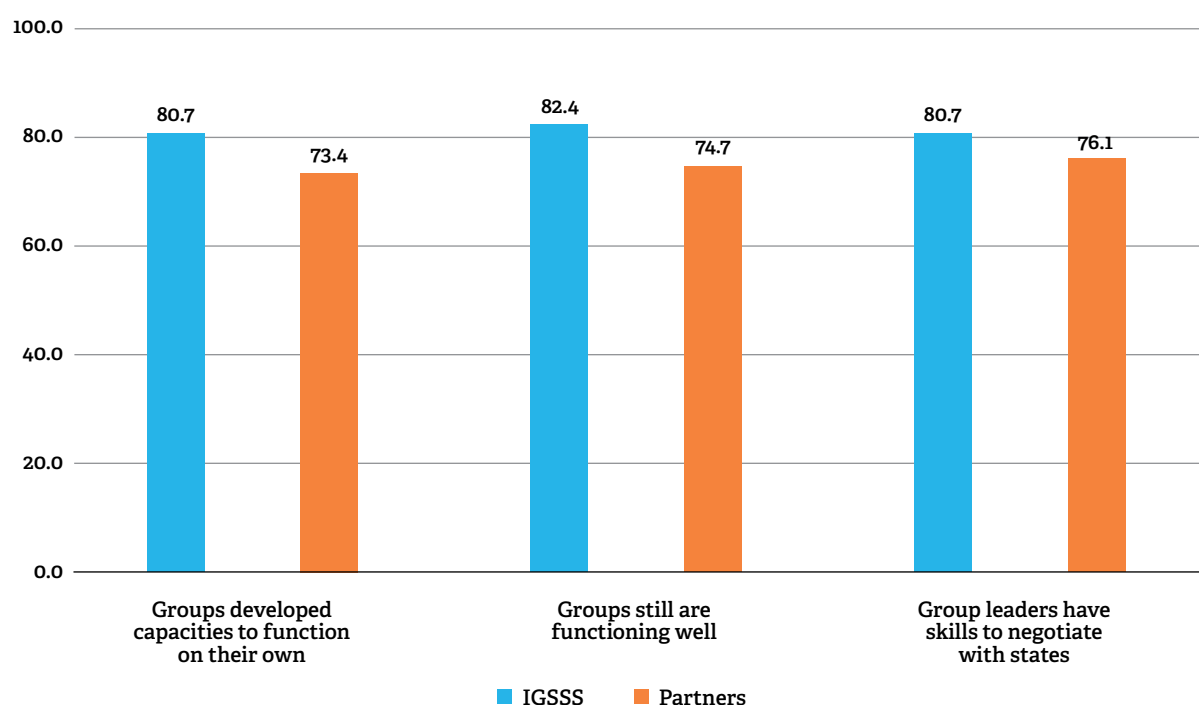
are key dimensions. The institution building efforts of IGSSS seemed to have paved the way for collective identity formation.

However, it was important to find out whether the groups had developed capacities to function on their own, whether the groups continued to function, even if the projects were closed and whether the leaders had developed capacities to negotiate with the state or local government bodies to claim their due rights and entitlements.

From the Chart 3.8 it is evident that building local communities as collective entities by IGSSS through direct implementation of projects seemed to have had better scoring than projects implemented by the partners.

**Table 3.7: Benefits of formation of groups**

Benefits of group formation	Responses		% of Cases
	N	%	
Helped us to discuss issues that affect our lives	561	23.7	77.0
Gave us an opportunity to know the problems of others	493	20.9	67.6
Helped us to arrive at collective decision	393	16.6	53.9
Enabled individuals to develop leadership quality	339	14.3	46.5
Helped us to develop shared mission	208	8.8	28.5
Helped us to find ways to decide on development pathways	159	6.7	21.8
Facilitated us to develop negotiating skills	76	3.2	10.4
Helped us to develop collective bargaining power	68	2.9	9.3
Gave us platform to affirm our dignity	67	2.8	9.2
<b>Total</b>	<b>2364</b>	<b>100.0</b>	<b>324.3</b>

**Chart 3.8: Status of the groups formed**

However, it is to be noted that the difference was not much. Projects of the partners were closed by 2020, about 2 years before the data was collected. Some partners agreed that they could not sustain the gains made, as projects were closed.

It was further probed to find out what dimensions stood out in institution building processes. IGSSS has very clearly defined values and principles. It was imperative that

the groups formed do not remain as 'interest groups', but groups that would adhere to and share the values and principles of IGSSS.

7 closed ended options and 1 open ended option was provided. The respondents were asked to choose a maximum of 3 responses. The maximum responses could be 2,868. The cases of responses were 2,576. Nearly 90 percent of respondents had opted for three choices.

**Table 3.8: Aspects stood out in local institution building**

What aspects stood out in institution building	Responses		% of Cases
	N	%	
Inclusion of the most vulnerable	645	25.0	67.5
Inclusion of the socially/economically weaker sections	600	23.3	62.8
Respect for dignity of individuals	387	15.0	40.5
Equal participation of women	368	14.3	38.5
Selection of remote villages	289	11.2	30.2
Collaboration with govt departments	181	7.0	18.9
Community ownership of the project	98	3.8	10.3
Any other	8	0.3	0.8
<b>Total</b>	<b>2576</b>	<b>100.0</b>	<b>269.5</b>

The four foundations of institution building as perceived by the respondents were:

1. Inclusion of the most vulnerable (widows, transgender, people with disability)
2. Inclusion of social and economically weaker sections
3. Respect for dignity of individuals
4. Equal participation of women.

It is important to highlight how IGSSS has grown in promoting equal participation of women. Ms. Anima Bora from Assam said, “Traditionally, women were not allowed to go out of the house. After my husband’s death, I joined the group and gained strength and confidence. Now I go to the market and sell vegetables. This helps me in educating my children. Group formation has helped in changing the traditional mindset of the community members.”

### 3. Livelihood enhancement

In 2021, India stood at 101st position in Global Hunger Index, out of 116 countries, for which data was available. The Periodic Labour Force Survey for the years 2017-18, 2018-19 and 2019-20 shows that the top 10 percent earn approximately equal to the bottom 64 percent. The top 10 account for one-third of the incomes earned. While income disparity is not the only trigger to descent into poverty, it boldly outlines the everyday experiences of inequality and inequities.

Livelihood interventions are recognized as instruments to deliver sustainable development by addressing multidimensional issues of poverty. Agriculture is still considered to be the backbone of the Indian economy, at least for most of the population. This scenario is changing. The image of the farmer is low since agriculture is not seen as a viable option. Changes in climatic conditions and lack of knowledge to adapt to agricultural challenges

worsened the situation. Rebuilding the image of a farmer is perceived to be a herculean task. A major chunk of small landholding population and agriculture-dependent workers are on the move, migrating to cities and towns, even far off places, leaving their lands and kith and kin to eke out their living.

The Covid-19 pandemic forced the migrants to return to their natives. The city population was afraid of migrants, as these were perceived to be Covid virus spreaders. For many minimum land holding populations, it was a dilemma, to choose between reviving the agriculture in native or to move out as migrants. While Mahatma Gandhi National Rural Employment Scheme (MGNREGS), 2005 was introduced to enhance livelihood security in rural areas by providing at least 100 days of wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work.

In this context, IGSSS considered it appropriate to work on livelihood enhancement by augmenting agricultural income and introducing multiple income generation programmes. IGSSS also worked on skills development in some locations. Engaging agricultural communities was given due importance with nearly 50 percent of the projects. In this section, resilience built among agricultural communities through livelihood enhancement projects is analysed and presented. Though the total number of respondents for this study is about 956, only 517 were respondents under the thematic area of livelihood enhancement. Out of 517, beneficiaries of direct implementation of projects by IGSSS was 331 and beneficiaries through partners was 186.

Over 80 percent of respondents stated that their livelihood opportunities expanded and income level improved, though the level of satisfaction with regard to guidance and capacitation could be improved.

**Table 3.9: Aspects helped in improving income level through sustainable agriculture**

Aspects helped to improve agricultural income	Responses		% of Cases
	N	%	
Improvement in the quality of land	283	20.5	69.4
Organic, mixed crop and integrated farming	265	19.2	65.0
Water conservation techniques	223	16.2	54.7
Seed support	219	15.9	53.7
Conditional or Unconditional Cash support	96	7.0	23.5
Increased use of organic fertilizer	94	6.8	23.0
Agriculture Equipment Support	69	5.0	16.9
Increase in allied production	43	3.1	10.5
Subsidies received from government	40	2.9	9.8
Access to enhanced price of agricultural products	36	2.6	8.8
Direct linkage with buyer	10	0.7	2.5
Any other	1	0.1	0.2
<b>Total</b>	<b>1379</b>	<b>100.0</b>	<b>338.0</b>

Four top ranking aspects were:

1. Improvement in the quality of land
2. Organic, mixed crop and integrated farming
3. Water conservation techniques
4. Seed support

**Table 3.10: Helpful methodological aspects**

Methodologically helpful aspects	Responses		% of Cases
	N	%	
Motivation and guidance	316	23.9	77.5
Formation of groups (Agriculture, SHG, Farmers Producing Organisation)	304	23.0	74.5
Inputs given on crop pattern	202	15.3	49.5
Agri-based training	184	13.9	45.1
Training on marketing opportunities	144	10.9	35.3
Linkage with govt agriculture department	63	4.8	15.4
Exposure visits	54	4.1	13.2
Savings and internal lending	30	2.3	7.4
Linkage with bank loan	25	1.9	6.1
Any other	2	0.2	0.5
<b>Total</b>	<b>1324</b>	<b>100.0</b>	<b>324.5%</b>



The top four helpful methodologies identified by the respondents:

1. Motivation and guidance
2. Formation of groups
3. Inputs given on crop pattern

During FGDs, organic, mixed crop and integrated farming and water conservation techniques were emphasised by the beneficiaries, which they felt helped them to increase their income level. Some also mentioned improvement in the quality of soil.

Mr. Amar Kumar Gouda, National Capacity Building Coordinator (sustainable agriculture) based in Odisha said, "Cultivation of vegetables and pulses is introduced as a mixed crop. Through vegetable cultivation the farmers get additional and steady income. System of Rice Intensification (SRI) and System of Millet Intensification (SMI) are also introduced. Though these are labour intensive, the income has increased substantially. Farmer producers' groups are formed who explore market opportunities, especially to sell vegetables. Earlier during the mono crop system, only at the end of harvesting people looked for market facilities. They had no knowledge of how markets function. Now with a multi-crop system, frequency of interface with the market has increased and farmers are looking for better prices for their produce."

Though historically OBC and Adivasi families in villages relied on organic farming as the prices of chemical fertilisers were beyond their means, they were used to only a single crop pattern. A failure of one crop resulted in huge loss. When IGSSS introduced the mixed crop pattern, there was much hesitation to adapt to this way of cultivation. Eventually, one after other families started implementing. "Mixed crop and multi-crop patterns are practised by

many families", said Mr. Basab Bhattacharjee, State coordinator of Jharkhand, working in the Gola block. He also stated, "People have learnt water harvesting. They gained technical knowledge on where to construct ponds, upland wells, and lowland wells. As a result, the farmers have water even during the dry season. Water has been a perennial problem and to some extent the community has learnt to harvest and share. In all the villages water committees are formed and the members are trained. They look after the maintenance of ponds, wells and sharing of water".

In Kashmir, in the last 10 years, 8 Farmers Producers' Organisations (FPOs) of farmers and artisans have formed their own Board of Directors with 1782 shareholders. This is a huge achievement. In 2016, a decadal assessment of Kashmir interventions was done. The need to form Producer Organisations came up strongly, with equal participation of women farmers. In 2016, there were only farmers clubs with a maximum number of men. This scenario has changed, and women farmers are shareholders now and comprise 32 percent of total membership of these Producer Organisations.

On the contrary, IGSSS through its partner organisation had worked for many years in Gaya district of Bihar. Several farmers came for the FGD. But most of them had given up farming due to the water crisis and said huge migration was taking place in their area. Mr. Chedi Prasad, head of the NGO said, "During the project period, the farmers opted for the System of Rice Intensification (SRI). But eventually they gave up as SRI required more labour. Though final produce was more, farmers were hesitant to invest initially. Farmers also started cultivating hybrid vegetables using organic manure. It was so difficult to change the mindset of the farmers. However, each family had cows, buffalos and goats which gave them additional income. As the ground water level had depleted, people

gave up farming and started moving out as migrants. Those who continued to engage in farming were not sure how long agricultural works would be sustainable.”

In recent years, IGSSS has been adopting a multi-dimensional approach in agricultural interventions, looking into water conservation, climate change adaptation, organic manure, multi or mixed crop patterns, marketing opportunities and institution building. Increase in income level is the cumulative effect of all these factors.

“By partnering with IGSSS our NGO, Seba Jagat, focussed on minor forest products, Non-Timber Forest Products (NTFPs) and shift cultivation working among Kutia, Panya tribes and Dalits in Kalahandi and Kandhamal districts in Odisha. There is a reduction in migration as people can earn their livelihood. It has taken years for us to organise these communities”, said the head of the NGO

Ms. Gazala Paul has been working among the Adivasis in Chhattisgarh. She said, “During Covid-19, local vegetable cultivation helped the communities to maintain nutritional levels and improve immunity to fight Covid. The women have developed a questioning mindset. When the teachers did not come to schools, they asked why? Going to the market and selling vegetables was an alien concept. Now, women go to the market and sell their produce”.

Conditional and unconditional cash support was valued much low by the respondents. This might be an interesting area for further exploration. While cash support gives the freedom to spend responsibly, often the poor fall prey to the pressure of immediate needs and the purpose for which cash support is given gets vitiated. Conditional Cash Transfer (CCT) strategy, especially in emergency situations, has worked well and reduced wastage or duplication of material support. Also, during an emergency, it would be difficult to reach some affected pockets. In

such a context, CCT was found to be helpful. The affected people have an option to spend on their pressing needs. But on a theme like livelihood interventions to what extent conditional cash transfer is helpful is a matter for further exploration. It can be concluded that if conditional or unconditional cash transfer is done without appropriate motivation, monitoring and accountability mechanisms, it might not yield the desired outcomes.

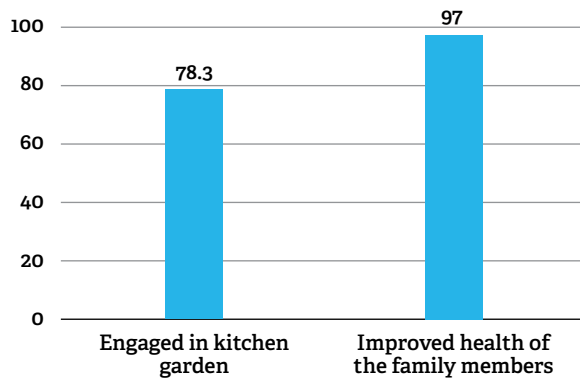
### ***Interface with government schemes or agricultural department***

As a logical step forward, IGSSS capacitated the farmers and tried to link the farmers' groups with schemes of the government and agricultural department. Agricultural officers have visited the villages and encouraged the farmers.

Lots of efforts have gone in guiding farmers to connect with the schemes of the state or agricultural departments.

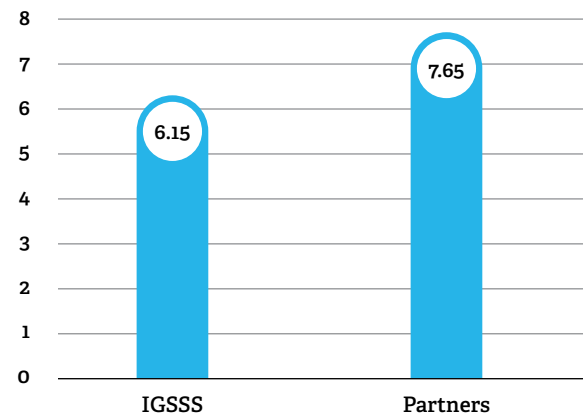
Mr. Chedi Prasad, who had partnered with IGSSS for several years, worked on 4 rights – Right to food, work, credit and Natural Resource management. He headed an NGO in Gaya area of Bihar. “Reflecting on his experiences with farmers, pointed out that farmers holding Kisan cards were given loans at 4 percent interest. In our area, one group of farmers did not need the support and another group of farmers were not interested in farm loans as they owned small pieces of land. Yet another group received loans but soon gave back the Kisan card to the farmer's cooperative. For two consecutive years, due to lack of rainfall crops failed. Interest was increasing. So, they returned the Kisan card. The farmers of the area felt that the Kisan cards were not beneficial to them.”

Generally, many rural poor and Adivasi children are vulnerable to malnutrition. To increase the food calories of the family members, IGSSS had given much emphasis to

**Chart 3.9: Kitchen Garden**

the idea of a kitchen garden. Some have also introduced terrace gardens. The main purpose of the kitchen garden was to cultivate different types of vegetables for the consumption of the family. These included greens, brinjal, ladies' finger, cabbage, onion, tomato, cucumber, chilly and other types of local vegetables. Not much effort was required as the garden was in their vicinity. Often children took care of the kitchen garden. Out of 517 respondents, 405 (78.3%) had taken up kitchen gardens. Among those who adopted a kitchen garden, 97 percent had stated that the kitchen garden had been very helpful to improve the health of the family members. Before the introduction of the kitchen garden, people consumed mainly rice and they had meat occasionally. Protein intake was minimum. In a scale of '1' to '10' where '1' is minimum and '10' is maximum, the respondents were asked to assess the improved income level due to agricultural livelihood related interventions.

After the introduction of the kitchen garden, the number of days of vegetable consumption had more than doubled in a year. Fresh vegetables increase the immune system. No individual family consumed all that they collected from the kitchen garden. They shared some vegetables with their neighbours. In turn the neighbours also share when they collected vegetables. Through this system of sharing, the community bonding also has increased.

**Chart 3.10: Improved income due to livelihood enhancement**

The level of satisfaction of beneficiaries served by partner organisations with regard to improved income level due to agricultural livelihood related interventions was much higher at 7.65 in a scale of '1' to '10', when compared to beneficiaries of direct implementation, which was about 6.15. This might be an interesting aspect to explore further. One of the reasons observed was that the expectations of the beneficiaries of direct implementation was high.

From 2020, there was a shift in project implementation due to the FCRA Amendment. All projects are implemented directly by IGSSS. In terms of duration of the project, partnership projects were implemented for a greater number of years, while compared to projects implemented directly by IGSSS. Staff composition was different. In the partnership model the local organisation were the lead implementers with a substantial number of local staff which have been now replaced by a new set of social workers. A few staff of the partners were recruited, and they functioned as staff of IGSSS. Data shows community members had 'a comfort space' working with partners. It is to be noted that the current IGSSS team could learn valuable lessons from the earlier partnership model, in terms of approaches, strategies and operations, to be effective in mission.

#### 4. Income Generation Programmes (IGP)

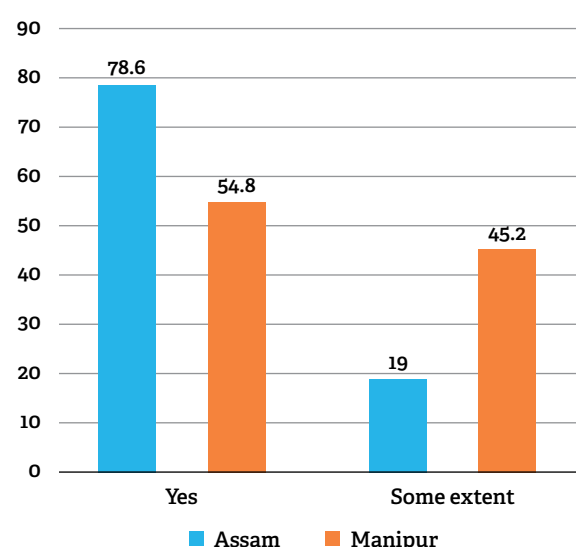
IGSSS implemented IGPs as allied subject of livelihood enhancement to augment income through sustainable agriculture and nutrition. Income generation programmes can be conceived in many ways, as there are many types of IGPs. As IGSSS was already engaged in agricultural related activities, the organisation mainly promoted integrated crop-livestock system, as a complementing aspect of improved crop system. While some livelihood projects had only agriculture related interventions, in a few projects, IGP related to livestock was introduced to augment income level. IGSSS also implemented a few IGPs which focused on skills to generate employment, such as Skills to Succeed (S2S). In this study, for the purpose of analysing IGP interventions, data was collected from Assam and Manipur. In Assam the project was implemented as part of direct intervention and in Manipur the project was implemented by a partner. In both states IGP was introduced as an allied intervention of livelihood expansion. With limited projects and data, the respondents were asked a few specific questions in relation to improved income level, due to IGP interventions. Total number of respondents for IGP intervention were 73, 42 were from Assam and 31 from Manipur.

An integrated crop-livestock system is a form of mixed production that utilises crops and livestock in a way that they can complement one another. One key advantage of crop-livestock production systems is that livestock can be fed on crop residues and other products that would otherwise pose a major waste disposal problem. For example, livestock can be fed on straw, damaged fruits, grains, and household wastes. Integration of livestock and crops allows nutrients to be recycled more effectively on the farm. Manure itself is a valuable fertiliser. IGSSS promoted livestock in view of producing organic manure, apart from augmenting income level. Integrated farming systems can increase productivity, profitability, sustainability, balance of food,

environmental safety, recycling, income round the year, saving energy, meeting fodder crisis, and employment generation. Non-agriculture related IGPs would be helpful when families do not have land or when there are no possibilities to rear animals.

IGSSS introduced goat farming, piggery, chicken, and fish cultivation. It provided training, vaccination, and introduced insurance schemes. They also introduced how to produce organic manure using the waste of animals, which eventually helped the families to improve their farming.

**Chart 3.11: Income enhanced**



In Assam, out of 42 respondents 33 (78.6%) stated 'yes' which indicates that their income level improved substantially through IGP intervention. Whereas in Manipur, out of 31 respondents only 17 (54.8%) stated that their income level improved substantially. Only 1 respondent in Assam stated that income level did not improve. In Assam IGP was implemented as direct intervention whereas in Manipur it was implemented by a partner.

#### What aspects helped in enhancing income?

The respondents were given 7 options, which included 1 open ended question and were asked to choose 2 options.



**Table 3.11: Aspects helped in enhancing income**

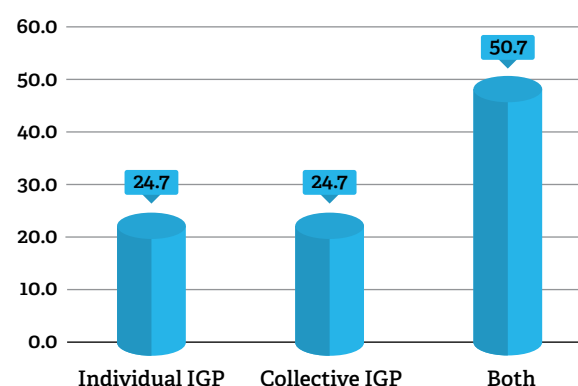
What aspects helped to enhance income?	Responses		% of Cases
	N	%	
Motivation and guidance	53	37.6	73.6
Training given on IGP	43	30.5	59.7
Cash support provided for IGP	27	19.1	37.5
Introduction of appropriate IGP scheme	12	8.5	16.7
Training given on marketing techniques	5	3.5	6.9
Insurance scheme for cattle	1	0.7	1.4
<b>Total</b>	<b>141</b>	<b>100.0</b>	<b>195.8</b>

Ms. Bhuri Manga and Resham Rathor, two Adivasi women from Jabua, Madhya Pradesh happily said that through group fish farming they have made good money. “We 23 women in our village joined and took a pond on lease. In one season, we invested about Rs. 1.5 lacs and got a profit of about Rs. 4.5 lacs. This helped us to educate our children. We are expanding our fish business now”. Mr. Manu Singh Rup Singh Damor realised that he could make money like other farmers by engaging in organic farming. “I took a decision to give up my part time security job and focused fully on organic farming. Earlier I was getting an income of Rs.50,000 annually and now I am getting Rs. 180,000.

The top two responses were motivation and guidance and training given on IGP. While monetary support was necessary, from the analysis motivation, guidance and training were essential for successful IGP interventions. Marketing and insurance were not given priority by the respondents. Many respondents received animal support which a family could take care of. Many respondents did not look at animal rearing from a business lens. Their main interest was manure production and local consumption, and sale of animals was not a frequent phenomenon. Whenever they wanted to sell, the local market was good enough

to absorb the produce. Some considered insurance as a burden, which increased their expenses. One of the respondents said, “When we, human beings do not have insurance, why do we need insurance for animals?”. Insurance of animals was not part of the framework of the people served.

There were two types of IGP interventions. Goat farming, chicken and pig were given as individual support, whereas fish cultivation support was given to individuals and groups. Group of villagers took a pond on lease and did fish farming. The profit was finally shared among them. Collective intervention has been the foundation for cooperative ways of working. Somehow, in India hardly a few cooperatives have survived. Most of the cooperatives were made to be a failure after initial successful growth. However, it must be stated from expansion and marketing point of view, collective intervention is highly desirable.

**Chart 3.12: What mode of IGP works better?**

It is interesting to note that individual and collective IGP interventions were supported by about 25 percent of respondents, and both modes were supported by about 50 percent of the respondents. Both models, individual and collective IGP, seemed to be good and working equally effectively. It might be good to leave the decision to the community to choose between the individual and collective interventions.

Ms. Sartha Bai was a happy woman. She said, "Sir I am selling vegetables and running a grocery shop. All because of the motivation and support I received. I received a bank loan under joint liability. Bank gave me Rs 20,000. I have repaid the loan. My son takes care of the grocery shop. I continue to sell the vegetables that I produce in my field. Once we discussed in our family, about migrating. Now we have stopped talking about migration. We are good".

A question was asked to assess their level of satisfaction in terms of improved income level due to IGP interventions. The respondents were asked to assess on a scale of '1' to '10' where '1' is minimum and '10' is maximum. While the average satisfaction level of all respondents was at 6.7, the respondents of direct implementation average satisfaction level was at 6.24 and respondents of partnership projects was at 7.32. It must be remembered that the data was collected by the same staff. The only interpretation could be that the expectation of beneficiaries of direct implementation was possibly higher. It might be related to investment, motivation and guidance, training, and monetary support.

## 5. Disaster Risk Reduction and Climate Action

There is a strong realisation that emergency support and relief and rehabilitation alone cannot be meaningful responses to disasters. Due to various reasons, including climate change, there is an increase in the number of disasters in India. Though, the government

of India has taken measures to reduce loss of lives during disasters with well-thought-out mechanisms, including early warning systems, post disaster responses, risk governance and social resilience have not been up to the mark. Critical issues such as restoration of livelihood, especially crops and animals, food security, providing clean drinking water and sanitation, preparedness and building disaster resilient infrastructures largely remain unattended.

While the Sendai Framework for Disaster Risk Reduction 2015-2030 is the roadmap for Disaster Risk Reduction, other global agendas including the Sustainable Development Goals, the Paris Climate Agreement, the New Urban Agenda, and the Biodiversity Agenda have targets that cannot be attained without considering Disaster Risk Reduction. There are clear links between those international instruments.

IGSSS has been working on the following as DRR strategy:

- Cash assistance to the most affected families to meet their immediate needs
- Mental Health and Psychosocial Support (MHPSS)
- Clean drinking water through raised hand pumps, tube wells and tanks
- Providing hazard information for risk assessments, prevention, response, and recovery
- Awareness on mitigating existing risks and prevent the creation of new risks
- Building disaster-resilient infrastructure such as houses, roads, bridges and sanitation facilities for vulnerable communities
- Supporting communities for restoring their livelihood
- Building community-based disaster preparedness through village contingency plan and training of disaster risk management committees
- Networking with Panchayati Raj Institutions (PRI) and government institutions for sustainability of initiatives

- Building disaster resilient infrastructure and models through Public Private Partnership (PPP)

Climate action is rather a recent phenomenon in developmental interventions. Building resilient agricultural practices, adapting to the new climatic conditions has been the core of the climate action strategy of IGSSS. In a few agriculture-based livelihood projects, climate action is introduced. From the FGDs, it was clear that there seemed to be increasing recognition of this reality and readiness to buy-in new agricultural practices. A few heads of organisations who are working in disaster prone areas on livelihood emphasised the importance of climate action strategies.

In this study, three states are considered for this thematic area, namely, Assam, Jammu and Kashmir, and Odisha and all three projects were direct implementation projects of IGSSS. Data was available from 286 respondents, 130 from Assam, 92 from Kashmir and 64 from Odisha.

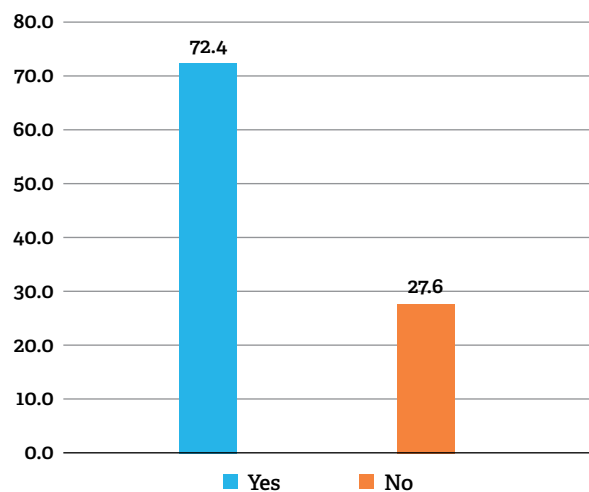
#### Awareness on climate change

Two questions were asked to assess the awareness level of the respondents on issues related to climate change. For the question, whether the respondent thought that changes in pattern of rainy season, droughts or floods were connected to climate change, out of 286 respondents, 205 (71.7%) stated 'yes'. About 69 (24.1%) stated that they 'do not know', and 12 respondents emphatically said 'no'. To another question, whether climate change had affected the agricultural pattern, 208 (72.7%) said 'yes'. About 72 (25.2%) said they 'do not know' and only 6 (2.1%) said emphatic 'no'. The two questions are interrelated. While it is a good indicator that at least about 70 percent were aware of the connection between climate change and disasters and climate change was affecting the pattern of agriculture, despite the project being implemented for 2 or 3 years,

about 30 percent had not recognised the effects of climate change.

There was a long way to go in making people understand the issues related to climate change and impact. People were so used to disaster situations, especially for floods and cyclones, as these happened almost every year in Assam, West Bengal, Bihar and Odisha. Some considered such disasters as their fate. Lack of recognition and awareness will lead to increased vulnerability of the poor and marginalised communities.

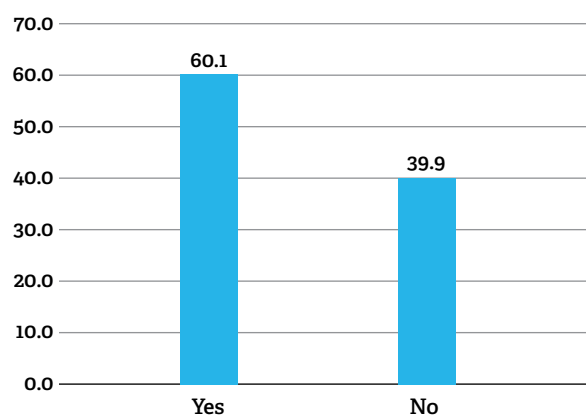
**Chart 3.13: Changed cropping pattern due to climate change**



From Chart 3.15, it is evident that about 207 (72.4%) respondents have changed their cropping pattern. Others have not taken it seriously. Some have gone for different varieties of rice. Hybrid forms of agriculture have paved the way for mono crop patterns. After repeated crop failure due to climate change, people have realised the need to adopt a new variety of seeds which will survive during disasters. Navadanya, an organisation working on conserving diversity and working on commons, has conserved a rich seed heritage of nutritious, climate resilient food through 150 community seed banks. Collaboration with organisations like Navadanya could be explored.

To a question on whether the respondent could access timely weather advisory, only 170 (60.1%) said 'yes'. Fortunately, during cyclones the government takes extraordinary measures to get people out of potential flooding areas, which reduces loss of lives.

**Chart 3.14: Taking weather information seriously**



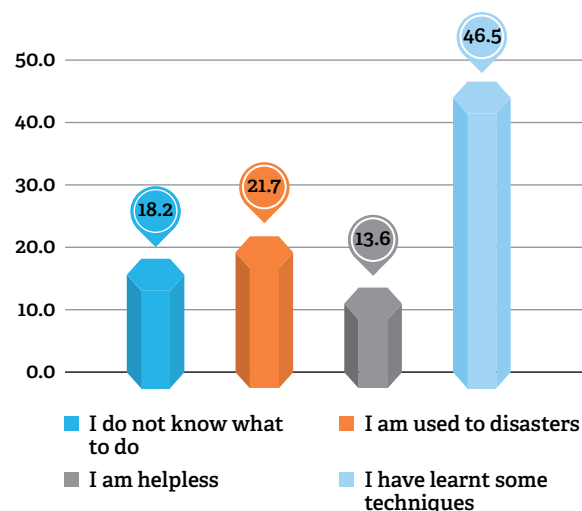
It is surprising to note that despite experiencing disasters year after year and participating in various DRR training sessions, only 60 percent of the respondents take weather information seriously. This clearly indicates the mind-set of the people. It appears that many respondents have learnt to live with disasters probably as they find no viable alternatives.

#### Capacity building development on DRR

Out of 286 respondents, 205 (71.7%) stated that they had participated in DRR response capacity building training programmes and out of 205 respondents, 199 (97.1%) found the training was useful. However, when the respondents were asked to what extent they are prepared to face disaster related challenges, the responses were not encouraging.

Chart 3.17 demonstrates that only 133 (46.5%) of respondents have learnt some techniques or response strategies. Nearly 114 (40%) respondents stated either ignorance or helplessness. Another 39 (13.6%) respondents stated that they were used to disasters. In this background it is important to point out an observation made by a donor. In Assam vulnerable communities experience floods year

**Chart 3.15: Preparedness to face disasters**



after year. Providing relief after every disaster is neither viable nor is the right step. The key question is, how do we mainstream DRR so that the communities are better prepared to respond to disasters? To what extent communities have accepted and imbibed the DRR framework.

In Bhadhakara village in Assam, with CSR support from HDFC Bank Parivartan, IGSSS has invested in DRR measures in Assam, built safety shelters, elevated toilets, raised hand pumps and supplied boats. The Village Development Committee (VDC) was formed, and it had 45 members. Once a month the members gather to discuss various issues of the communities. HDFC Bank Parivartan offered financial support to build a safety shelter, provided the community identified and offered land free of cost. The VDC members took up this challenge, negotiated with a few members who had pieces of land.

It is also important to work on converting conflicting strategies into complementing strategies. CSR funds are largely available for infrastructure developments, as they look for visible and name bearing structures. Such structures will be useful and will become resilient measures only when the mindset of the communities is sufficiently prepared. Developing the awareness level and knowledge of the communities is basic. Any infrastructure



Mr. Babul Mudo is a farmer. His own house was simple and tiled. Mudo came forward and offered a piece of land to build a safety shelter. IGSSS, with the active involvement of community members has built an impressive safety centre, having space for men and women separately, raised toilet facilities, bore well, kitchen and a storing place. The community members were proud of this achievement, and they expressed their gratitude to Babul for his big heart, HDFC Bank Parivartan for their grant and IGSSS for accompanying them. While a number of visible DRR resilient infrastructures were built in this area, the soft components were missing. People were not aware of what primary things were to be protected in an eventual disaster situation. They were not very aware of the warning system. The mindset seemed to be 'manage as much as one can. If it is impossible, look for alternatives.' This will be a huge challenge as IGSSS tries to mainstream DRR strategy in the communities, through VDC or DRR committees.

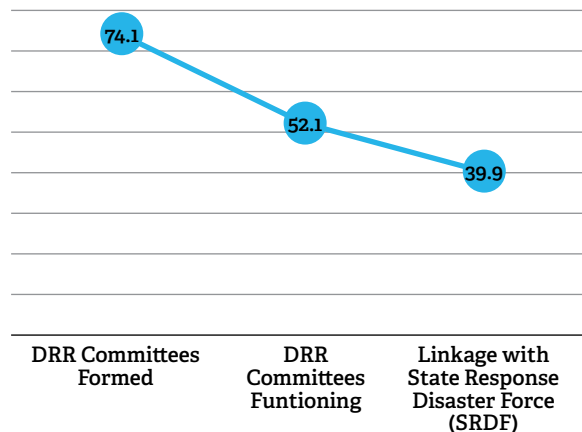
development can only be a super structure and the super structure will be beneficial only when the base is strong.

### Formation and functioning of DRR committees

One of the first steps initiated in the intervention areas was formation of DRR committees. In some states, these committees were called Village Development Committees. Capacity building of the members of the committee was the first programmatic intervention. The committee members were responsible to develop DRR strategy for the community. They are trained on various aspects such as, risk assessments and prevention, awareness on mitigating existing risks and preventing new risks, developing contingency plans for disaster preparedness through village contingency plans and training of disaster risk management of community members. From the data it is evident that DRR

committees are formed. The question is how effectively these are functioning and how far these committees are related to the State Disaster Management Authority.

**Chart 3.16: DRR committees and linkage**



Out of 286 respondents, 212 (74.1%) respondents stated that DRR committees were formed. But only 149 (52.1%) respondents said the committees were functioning. Only 114 (39.9%) respondents agreed that there was a linkage between the DRR committee and State Disaster Management Authority (SDMA). To a question on whether the community members were aware of the importance of climate action, only 159 (55.6%) of respondents said 'yes'. On whether the community members were able to access basic facilities during disasters after project implementation, 159 (55.6%) of respondents stated 'yes'.

"I am Ms. Azia, aged 22 and studying 2nd year Architecture. I was trained in DRR, especially in saving the lives of the people in a flood prone area. Once Ms. Sakine, a pregnant woman, aged 25 got slipped into Ferozpora Nala. I got ready to plunge to help her. I also raised the alarm and immediately some people came to the spot. Sakine was pulled out and sent to a hospital. IGSSS DRR training gave me self-confidence. IGSSS has also provided materials like Belt, torch, helmet, jacket, shoe, foldable bed, and spade to the taskforce."

This trend raises some basic questions. Whose need is DRR intervention? Do the communities feel that it is important that they build DRR resilience? Do the communities expect NGOs to come and help them only during the time of response? The role of NGOs and SDMA cannot go parallel. The beneficiaries must realise that NGOs have limitations, and they cannot be with the communities for long and provide aid and assistance during every disaster.

One of the farmers stated the problems he faced in organic agriculture. He had introduced 100 percent organic farming. But his neighbours were still into chemical fertilisers. This affected his field also. He said that it is important collective farming was strengthened which would also benefit individuals.

It is also to be highlighted that for IGSSS agricultural interventions, IGPs and DRR and Climate action fall within the broad category of livelihood expansion. Food and livelihood security are the major impacts of disasters. IGSSS believes in a comprehensive approach. It does not intentionally separate IGP or DRR and climate action and agriculture-based livelihood interventions unless the particular context demands. However, it must be noted that each intervention takes time for the communities to understand, recognise the problems and challenges, develop appropriate strategies, and own up the processes.

The communities were found to be active and engaging. However, communities' attitude towards the state was unenthusiastic. Consequently, there was dependency on the NGOs as 'redeemers' and 'solution providers.' There was lack of ownership of the strategy and processes, which is an area of concern for the future.

## 6. Urban poverty and entitlements

Urban poverty in India is unique, particularly in the way that it follows certain patterns of growth, though the proportion of urban poor has reportedly declined. In 2001, according to the National Report (India Habitat III by

the Ministry of Housing and Urban Poverty Alleviation) about 23.5 percent of urban households were slum dwellers. This percentage had decreased to 17 percent by 2011 even though the total number of households living in slums had gone up from 10.5 million in 2001 to 13.75 million in 2011. The numbers keep adding up, fuelling the persistent nature of slums.

Greater Mumbai, Delhi NCR and Kolkata reportedly house no less than 42 to 55 percent of their urban population in urban settlements. The first problem is the lack of opportunities and skills training for most of the working age population. Over the years, a shortage of adequate investment in quality education and basic services like health, sanitation, waste management and skill training has had its consequences. It has led to generations of malnourished, uneducated, unaware, and unskilled or semi-skilled people who find it difficult to find decent paying jobs.

According to a survey by the UN State of the World Population report in 2007, by 2030, 40.76 percent of the country's population is expected to reside in urban areas. The World Bank states that India, along with China, Indonesia, Nigeria, and the United States, will see growth in urban population by 2050.

As agriculture is barely a lucrative option, their only job option is to seek out work in the cities' informal economies. Millions migrate to the cities every day to take up informal jobs such as domestic help, driving cars for middle-class people, taxi driving, construction site work, etc. However, this creates overcrowding in the already packed urban infrastructure.

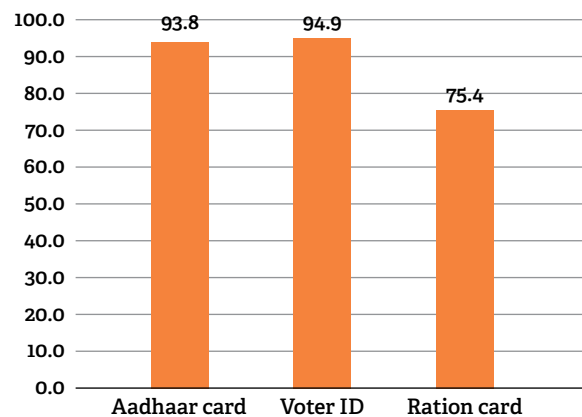
One of the issues of urban poor is access to entitlements, which could provide them a minimum protection from vulnerabilities. Among the urban poor the two major categories are inter-state migrants and intra-state migrants. Among these, the inter-state migrants are more vulnerable, as they were not locals. Despite India being one country,

Covid-19 pandemic increased their vulnerabilities. City dwellers particularly the poor informal sector workers or urban poor were forced to absorb the maximum brunt of the pandemic. Lockdowns, social distancing norms, shutting down of markets, factories and allied activities had paralyzed the work opportunities for these sections of urban populations. Urban unemployment which was in stress sharpened further during the initial weeks of pandemic. It paralyzed the urban poor majority of which work in the unorganised (informal) sector of the economy with irregular salaries, no written job contracts, and often get their jobs through job contractors and subcontractors with no social protection.

portability of entitlements remains a far-fetched reality. During the pandemic, the urban poor, especially the migrants could not even access food or dry ration provided by the state as many of them did not have local ration cards. These were not able to access government schemes like health insurance or pension. As residential proof was required for accessing government facilities in hospitals many were left in lurch when they fell ill. The urban poor live in appalling residential areas without drinking water or sanitation facilities. The cumulative effect is poor quality of life.

IGSSS has been working with urban poor for many years. Delhi night shelter model has been one of the unique contributions of IGSSS. In a few states IGSSS had intervened directly and in many states, it had worked with urban poor through a partnership model. The people served include domestic workers, daily wage labourers, migrant labourers, waste pickers and slum-dwellers. For this study, data was collected from Assam, Chhattisgarh, and Uttar Pradesh. The total respondents were 195, 80 from Assam, 35 from Chhattisgarh and 80 from Uttar Pradesh. The focus area of inquiry under this thematic area has been on common issues of all poor, with specific emphasis on access to entitlements.

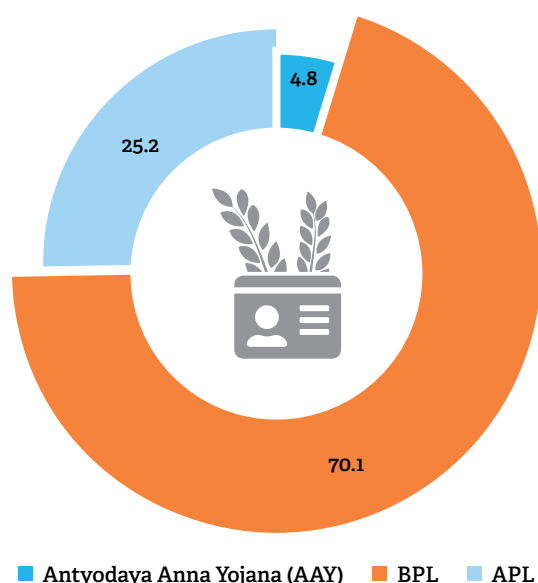
**Chart 3.17: Having Aadhar, Voter ID and Ration card**



This chart clearly shows how many respondents possess Aadhaar card, Voter ID and Ration card. It is important to note that out of 195 respondents, only 147 (75.4%) possessed ration cards. Among 48 respondents who did not possess ration cards, 37 were from Assam, 3 each from Chhattisgarh and Uttar Pradesh.

Voter ID is required for elections. Aadhaar card is mandatory for opening of bank accounts, to become member of Self-Help Groups, to avail scholarship in schools and to access government schemes. Both IDs are linked to individuals. Ration card is not an individual identity, but for the family. Ration card helps the poor to access subsidised food materials from the Public Distribution System (PDS). Food is the basic need of the poor. Government is more vigorous in promoting Aadhaar cards than ration cards. It looks ironic that the poor can be deprived of food but not their right to vote. The poor are primarily vote banks for the politicians. The Aadhaar card was introduced only in 2016. But ration cards have been in vogue from the time of independence. This clearly demonstrates the priorities of the state.

Among the 147 respondents who hold ration cards, 103 (70.1%) belonged to Below Poverty Line (BPL) category. About 37 (25.2%) belonged to APL and 7 (4.8%) were holding Antyodaya Anna Yojana card. 140 respondents (95.2%) stated that they were getting ration regularly. However, during pandemic only 131 (89.1%) respondents out of 147 card holders could get special allotment of ration.

**Chart 3.18: Type of ration card**

The Director of Centre for Development Initiatives (CDI) pointed out, “As women did not have ration cards, they could not get ration from the government. IGSSS provided them with dry ration during Covid-19, which helped them to live a dignified life.” The Director also stated, “Some domestic workers had paid Rs. 100 to Rs. 200 to get an e-Shram card and they did not know the purpose of the card.”

The Director also said, “Initially many mothers wanted to send their children to work. It took some time for us to organise the Mothers’ Group. Now women understand the importance of the education of children. As these are migrants from districts, many children did not have birth certificates. We worked on it and now children are getting birth certificates. This will help them to pursue their education”.

### Bank account – Jan Dhan Yojana account

Bank account has become a necessity today even for the poor. All government related scheme support is related to bank accounts. Many employers also pay the wages of workers through bank transfers. The present government introduced Jan Dhan Yojana account so that all poor could have access

to banking, as part of a financial inclusion programme. Many poor people opened the account with great expectation, hoping that the government would support the poor through cash transfer for various schemes through Jan Dhan accounts. While banks claim that they have opened lakhs of accounts, many people do not find any use of this account.

Out of 195 respondents, 177 (90.8%) of the respondents said that they have a bank account. Out of 177, only 87 (49.2%) have opened bank accounts under Jan Dhan scheme.

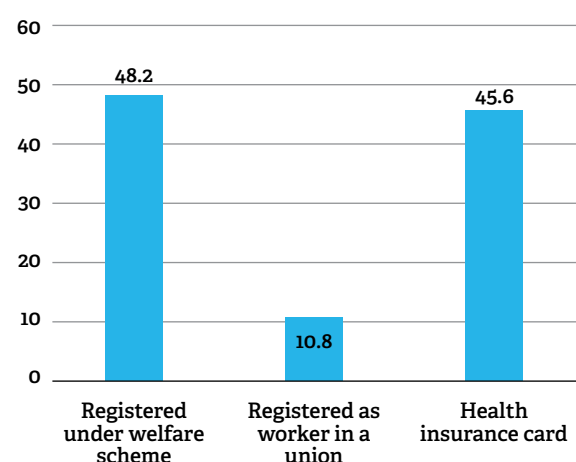
**Chart 3.19: Registered in welfare scheme, labour collective, and health card**

Chart 3.21 brings out three aspects. Out of 195 respondents, 94 (48.2%) said they had registered under a welfare scheme of the government. More than 50 percent did not have access to any government welfare schemes. Only 21 (10.8%) of respondents were registered under a union. Only 89 (45.6%) of respondents stated that they have Ayushman Bharat health insurance card.

Out of 94 respondents who said that they were registered under a welfare scheme, 76 registered under e-Sharm scheme. Hardly a few have registered under other welfare schemes.

Unorganised workers’ associations are strong in Uttar Pradesh. The partner of IGSSS has been working in UP to form a collective of the workers. Domestic workers formed a group and were associating themselves with unorganised workers’ unions. Out of 21 respondents who are



part of unions only 4 stated that after joining the union their collective bargaining power has increased. There were no new members joining the union.

Shanti Devi, Uttar Pradesh said, "After joining a Union I have an identity. Earlier, when I went to the police station to make complaints no one respected me. Now when I go, I show my identity card as a member of the union. The police respect the identity and listen to us. In several cases, such as non-payment of wages, harassment of domestic workers, etc., I have managed to talk to the police and resolved issues. During Covid-19, domestic workers were not even given subsistence allowance. With the help of the union, we managed to get 50 percent support for domestic workers during the pandemic".

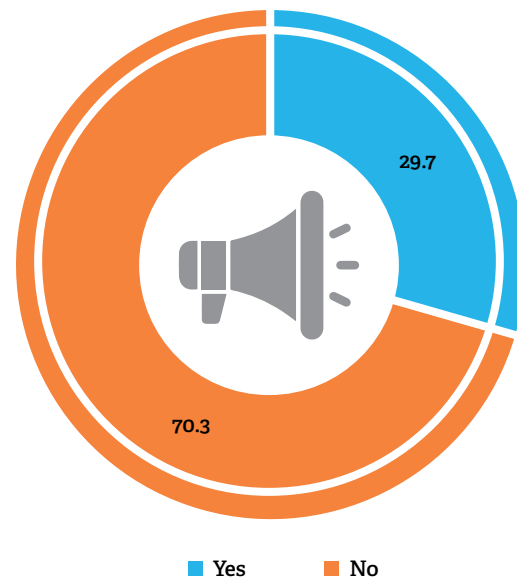
Out of 89 respondents who possessed health insurance cards only 12 were accessing health care in empanelled hospitals. Some did not know the use of health insurance cards. Many respondents were going to medical shops to get cheap medicines for immediate relief. Going to empanelled hospitals was cumbersome and said that the quality of service was poor. However, out of the 12, 8 respondents stated that going to empanelled hospitals reduced their out-of-pocket expenses.

#### Awareness on social protection schemes

India has a number of social protection schemes such as National Rural Livelihood Mission, Scheduled caste and Scheduled Tribe Sub plan, child welfare schemes, disability schemes, pensions, schemes for minority and women, manual scavengers' rehabilitation etc.

Lack of awareness of social protection schemes and lack of knowledge on how to access them made the urban poor highly vulnerable. Many spent their meagre earnings on minimum protection measures.

**Chart 3.20: Awareness of social protection schemes**



Less than one third of the respondents were aware of any social protection schemes of the government. Out of 58 respondents who were aware of social protection schemes, only 18 had benefited.

**Chart 3.21: Access to clean drinking water, sanitation and pension**

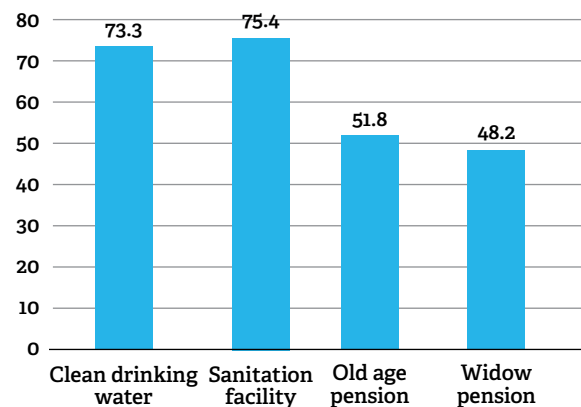


Chart 3.23 demonstrates the realities of urban poor respondents on four basic parameters. Out of 195 respondents, only 143 (73.3%) had access to clean drinking water and 147 (75.4%) had access to sanitation facilities. Even in urban areas open defecation was a reality. People were going to unused grounds and bushes to defecate. Women were the worst victims of lack of sanitation facilities. Only about 50 percent of eligible persons received

old age and widow pension. Pension schemes as a social security measure could protect the most vulnerable. There have been campaigns in the country demanding introduction of mandatory pension schemes. The government of India in 2015 introduced Atal Pension Yojana (APY) linked to post office savings. Many investment companies offer post retirement pension schemes. But all these schemes come with a cost. Currently, such pension schemes are left to the states. Some states offer up to Rs 1,000 for the aged single persons. Lack of financial means choke the life of the aged and widows in urban areas.

## 7. Youth development

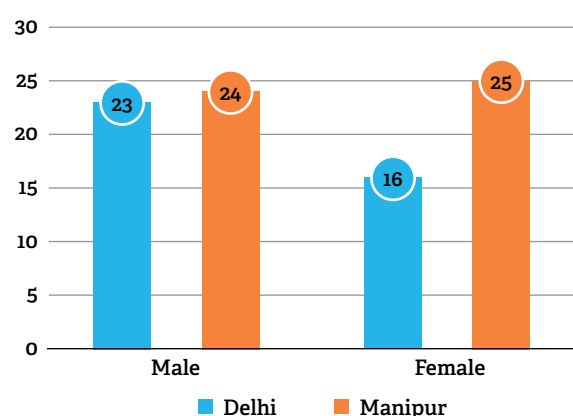
“Young people are indispensable to delivering a future that is more just, inclusive, sustainable and resilient. By measuring their contributions and needs with hard data, our advocacy for their development becomes more powerful, and we are then able incrementally to increase the positive impact and benefits youth are able to add towards building a better future for us all,” said Commonwealth Secretary-General Baroness Patricia Scotland.

India is ranked 122nd in the 2020 Global Youth Development Index, which measures the status of young people in 181 countries around the world. India has more than 50 percent of its population below the age of 25 and more than 65 percent below the age of 35. In 2020, the average age of an Indian is 29 years. Lack of education, skills and employment affect the young people. When the aspirations of the youth are not tapped properly, they end up in frustration and might go astray. Skill India is the current mantra of the Government of India. Especially after Covid-19, economic recession has heavily impacted employment opportunities. At the global level high inflation is choking new job markets. Fulfilling the aspirations of the youth will be a huge challenge in the coming years.

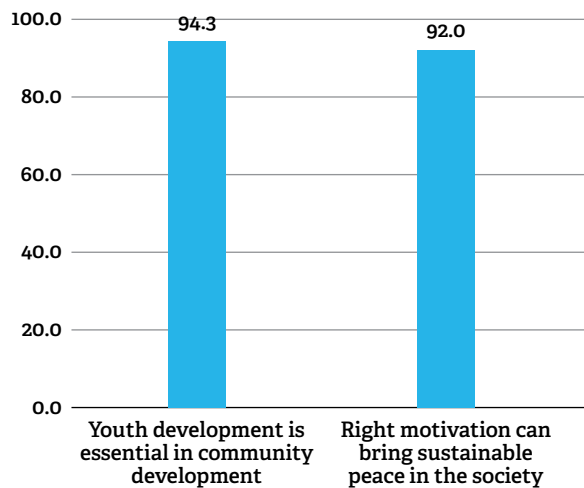
Realising the inherent potentials of youth and the importance of channelizing it positively IGSSS has devoted its resources for youth development. For over four decades, youth development has been one of the thematic areas of IGSSS. Through Student Mobilisation Initiative for Learning (SMILE) project, IGSSS has sensitised students on gender issues, trained youth in digital literacy, social media, and community media volunteerism, built interface with government and private companies for job opportunities, addressed health issues of the communities, and developed volunteers who serve as ambassadors at the time of emergencies. It has also introduced ‘Skill To Succeed’ (S2S) training programme sponsored by Quest Alliance, Bangalore wherein youths are exposed to a blended learning. In the early years of youth programmes, IGSSS had partnered with YUVA in Pune, Laya in Visakhapatnam, Samvada in Bangalore, and Janavikas in Ahmedabad, apart from Delhi, for development of youth. These organisations have grown on their own over the years. Currently, IGSSS continues to work with youth in selected states.

In this study, Delhi and Manipur are considered for youth development. Total number of respondents were 88, 39 from Delhi and 49 from Manipur.

**Chart 3.22: Sex of youth respondents**

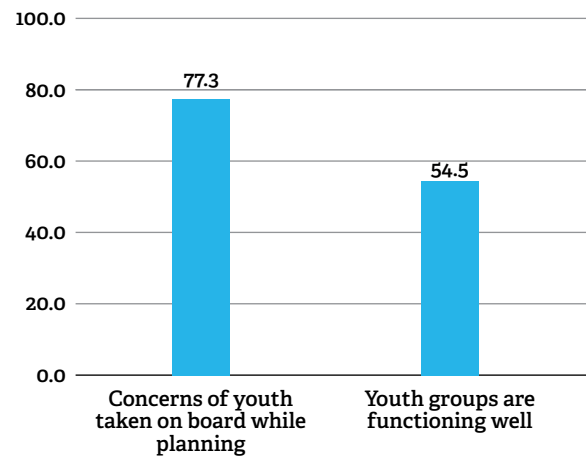


Among the 88 youth respondents, 47 (53.4%) were male and 41 (46.6%) were female. Delhi had comparatively fewer female respondents than Manipur. In Manipur, male-female proportion was almost 50:50.

**Chart 3.23: Importance of youth development**

Out of the 88 respondents, 83 (94.3%) stated that youth development was essential in community development. These consider youth as the driving force, and they have the potential to chalk out appropriate development paths. 81 (92%) also believed that if youth were guided and motivated, they could ensure sustainable peace in the society. The respondents also stated that many youths with huge potentials remained untapped or used by vested interests and anti-social elements. Many of them got into frustrations at an early age, as there was a lack of opportunities for development and growth. Shrinking decent employment options added to their worries.

“It has not been easy to bring together the youth. They were totally disoriented. I had to meet them in person, spend a lot of time instilling in them that there are still opportunities to grow. After much persuasion they came together, and I was able to plan with them the kind of developmental activities that attracted them. I was surprised to see the chain reaction. A convinced youth brought a few more to the meeting and there was a wave. Many youths were approaching me. The few groups formed were of much use to the community. I am happy about it”, said Thiamboi, the youth officer in Manipur.

**Chart 3.24: Functioning of youth groups**

Out of 88 youth respondents, 68 (77.3%) stated that their concerns were taken on board while planning youth activities. Some youth also stated that the personal touch of IGSSS staff created interest in them and they felt that there was someone who cared for them. About 48 (54.5%) respondents stated that youth groups were functioning well, and 31 (35.2%) respondents mentioned that the youth groups were functioning well ‘to some extent’.

Ms. Maruvi Sangkhro joined Skill To Succeed (S2S) training programme organised in Ukhrul District, Manipur, sponsored by Quest Alliance, Bangalore wherein youths were exposed to a blended learning curriculum which included learning both soft and hard skills. This helped the youth to refine their innate talents for self-sustenance. Maruvi learnt pickle making and was already preparing and selling pickles. “One day I plan to have my own stall where I would sell different kinds of pickles and foods. Thank you, IGSSS for showing me the right path and for giving me hope again”, said Maruvi.

The overall satisfaction level of youth development programmes, in a scale of ‘1’ to ‘10’ where ‘1’ is minimum and ‘10’ is maximum the respondents stated that their satisfaction level was 7.75, which demonstrates the effectiveness

Ms. Bondita Kutum Patori from Assam said, “I was interested in the beautician course. I learnt it with IGSSS support. I have set up a small room. Now I get about 5 to 6 persons per month. But during marriage seasons I am on demand, and I make good money. I hope to expand my business soon. The satisfying aspect is that with the help of IGSSS I have realised my dream”.

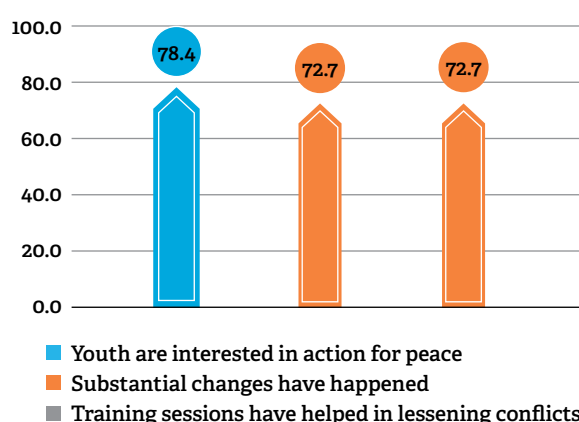
During the FGD, the youth expressed a lot of passion about what they have been doing. They were very proud of their achievements and successes. They looked for innovative opportunities. A few stated that once the youth were considered as a burden by the community members but now the members valued them and sought their support for community development activities.

of youth development programmes. The satisfaction level of youth members of Delhi was 7.62, whereas the youth of Manipur said that their satisfaction level was 7.86.

The respondents were given 7 options, including 1 open ended option and were asked to choose 2 options. Awareness workshops and life-skill orientation to youth topped the list. Theatre workshops and cultural performances gave them self-confidence and to emerge as leaders in the public domain. Formation of youth groups, understanding conflicts and media related works were also appreciated by the youth. Youth need a multi-dimensional approach. Their skills and potentials cannot be contained in a few set parameters. Openness and flexibility in programming can bring out the best from the youth.

Youth showed extraordinary interest in actions for peace. Conflicts in urban settlements are a frequent phenomenon as the community members experience extreme vulnerabilities.

**Chart 3.25: Youth action for change**



In such a context, to build the families as a community, action for peace is necessary. 69 (78.4%) of youth respondents showed courage to engage in actions for peace in their communities. More than 70 percent of the respondents stated that inputs and training sessions helped them to understand and work on conflicts and help their community members. Equally, the youth admitted that there had been substantial changes in their lives.

**Table 3.12: Contributory factors**

What contributed to reorienting youth with positive energy	Responses		% of Cases
	N	%	
Awareness workshops	42	25.5	47.7
Life skill orientation to youth	36	21.8	40.9
Theatre workshops	29	17.6	33.0
Formation of youth groups	21	12.7	23.9
Sensitization of youth in understanding conflict	21	12.7	23.9
Youth media fellowship	16	9.7	18.2
<b>Total</b>	<b>165</b>	<b>100.0</b>	<b>187.5</b>



**Table 3.13: Changes in the lives of youth**

What changed in the life of youth?	Responses		% of Cases
	N	%	
Interest in social works	29	23.6	45.3
Changes in attitudes and mindset	24	19.5	37.5
Volunteering attitude has grown	17	13.8	26.6
Pursuing/continuing education	16	13.0	25.0
Interest in entrepreneurship skills	14	11.4	21.9
Ability to work as youth group	14	11.4	21.9
Positive energy among women	6	4.9	9.4
Interest in social media to highlight social concerns	3	2.4	4.7
<b>Total</b>	<b>123</b>	<b>100.0</b>	<b>192.2</b>

The respondents were given 8 closed ended options and 1 open ended option and were asked to choose a maximum of 3. Interest in social work, changes in the attitudes and mindset of youth and growth in volunteering were the top priorities. Youth also took interest to pursue education and to learn a skill. A

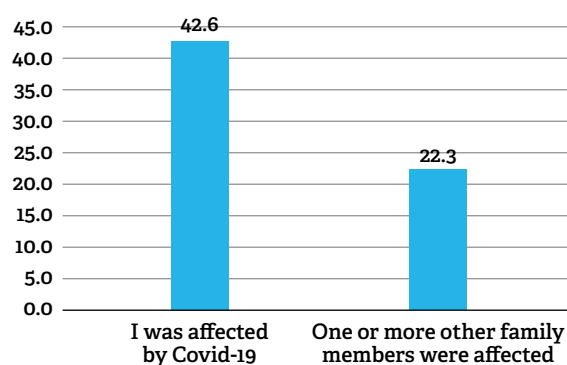
Ms. Jyoti Kumari lives in West Delhi. IGSSS formed a youth group. She said, “Our group is interested in tree planting and cleanliness. We have planted many trees around the park area and assigned volunteers to take care of the plants. But the success rate has been only 20 percent. However, we have grown in our self-confidence level. I hope we as a youth group will become more vibrant and active”.

Sr. Sangeetha Pereira shared the challenges faced in organising the Koruku Adivasi community in Madhya Pradesh villages, bordering Maharashtra. She was happy that about 150 youth got trained in mobile repair, two-wheeler repair, four-wheeler driving, beautician and cutting and tailoring. Youth learnt at least two skills and earned reasonable income every month.

few of them showed interest in social media as a profession. It is to be noted that youth development intervention has been one of the big successful programmes of IGSSS.

### 8. Covid-19 impact

This section was introduced intentionally as an expression of solidarity. The purpose was not to present an elaborate analysis but to find out whether a sense of solidarity was experienced among the beneficiaries and to identify the most impactful dimensions. This section was answered by all 956 respondents. It is to be noted that the data for this study was collected during Covid-19 period.

**Chart 3.26: Affected by Covid-19**

Out of 956 respondents, 407 (42.6%) respondents stated that the person was affected by Covid-19. Another 213 (22.3%) reported that one or more other family members were also affected by Covid.

**Table 3.14: Major impacts of Covid-19**

Covid-19 impact	Responses		% of Cases
	N	%	
Children lost interest in education	755	28.9	79.0
Sudden fall in income level	654	25.1	68.4
Borrowed money for survival	576	22.1	60.3
Helplessness	155	5.9	16.2
Spent substantial resources on health care	147	5.6	15.4
Forced to look for alternative employment	113	4.3	11.8
Disruption in group functioning	108	4.1	11.3
Sold animals and grains for survival	102	3.9	10.7
<b>Total</b>	<b>2610</b>	<b>100.0</b>	<b>273.0</b>

The respondents were given 8 closed ended options and they were asked to choose a maximum of 3. There could have been other impacts as well. The top three impacts identified by the respondents were:

1. Children lost interest in education
2. Sudden fall in income level
3. Borrowed money for survival

Ms. Gyanti Devi of Gaya area said, “I have educated my children. Before Covid-19 I put my two children in private school and paid a tuition fee for the Class 7 child Rs. 600 per month and for the Class 9 child Rs. 1,200. After Covid-19, as I had no income, I put the children in Government school. I know that the standard of the Government school in our area is poor. But I am helpless”.

These three responses were highlighted by more than 60 percent of cases. It is also to be noted that more than 10 percent of cases highlighted other aspects as well. In other words, people were subjected to a variety of threatening and devastating impacts due to Covid-19.

Experiences of waste pickers were different. “We work among waste pickers in Indore, Madhya Pradesh. These communities were evicted and resettled about 15 KM away. I was concerned about the health of the community members during Covid-19. We ensured that every adult got two doses. To my surprise there were no Covid casualties in this community, though there were Covid deaths in the nearby high-profile apartments. I believe waste pickers had strong immunity power to face the onslaught of Covid-19”, said Mr. Anirudh Singh.

### Solidarity support

**Table 3.15: The affected persons were taken care of by the members of the group**

Were the Covid affected persons taken care of by the groups formed?	N	%
Yes	363	38.0
To some extent	372	38.9
No	174	18.2
No one bothered about others	47	4.9
<b>Total</b>	<b>956</b>	<b>100.0</b>

It is heartening to see that there was a sense of solidarity among the community members. It was reported that the group members reached out to the needy with food and solidarity support. While everyone feared Covid, still the bonding among the members was visible. People took interest in the welfare of others. Care for the other was visible among the poor during Covid-19.

### 9. Overall review and satisfaction

In this concluding section, the respondents were probed on some overarching dimensions of developmental interventions such as, identification of beneficiaries, improvement in socio-economic life, participation, aspects cherished, aspects remained the same, collaborative dimensions and overall satisfaction.

Out of 5 closed ended options, the respondents were asked to choose 2 preferred options based on their perception and experiences. It is to be noted that the top option identified was that most deserving people were identified (56 percent of cases), followed by identification of beneficiaries was done transparently (40.5 percent of cases). It is also to be noted that a substantial number of respondents identified that those who were close to the NGOs got the maximum and there was partiality in the identification of beneficiaries. This perception could be looked into in future interventions.

When this data was analysed by the projects implemented by IGSSS directly and by the partners, differences in priorities could be evidently seen. These priorities are not just sociological factors but demonstration of value base.

**Table 3.16: Identification of beneficiaries**

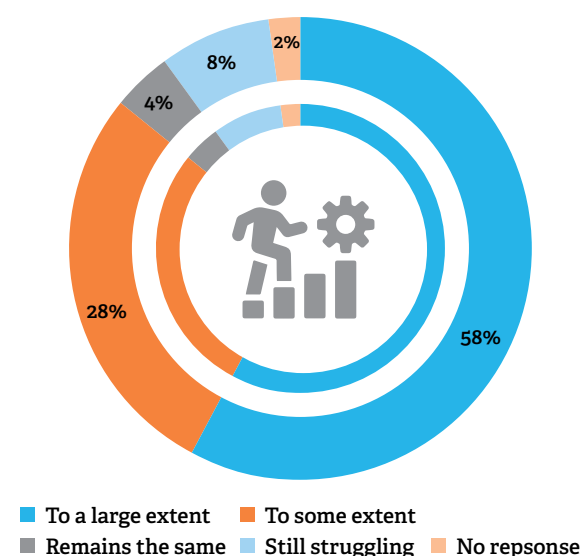
Identification of Beneficiaries	Responses		% of Cases
	N	%	
Most deserving was identified	535	33.2	56.0
It was done transparently	387	24.0	40.5
It was scientific	255	15.8	26.7
Those who were close to NGOs got the maximum	225	14.0	23.5
There was partiality	210	13.0	22.0
<b>Total</b>	<b>1612</b>	<b>100.0</b>	<b>168.6</b>

**Table 3.17: Identification of beneficiaries IGSSS**

Identification of Beneficiaries	IGSSS			Partners		
	Responses		% of Cases	Responses		% of Cases
	N	%		N	%	
Most deserving was identified	379	37.5	64.0	156	25.9	42.9
It was done transparently	300	29.7	50.7	87	14.5	23.9
It was scientific	155	15.3	26.2	100	16.6	27.5
There was partiality	101	10.0	17.1	109	18.1	29.9
Those who were close to NGOs got the maximum	75	7.4	12.7	150	24.9	41.2
<b>Total</b>	<b>1010</b>	<b>100.0</b>	<b>170.6</b>	<b>602</b>	<b>100.0</b>	<b>165.4</b>

This table brings out some basic differences in the identification of beneficiaries by IGSSS and projects implemented by partners. On identification of the most deserving IGSSS and partners have done well.

**Chart 3.27: Improvement in socio-economic life**



Out of 956 respondents, 554 (57.9%) of respondents emphatically felt that their socio-economic life had improved due to project interventions of IGSSS. Another 262 (27.4%) of respondents stated that there was

improvement 'to some extent.' About 140 (14.6%) stated, either 'remained the same', struggling or no improvement.

On whether participation of beneficiaries was given due importance in planning, implementation, monitoring and evaluation, 459 (48%) emphatically stated 'to a great extent', and 398 (41.6%) said 'to some extent'. On gender inclusion, only 95 (9.9%) of respondents stated, 'not sure'. 564 (59%) respondents felt 'to a great extent' inclusion of gender happened in the project implementation, while 297 (31.1%) said, 'to some extent'.

As per the percentage of cases the aspects cherished are listed in the order or priority for IGSSS and partners. On the positive side, the five aspects listed are the same for IGSSS and partners. However, the beneficiaries of IGSSS emphasises on improved livelihood options, whereas the people served by partners emphasised on increased access to entitlements. Partners seemed to have worked on citizenship issues, rights, and entitlements more than livelihood issues.

At the lower level the highlighted three dimensions are the same for IGSSS and partners. It is important to note that effective

**Table 3.18: Impacts cherished due to project interventions**

IGSSS	Partner
High	High
Increase in income level	Increased access to entitlements
Improved livelihood options	Increase in income level
Personality traits like self-confidence and self-reliance has improved	Personality traits like self-confidence and self-reliance has improved
Increased collective bargaining due to group formation	Increased collective bargaining due to group formation
Increased access to entitlements	Improved livelihood options
Low	Low
Linkages with local government departments	Linkages with local government departments
Positive attitude of youth and community leaders to work for development	Positive attitude of youth and community leaders to work for development
Effective functioning of Gram Sabha	Effective functioning of Gram Sabha



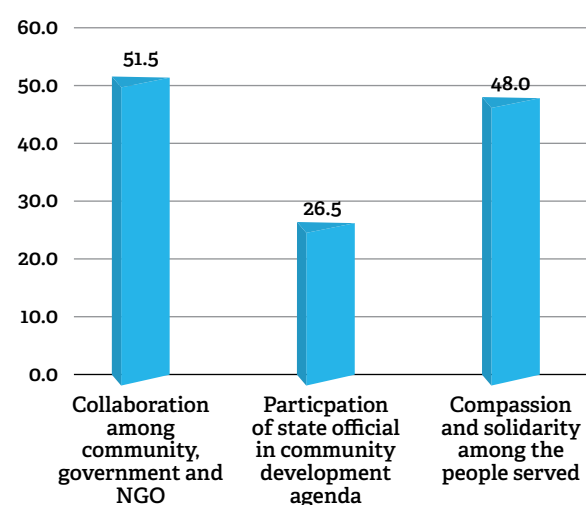
functioning of Gram Sabha was the last in the list. Somehow, functioning of NGO formed groups seemed to have taken priority over participation in lower-level governance structures. Some beneficiaries found it not beneficial to participate in Panchayat Raj or Gram Sabha meetings, which is a matter of concern.

**Table 3.19: Aspects remained the same**

IGSSS	Partners
Lack of taking initiatives	Lack of ability to negotiating with government departments
Lack of ability to negotiating with government departments	Lack of taking initiatives
Lack of leadership	Lack of trust
Lack of trust	Inhibition
Lack of openness to change	Lack of leadership

It is pertinent to note that the people served by IGSSS, and partners identified the same dimensions as aspects that remained the same or which needed attention. IGSSS must take note of these aspects in their future interventions.

**Chart 3.28: Collaboration, participation, and compassion**



When the respondents were asked whether collaboration among community, government and NGOs, was the right way forward, 492 (51.5%) of the respondents emphatically said 'yes'. Another 34.9 percent said, 'to some extent'. They were still not convinced that this could happen. On the question of to what extent state/local officials came forward to participate in the community development agenda, only 253 (26.5%) said emphatic 'yes'. A big chunk of 469 (49.1%) respondents stated, 'to some extent'. For the question on whether compassion and solidarity among the project beneficiaries have increased, 459 (49%) said 'yes', emphatically. About 400 (41.8%) stated, 'to some extent'.

#### **Accompaniment by the staff**

In a scale of '1' to '10', where '1' is minimum and '10' is maximum the respondents were asked to mark their level of satisfaction on accompaniment provided by project staff.

**Table 3.20: Satisfaction level of accompaniment**

	Total	IGSSS	Partners
Accompaniment provided by the project staff	6.79	6.87	6.66

From this table it is clear that there is not much of a difference in the way the staff accompanied the communities, whether the project was implemented by IGSSS or partners. The respondents were given 7 options, including 1 open ended option to identify two aspects of accompaniment that were highly beneficial. The seven options were: Guidance and motivation, knowledge of the subjects, respect and dignity, monitoring, constant visit, participatory approach and any other.

**Table 3.21: Aspects of accompaniment highly beneficial**

IGSSS	Partners
Guidance and motivation	Guidance and motivation
Respect and dignity	Knowledge of the subjects
Monitoring	Respect and dignity

Providing guidance and motivation seemed to be a characteristic mark of IGSSS's project operations, either directly or through partners. Respect and dignity are also shared by both. In the direct implementation monitoring was emphasised whereas partners were credited with knowledge of the subjects.

**Table 3.22: Assessment of satisfaction – A comparison**

Various aspects	Total	IGSSS	Partners
Socio-economic quality of life before the project interventions	5.17	4.51	6.26
Socio-economic quality of life after the project interventions	7.04	7.05	7.02
Access to entitlements before the project interventions	5.25	4.64	6.26
Access to entitlements after the project interventions	7.17	7.22	7.08
Overall satisfaction of project interventions	7.31	7.29	7.34

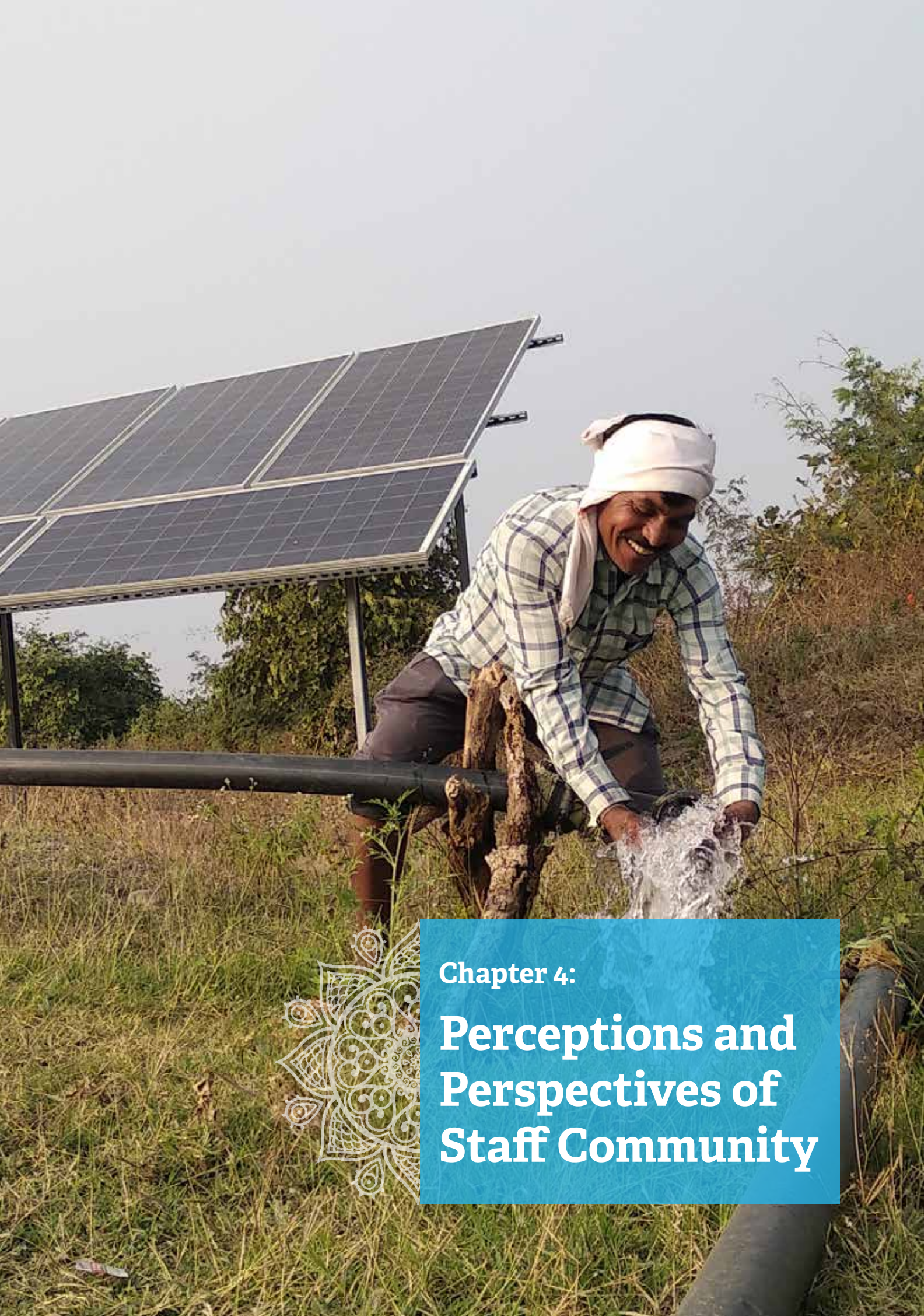
1. There is substantial growth among the people served due to project interventions.
2. From the point of project effectiveness there is no substantial difference between direct interventions by IGSSS and partners.

In this chapter, analysis was done on the resilience of the people and the communities served due to project implementation on five major thematic areas. Currently, working with partnership is closed due to the FCRA Amendment 2020. All projects are directly

implemented by IGSSS. New project and state offices are opened. While some old staff continue to serve, a substantial number of new staff are recruited for different positions. From about 60-70 staff three years ago, currently IGSSS has about 240-250 staff on the roll. As one of the objectives of this study is related to reimagining the future of IGSSS, it was considered important to understand the mindset of the staff, who will be the key players in the future. This analysis is presented in the next chapter.







## Chapter 4:

# Perceptions and Perspectives of Staff Community



## CHAPTER 4

# Perceptions and Perspectives of Staff Community

When this study was initiated the organizational scenario, especially the approach to mission was largely a partnership-based model. Nearly 50 percent of the projects were implemented by partners of IGSSS, on specific thematic areas. This implied the core staff of IGSSS was only about 30 to 40, focusing on identification of partners, developing project proposals, providing financial grants, guidance and monitoring, capacity building and evaluation of projects carried out.

IGSSS had to leave about 100 partners spread all over India and started implementing the existing and new proposals directly. This was a huge change. It meant recruitment of new organizational and project staff, setting up new state and project offices, recruitment, and training new set of staff into IGSSS

IGSSS's readiness and agility to adapt to the new and unexpected scenario is highly appreciated. The transition was done on a war footing mode. It involved a lot of administrative and financial procedures. Contracts with partners were ended, partnership projects were closed and staff and offices were reorganized. However, the funds were to be utilized for the purposes the grants were received. The approach to the mission took a new direction.

organizational culture, identification of new project sites, and direct administration and financing of all projects. Currently, IGSSS has about 250 staff, a huge increase.

As this new approach to mission and new set of staff will play a key role in the future mission of IGSSS, a research question was introduced to study the perceptions, understanding, aspirations and perspectives of the current set of staff and the strengths and opportunities the new development provides. In this chapter, only perceptions and perspectives of the current staff are presented.

A short questionnaire was developed and sent to all staff of IGSSS. The state coordinators were trained in the understanding of the questionnaire, and they were mandated to further orient the staff of their states and project offices. Respecting the individuality and sensitivity of the staff, the questionnaire was sent to all staff directly in the KOBO collect platform in June 2022. Only about a week was given for the staff to respond to the questionnaire. After June 2022, some staff have left, and new staff have joined. Out of 230 staff in June 2022, about 175 had responded to the questionnaire, which is about 76 percent. Apart from the questionnaire, 4 FGDs were conducted, after analyzing the data. The lead perspectives from the data were considered for further in-depth understanding and analysis. About 6 key staff were also interviewed, individually.



## Profile of the staff

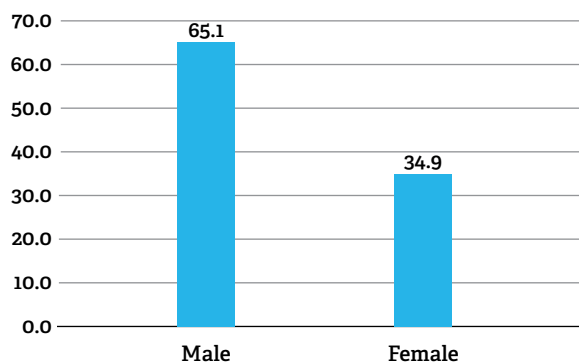
**Table 4.1: Place of work of the staff**

Office location	N	%
Delhi office	27	15.4
State office	38	21.7
Project/Field office	110	62.9
<b>Total</b>	<b>175</b>	<b>100.0</b>

IGSSS has its head office in Delhi. Most of the core staff of the organization – thematic lead, programmes, operations, administration, monitoring, finance and communication work from this office.

Among the 175 respondents, 110 (62.9%) were project or field office staff. About 38 were state office staff, who were generally state coordinators, programmes, administration, and finance persons. Delhi office staff took care of overall coordination, policies and programme lead, administration and finance, training and monitoring and communication. About 27 (15.4%) were respondents from the Delhi office.

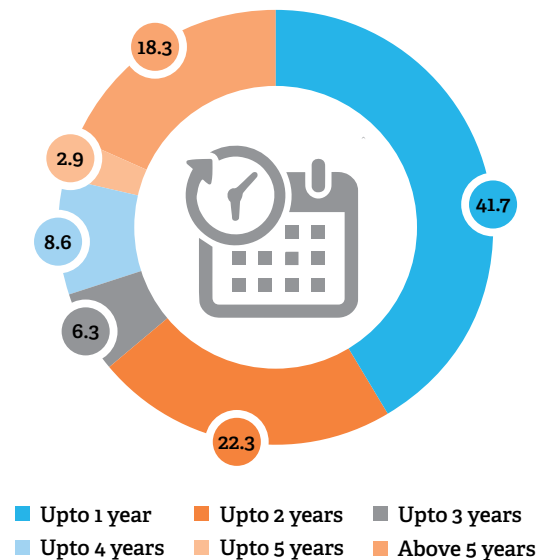
**Chart 4.1: Sex of the staff respondents**



Out of 175 respondents, 114 (65.1%) were male and 61 (34.9%) were female staff. A further analysis shows that about one third of the staff of state and field/project were female members and Delhi main office had nearly 44.4 percent female staff.

It is also to be noted that some state offices had only female staff, and some had only male staff, an aspect that needs to be looked into from a gender lens.

**Chart 4.2: Years of service of the respondents**



A majority of the staff had joined IGSSS recently. Out of 175 respondents, 73 (41.7%) had worked as IGSSS staff for less than a year. Another big number 39 (22.3%) had spent less than 2 years. This means about 112 (64%) of the respondents were staff of IGSSS for less than 2 years. One can conclude that the organization is filled with new recruits. There were about 31 (17.7%) respondents with an experience of about 3-5 years and about 32 (18.3%) respondents above 5 years of experience in the organisation.

## Strengths of IGSSS as an organization

The respondents were given 11 closed ended options and 1 open ended option on the strengths of the organisation and were asked to choose a maximum of 4. The responses were not ranked but prioritized. The responses are also classified into two categories: Perceptions and experiences of those staff working for less than 2 years and more than 2 years. Only top responses are presented. There were a few open-ended answers.

The highlighted strengths have strong value orientation such as reaching out to the most vulnerable and unreachable and animation as core operational principle through community mobilization and capacity building.

**Table 4.2: Strengths of IGSSS**

Major strengths of IGSSS		
S. No	Those working for a maximum of 2 years	Those working for more than 2 years
1	Reaching out to the most vulnerable	Reaching out to the unreachable
2	Community mobilization	Community mobilization
3	Capacity building	Ability to respond to emerging issues
4	Reaching out to the unreachable	Reaching out to the most vulnerable
5	Particular focus on women	Capacity building

It is interesting to note there is an alignment or convergence of perceptions among the new and old staff regarding strengths of IGSSS. An additional point to be highlighted is that the new staff perceive that the organisation has particular focus on women. The old staff recognize the organizations' ability to respond to emerging challenges.

### Areas for growth

The same 12 options which included 1 open ended option given for strengths were also given to identify areas of growth, to study whether there were any contrasting perceptions or experiences. For areas of growth, the respondents were asked to select only a maximum of 3. While the new staff have stated the current strengths were to be further

strengthened, the old staff had emphasized two aspects, namely, engaging with policy makers and ability to combine grassroots processes with knowledge development and technical expertise. The old staff also had emphasized the need to strengthen the current strengths.

### Aspects cherished in governance and management of IGSSS

This question deals with internal administrative and organizational matters. The respondents were given 13 options, which included 1 open ended option and were asked to choose a maximum of 4. Only top 5 priorities are presented. Hardly anyone chose the open-ended option.

Though there are some changes in the priorities, overall, there is convergence of perception about the governance and management of IGSSS by new and old staff.

**Table 4.3: Areas for growth of IGSSS**

Areas for growth		
S. No	Those working for a maximum of 2 years	Those working for more than 2 years
1	Community mobilization	Engagement with policy makers
2	Reaching out to the most vulnerable	Community mobilization
3	Capacity building	Ability to combine grassroots processes with knowledge and technical expertise
4	Particular focus on women	Reaching out to the unreachable/Ability to respond to emerging issues

**Table 4.4: Aspects cherished in governance and management**

Aspects cherished in governance and management		
S. No	Those working for a maximum of 2 years	Those working for more than 2 years
1	Freedom and accountability	Freedom and accountability
2	Gender equality at all levels	Space for innovation and creativity
3	Space for innovation and creativity	Gender equality at all levels
4	Transparency in decision making	Transparency in decision making
5	Encouragement and accompaniment	Safe space

It is encouraging to note that the new staff had highlighted encouragement and accompaniment as a hallmark and old staff found IGSSS providing safe space. It is worth highlighting the top converging priorities – freedom and accountability, gender equality, space for innovation and creativity and transparency in decision making.

### Aspects to be strengthened in governance and management

As it was done under identification of strengths and areas of concerns, for this section also the same 13 options given under most cherished were given. The respondents were asked to choose a maximum of 3.

While the new staff emphasis on strengthening current practices in governance and management, the old staff had highlighted two other aspects, namely, appropriate use of technology and recognition and reward. IGSSS will have to look into these as the organisation deals with a huge number of staff.

### Working with passion

To a question whether one was working with passion, 99 (58.2%) respondents stated, 'very strongly' and 57 (33.5%) stated 'strongly'. When the respondents were asked to highlight one aspect that energized them to be passionate about mission, some mentioned ensuring dignity, empowering works, sustainable engagements, and awareness generation.

On one aspect that was enjoyed most by the respondent in terms of governance, some mentioned discipline, decision making process, recognition, inclusivity, freedom and accountability, gender equality, efficiency, policies, and space for innovation.

### Perceptions of value-laden statements

The respondents were given 18 value-laden statements and were asked to choose among, 'very strongly', 'strongly', 'medium', 'somewhat', 'minimum' and 'do not want to answer'. However, only 'very strongly', 'strongly', and 'medium' are presented.

**Table 4.5: Governance aspects to be strengthened**

Aspects cherished in governance and management		
S. No	Those working for a maximum of 2 years	Those working for more than 2 years
1	Gender equality at all levels	Appropriate use of technology
2	Space for innovation and creativity	Recognition and reward
3	Transparency in decision making	Gender equality at all levels
4	Freedom and accountability	Freedom and accountability

**Table 4.6: Assessment on value-laden statements**

S. No	Value-laden statements	Very strongly	Strongly	Medium
1	IGSSS should not compromise on quality of staff	48.6	30.3	10.9
2	IGSSS must work for all economically poor	55.4	34.9	5.1
3	Social equity should be considered while recruiting staff as we need to give best to the people	44.0	36.6	9.1
4	It is very difficult to recruit competent staff from SC/ST and minority communities	8.0	19.4	16.6
5	It is difficult to recruit competent staff from women	11.4	17.1	17.1
6	While working on thematic areas short term projects do not produce desired results	17.7	23.4	25.7
7	Turnover of the staff is a major concern	18.9	29.1	17.7
8	Adequate compensation is provided to staff	20.6	32.6	24.0
9	There is a system to move up in job positions within the organisation	24.6	34.9	20.6
10	Staff are highly value oriented	25.1	38.9	18.3
11	Staff have imbibed the mission of IGSSS	28.0	40.6	20.0
12	Proper orientation of staff is necessary	57.1	29.7	6.9
13	There is collaboration with other NGOs	32.6	38.9	15.4
14	There is space for self-learning and cross learning	33.7	38.9	18.3
15	Constant reflections are held to learn from the experiences to deepen the commitment of staff	32.6	40.0	18.9
16	IGSSS has good mechanism to monitor staff performance	26.9	45.1	17.7
17	There is a professional staff appraisal mechanism	27.4	41.1	16.0
18	I feel proud to be the staff of IGSSS	74.9	20.0	2.9

- Except for three statements, namely, very difficult to recruit competent staff from SC/ST, minorities and women, and turnover of staff, for all other statements respondents who said 'do not want to answer' were minimum. For the three statements mentioned above, more than 10 percent marked 'do not want to answer'.
- There were strong perceptions on five statements: Do not compromise on quality of staff, work for all economically poor, consider social equity in recruitment of staff, orient the staff, and feel proud to be IGSSS staff.
- Statements of concern: Very difficult to recruit competent staff from SC/ST, minorities, and women, turnover of the staff, value orientation, imbibing the mission of IGSSS, collaboration with other NGOs, space for learning and cross-learning, and reflection on experiences.
- For consideration: working on thematic areas need time and do not go for short term projects, ensure adequate compensation, create a system to move up in job positions within the organisation and develop mechanisms to monitor staff performance and appraisal.



## Current thematic areas and suggestion for future

Out of 175 respondents, 118 (67.4%) agreed that current thematic areas are the right kind of interventions to build the resilience of the marginalized and excluded communities. When the respondents were asked to suggest some appropriate thematic areas, the following were mentioned: inclusive education, digital literacy, health care including mental health and public health, social inclusion, and WASH.

On which category of workers, IGSSS should focus on in future, the respondents highlighted three categories:

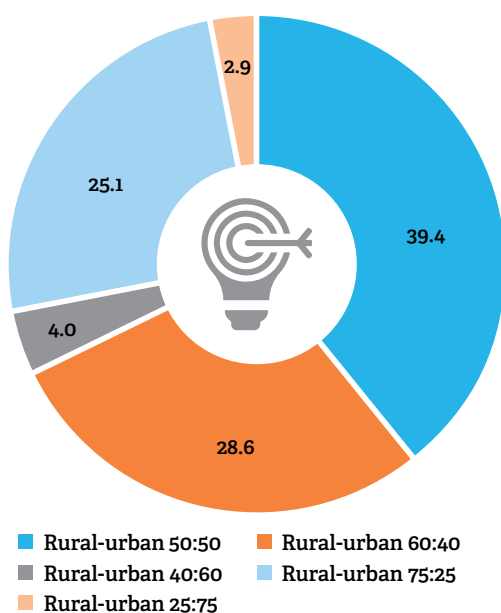
1. Youth in urban/rural locations
2. Workers/communities engaged in unhygienic and hazardous jobs (rag picking, manual scavenging)
3. Migrants at the source/destination states

## On future strategies

### Rural-Urban focus

Among 5 options, the respondents were asked to choose 1.

**Chart 4.3: Rural-Urban appropriateness strategy**



The emphasis was on rural thrust. While 69 (39.4%) respondents opted for Rural-Urban 50:50, 60 opted for Rural-Urban 60:40 and 44 respondents opted for Rural-Urban 75:25.

**Table 4.7: Strategy to reach out to the most in need**

Strategies to reach out to the neediest given the changes in the FCRA	N	%
Coordinated project offices	62	35.4
Coordinated State offices	54	30.9
Directly working with local NGOs	36	20.6
Directly working with cluster of NGOs	20	11.4
Other (specify)	3	1.7
<b>Total</b>	<b>175</b>	<b>100.0</b>

The respondents felt that more project offices would be helpful to reach out to the most in need. The respondents also preferred directly working with individual NGOs as collaborative non-financial partners.

## On use of technology

Majority of the respondents 144 (82.3%) either 'agreed' or 'fully agreed' on effective use of technology. However, 28 (16%) had hesitation on whether technology could be the right way forward to be effective in mission, considering the nature of the people served and their skills to adapt to technology.

## Building capacities of staff

Out of 8 options on different capacities, which included 1 open-ended option, the staff were asked to choose 2.

In this section perceptions, perspectives, value basis and future directions of current staff were analyzed and presented. In the next chapter, transforming narratives are presented.

**Table 4.8: Capacity building of staff**

Capacities need to be built	Responses		% of Cases
	N	%	
New training skills	78	24.5	44.6
Networking and collaboration skills	56	17.6	32.0
New community mobilization skills	55	17.2	31.4
Monitoring techniques	47	14.7	26.9
Micro research	34	10.7	19.4
Interface with govt agencies	30	9.4	17.1
Media skills	18	5.6	10.3
Other (Specify)	1	0.3	0.6
Total	319	100.0	182.3

The respondents wanted capacity building on training, collaboration and networking, community mobilization and monitoring. A few desired training sessions on micro research and interface with government agencies. Media skills were not perceived as a priority.





Chapter 5:

## Stakeholder Response to Future Prospects and Possibilities with IGSSS

## CHAPTER 5

# Stakeholder Response to Future Prospects and Possibilities with IGSSS

The field visits provided opportunities to speak to the people served in recent years and listen to their life narratives. There were several fascinating stories. One could witness a ray of hope and increased confidence level among the domestic workers, construction workers, migrants, rickshaw pullers, poor agricultural workers, transgenders, youth, women, and men from Dalit, Adivasi and minority communities. “We are different today, our lives are changed, and we are grateful”, was the sentiment expressed. In this section, a few of such narratives are captured.

### We eagerly await organic food production certification

Saram village is in Gola Block, Jharkhand. IGSSS selected this village as it was remote, comprising of Adivasis, a clan of Santhal tribe. Every family has a few acres of land and a few livestock. They were not aware of how to produce organic manure and were dependent on chemical fertilisers. Kalavathi Devi stated, “We have formed a Village Development Committee with 45 members. IGSSS helped us to reclaim about 30 small ponds and build 2 check dams. Now, we have a perennial water source for cultivation. All the families are into organic farming. Almost, all the families own a few cows or oxen, goats, chicken, and ducks. So, it was not difficult to produce organic manure. While the cost of production decreased, the soil became rich. The produce increased year by year. We also got into mixed crops. Vegetable

production has helped us to increase our daily income. The additional profit per acre is about Rs. 3,000 to 4,000. Some hotels from cities are buying our vegetables as they are produced organically. We have applied to the government to get a certificate – 100 percent organic village and we are waiting”.

During a Focussed Group Discussion (FGD) in an *anganwadi* school, the researcher observed a few bags being stored up in one corner. When an explanation was sought about the bags, the women laughed. Bendeswar Bedia, another women leader said, “Sir, you can take them. These bags contain chemical fertilisers. We do not know where to throw them. It would spoil the soil. Take them away. We have also initiated a Block level campaign against use of chemical fertilisers.” She also proudly stated, “Earlier, we went by cycle but now by a Tempo. We have a water harvesting system, ensured *anganwadi* is built, and proper roads laid. In my house, I have installed a borewell pump. My children are studying in college.” Despite all these amazing changes about 30 persons had migrated to Gujarat. The village leader said, “We have grown, and we are happy with organic agricultural production. But our needs are also increasing. So, some migrate and work in difficult circumstances in Gujarat.”

### Spending 5-10 percent of time for community is worth

“It was not easy to bring the youth together in Delhi. After many rounds of talks and



motivation, some of us have formed a youth group, in Baljit Nagar. We were trained by IGSSS on various issues, such as youth as leaders, importance of working for the community, leadership, Right to Information (RTI) Act, Gender issues, importance of children's education and so on. After a few youth meetings, we, as youth, felt that the dump yard was a big issue. It was close to the community and caused many health hazards to the community, especially to children. We submitted a petition in Patel Nagar corporation office. There was no response. Again, we filed a complaint and visited the office three times. In the meantime, the youth got fed up due to the delay. The youth leaders did not give up but followed it up. Finally, the dump yard was cleaned. Unfortunately, the community members started saying, "Where will we throw the waste now?" We took some time to explain to the community members why we had done so and the importance of such a cleanliness drive. All youth members were excited to see the success of their efforts. There was new energy to do more. I learnt patience and perseverance will work. I learnt valuable lessons for my life by engaging in community work than what learnt in my college", said Mr. Rohit, a youth leader.

It was also amazing to hear from Rohit how he had learnt photography and used his skills for community development by using social media platforms. He is a freelance photojournalist. Apparently, he had made Rs. 7.5 lacs income in the last two years, which he had efficiently used for the well-being of his family members. His dream has been to become a cinematographer. He duly acknowledged the role of IGSSS in his own development and the development of the youth group.

### **Labour card gave me identity and dignity**

I am Ms. Jeya and I am 22-year-old now, living in a slum in Allahabad. I live with my maternal aunt as I had lost my parents. I started working as a domestic worker from the age of 10. I was young and did not know what I was doing. I

was paid a meagre sum, but I was given food. I have grown but my condition remains the same. Recently, a well earning person employed me. I was asked to work in his house from 9 in the morning until 4 in the evening. I was given only Rs. 3,000. During the pandemic, I was even denied this meagre salary, though, whenever he called me, I went and worked. Later, with the motivation of a local community leader, I joined Mahila Adikar Manch, which is part of a labour collective. Domestic workers, construction workers, rickshaw pullers and transgenders are members of this collective. The collective helped me to get a labour card. When I was denied payment during the pandemic, I reported the matter to the leaders of the union. The union leaders spoke to my employer to pay at least half the salary. The person refused. Then the leader gave a complaint in the police station, and it worked. The employer came forward and paid my salary. Now I feel confident that I have someone who understands my problems and is ready to help me. As a member of the union, I feel that 'together, we, the workers, can make a difference in the lives of so many vulnerable persons.' The local NGO leader is my hope for the future.

The women union leaders stated that these days if there are problems from the employers, using the labour card, we go to the police station and make complaints. It works. Once the police call the employers and inquire about them, the employers come forward to settle the matter. We do not go for court cases but work towards amicable settlements.

### **Aatma santushti is my gain**

Deepak Kumar has been working as a painter for 20 years in Allahabad. "I was able to earn my livelihood and was living a happy life with my wife and children. Sometime around 2017, I saw a board on the roadside about the Labour union. I had passed that road many times. One day, I went closer to the board and read carefully what was written. I said to myself, "Why not join this union?" I enquired about the union, learnt how to

become a member, and joined the union. From the time, I started working with the labour union, many labourers came to me for help. I did what I could. Eventually, I emerged as a leader. People started recognising my skills and capacities. I had studied up to BA second year and discontinued my studies. During the lockdown, I got an opportunity to speak to the Chief Minister, virtually, and I put forward the demands of the daily labourers. Using my knowledge and skills and as a leader of the union, I made sure that the government schemes reach the poor workers. I got cycles for the construction labourers, cash support for the education of children of labourers and gas connection to poor families. Today, I am surrounded by many poor people for help. I continue my painting work and all my spare time goes into helping the needy persons. In 2021, I could support 15 families who received maternity benefits of Rs. 63,000, in cash Rs. 31,000, Rs. 25,000 as fixed deposit and Rs. 8,000 for food during pregnancy time. I am so thrilled. I go home late at night. I hardly spend time with my wife and children. They feel stressed since I receive phone calls for help any time and I leave home. My wife is aware of my good work. I can only say, by my work, I get *Aatma Santushti*. Later, I came to know that IGSSS had a role in sowing the seed in forming this collective.

### **A rural community transformed with a renovation of a school**

Ranjit Kumar is the head of Amar Trishta Seva Ashram, an NGO working in Muzaffarpur. He said, “Many years ago, I had worked with Nehru Yuva Kendra and received training in Panchayat Raj Institution (PRI) and health care. This work motivated me to form an NGO. IGSSS gave our organisation an opportunity to work with sex workers. Our area is prone to sex workers and many young girls were regularly and illegally trafficked. It was a huge racket with nexus among many stakeholders. We felt without the support of the police, we cannot do much. Once I happened to travel by train along with my friends. We were talking among ourselves, “ASP Deepika Suri, the new officer,

is not doing anything, despite our repeated requests. She is a woman and if she does not understand the plight of the trafficked women, where do we go”. A lady from the upper berth suddenly got down. She asked us, “Do you know Deepika Suri?” We said, “We do not know. We have been trying to meet her but could not”. She showed her ID card. It was written ‘Deepika Suri’. She asked us to come and meet her. With her help, we could change the life of many sex workers. Positions in Public Distribution System (PDS) were given to commercial sex workers. The ASP helped us to access many government schemes. Our NGO became popular among the sex workers.

Later, with the support of IGSSS we took up a school renovation work supported by LIC Housing Finance Limited (LIC HFL) in a remote village bordering Nepal. The head of the NGO stated, “What gave me satisfaction was the identification of the schools. Schools in remote villages, totally neglected, were chosen. Neither the teachers nor the students were ready to sit inside the school. The school buildings resembled cowsheds. There were snakes around. Part of the roof plastering was falling all the time. The classroom's flooring had huge pits. Toilets were unusable. The teachers and students did not dare to enter the schools. Rarely, some teachers used to visit the schools. Totally, 5 Primary and 2 Middle schools were repaired. The community members were jubilant during the inauguration of the schools, and the State SC/ST Commission Chairperson inaugurated them. Open defecation stopped and education and health of the students drastically improved”. When the researcher visited one of the schools, the children and teachers expressed deep gratitude for IGSSS. The School Management Committee members were present. Teachers and students were in full strength. There was an increase in enrolment. Teachers had chairs to sit on. The contribution of the NGO was recognised, and it received the best NGO award. The Government officials show-cased IGSSS' repair work as an ideal model to be replicated.

When the researcher asked the Class 4 and 5 students about their future dreams, four of them said that they wanted to become police officers. Surprised by their answers on further inquiry, the community members said that the students were watching a television serial titled 'CID'. In that serial, there are good, fearless, and honest police characters. One could see the influence of media among the young minds. IGSSS has laid a good foundation with a financial grant from LIC HFL. The students have a long way to go amidst many challenges. One can only hope that the community members, teachers, and the NGO would take the process forward, especially the educational development of the children.

### **Water conservation and regeneration changed our lives**

Basanti Devi, a woman leader of Saradkala village, in Gola Block, Jharkhand narrated the changes in detail. She said, "In this area, 425 members from 15 villages have formed a Farmer's Production Organisation (FPO) and have applied for registration under Cooperative Society Act. In my Bediajara Tolla, we have formed a Village Development Committee comprising 45 members. Women are giving lead in the functioning of the committee. IGSSS helped us to repair one well and three ponds. Now, we can store water for cultivation. The water committee ensures fair distribution of water for all. We have done micro planning for the development of the village. We are working on a link road facility to the village from the main road, electricity to the village and some village road repair works. We have managed to stop alcoholism. There is improvement in the education of the children. The backbone of the development is SHGs. We have 19 SHGs. Savings, inter-loans, and loan from National Bank for Agriculture and Rural Development (NABARD) have helped us to improve our agriculture income. IGSSS not only helped us to improve our irrigation facility but also introduced floriculture. Marie gold cultivation has become a viable livelihood option."

### **You need not come with me, I can go alone for meetings**

Savitri Kumari from a village in Jharkhand happily stated, "My food habits have changed. Earlier, my family was eating only rice and potatoes. As we are cultivating different vegetables in the field and in the kitchen garden these days, we eat a lot of vegetables, and we feel healthy. Through various training sessions I have built self-confidence. In the beginning, whenever I went out of my village for a common meeting, I would take my husband along. I have told him that henceforth I can go alone, and he need not accompany me. I have also bought a Scooty and I ride Scooty to attend the meetings. People around look at me with awe and wonder. I can vouch that through the motivation and guidance of IGSSS, the quality of my life has improved."

### **Digital resource centre run by volunteers**

In Badhakara village in Lakhimpur, Assam, with the support of Housing Development Finance Corporation (HDFC), IGSSS has initiated mixed cropping, solar based irrigation, kitchen garden, paddy cultivation using SRI technique and conventional methods. It is a flood prone area. There was huge investment on DRR components, such as, construction of rescue centres, low cost but stilt toilets, solar lights, elevated water pumps and boat distribution. To earn additional income, traditional home-based weaving was given a face lift by setting up a common weaving centre where about 10 women work daily. The village development committee functions as the extended arm of IGSSS.

One of the striking phenomena was the setting up of a Digital Resource Centre. A place was donated by the community, in the center of the village. "IGSSS supported us with repair of the building and helped us to buy a few tables. A good computer lab was set up, which is now functioning under the auspices of the Masjid committee." The teacher and volunteers were filled with joy. The volunteers said, "About 25

students are studying computers and they pay Rs. 500 per month. This takes care of the salary of the teacher. We are already helping community members to access government schemes by filling up applications, and to get various entitlement cards, such as PAN, e-Shram, guidance to make ration cards, Aadhaar card etc. We are happy that we are at the service of the community. We charge a nominal amount for the services rendered and people are happy with our services. Digital Resource Centre has become a credible centre for the community.” However, people also expressed their concern that migration was on the increase.

### **Group farming builds the community and increases income**

In one of the villages in Assam, IGSSS is working with farmers financially supported by *Secours Catholique*. Some members of the village have begun group farming, with masterly calculation. The leader narrated. “In our area, a daily labourer gets Rs. 250 per day for 8 hours of work. Work is also not available every day. One must wait for someone to provide work. On an average in a month, one could get a maximum of Rs. 5,000/- We, 12 of us, got together and took 12 acres of land on lease. Seed expenses were Rs. 4,000. We planted potatoes and pumpkins. In two and half months, we got potatoes worth Rs 7,000 and in four months, pumpkins worth Rs. 5,000. It involved only 2 to 3 hours of work every day. What a good additional income we are generating. Group farming also helped us to build bonding and an attitude of caring among group members”.

### **I am ready to study, give me an opportunity**

Kulsum Bibi living in a slum in Guwahati stated, “I have been working in a house for 10 years and in the beginning, I was given Rs. 1,500 per month. Now, after 10 years, I am getting Rs. 2500. I work for 3 hours in cleaning and mopping. Rest of the time, I do not have work. I could not send my children to school as I could not get birth

certificates. I come from a faraway district of Assam. The Centre for Development Initiatives (CDI) helped me to get birth certificates and now, my children are in school.” Elisa Begam said, “I am 13 years old. As my father was sick, I could not continue my studies. CDI trained me for one year and now I am back in school and enjoying my school life. My father’s health is also better.” The teacher pointed out that many children do not get opportunities. With some motivation and guidance, many migrant children are excelling in studies.

### **Access to safe drinking water**

After severe rains in Kerala in August 2018, many sources of water got contaminated. More than 30 community wells were sabotaged under the deluge in Kanikuzhy village, Idukki district, leaving 1000 households left with no option but to use contaminated water. One of the wells, which were used by the 200 school children and 10 households was filled with mud leaving the water not fit for drinking. The school was using contaminated water as they did not have any other water resource. In consultations with the Panchayat, IGSSS decided to clean the well to provide safe water to the local community. The well was cleaned and now it is providing clean water to the school children and families living nearby. To sustain this intervention, IGSSS trained the village WASH committee on how to keep the well clean, provided water filters and took up campaigns on sanitation and hygiene. The children were very happy.

### **Shejaar vegetable producer company limited**

Shejaar Vegetable Producer Company Limited (SVPCL) is a farmer’s company located at Sumbal cluster of Bandipora District and established in 2019 under the Company’s Act of 2013 with support from NABARD. SVPCL is composed of smallholder vegetable farmers who have been organised into a joint business organisation for realising higher profits through lower operating costs and higher sales prices.



The journey began with farmer groups which slowly emerged as formal and well-structured Farmer Producers Organisation (FPO), with a good gender ratio in membership. The seed to expand FPO into a company was sown in 2015, during the decennial assessment study of Kashmir interventions of IGSSS. One of the members stated, “After several awareness generation, capacity building and extensive team building exercises, we have understood the concept of cooperative, role of a members, leader, and treasurer. We have learnt participative work culture. All groups have been exposed to modern techniques of agriculture. Our production has increased by 32 percent. Agriculture departments of Baramulla and Bandipora districts supported the FPO and provided High Yielding Vegetable seeds free of cost to progressive farmers, the shareholders of the FPO.

The FPO is constantly diversifying their products and business. The company now has its own brand and developed their own packaging services with their own members as skilled human resource capital. The company had a turnover of more than Rs. 25 lacs with a net profit of Rs. 1.5 lacs. The major chunk of this income has come from the organic fertilisers/vermi compost which have been produced mostly by women shareholders. The FPO has signed a MOU with Tahoor Srinagar (Milk Vendor) for supplying the milk daily, and the dairy business has been constantly growing. IGSSS also supported the FPO with packaging and food processing machines. Now, the FPO is in position to save highly perishable produce by processing and packaging in times of oversupply. Currently, the company has 416 shareholders with a share capital of Rs. 416,000 through which they are doing their regular business.

### **My hidden energy is blossoming**

I am Mr. Irfan and I studied BSW and Gender studies, in Baramulla. I was a shy person. I was not ready to come into the public domain as I was feeling diffident, socially, and psychologically. IGSSS helped me to learn

skills and to train others. I thank IGSSS for making use of me as a vehicle to train others. Peace building, team building, and conflict management are my areas of interest. I am also involved in policy making. I focus on gender inclusive programmes, giving special importance to transgenders. I cherish self-building. I was introduced to IGSSS by Mr. Hanif, a former staff member of IGSSS. Today, I believe that I am an asset and a blessing, and I can contribute. My hidden energy is brought out. IGSSS gave me a platform and brought out my hidden potential.

Ms. Miriam aged 24 said, “Many organisations have given us free things but hardly, a few have accompanied and built the youth with the right kind of motivation and guidance. Women empowerment programme gave me confidence. My voice is heard in my family. Community members respect me. Many women come to me and share their problems. I have handled critical issues like health and hygiene, especially Menstrual Hygiene Management (MHM), an issue spoken less of, and considered as taboo. We have broken it.”

### **Community is empowered with DRR techniques**

Mr. Basant Kumar, State Coordinator of IGSSS leading work on DRR in Ganjam district in Odisha said, “I have much satisfaction after working on DRR. A task force is formed composed of youth volunteers. Community members are trained, and they can assess damage with photos and data and submit it to the government. There is convergence between communities and the government. People are aware of the schemes, and they demand from the government officials what is due to them. List of vulnerable houses are identified, and they are reached out immediately. Out of 15 villages, there is good development in 11 villages. The major challenge is migration of youth”.

During FGD, when Ms. Nirupama Adhikari was asked what she will do at the time of the cyclone and she said, “I will move to a safe place, and will carry food for immediate needs.

I will carry important documents. I will assist pregnant women and children and move them to cyclone centres. I will carry medicine. In cyclone centres, I will take care of the children and pregnant women. I will take photos/pictures of damage, prepare a list of houses damaged, livelihood destroyed and submit to the government for compensation and rehabilitation.” As a comment, leaders stated that DRR preparedness cannot be a one-time action. Constant motivation and guidance of communities is required.

### **Confidence and bargaining power helped us to grow in dignity**

Ms. Lipi Nayak is a leader of a domestic workers SHG in Raipur, Chhattisgarh. She said, “Training sessions helped me to be a confident leader. I found men were drinking and passing comments on women when we were returning to our homes in the evening. Some women were scared, and they never questioned men. Some of us got together and we challenged men. Men got scared and left the area and women felt safe. For me, this is a big change.” She also said, “During lockdown, as a group, we took out our savings and provided cooked food for 50 families. I have learnt the availability of various government schemes and how to access them. Domestic working women come to me for help to get entitlement cards and government schemes. I help them. Earlier, I was not allowed to go out of my home and now it is changed. I have met the MLA, District Collector, and other officials to press for our demands. We have bargained and succeeded in getting some benefits. These works have increased the confidence level of domestic workers”. Another domestic working woman Ms. Arti said, “I used to cry when men mocked me. Now, I have stopped crying and I give them a fitting reply”.

### **I have a vocation to serve my community**

Ms. Thiamboi is working as project coordinator in Manipur. The project goal is to identify

potential youth, train them in appropriate skills and help them become employable. Having worked in Infosys, Thiamboi brings into the organisation, necessary skill sets to work with youth. “I am from the community. I see youth directionless and unemployed. This pained me and I wanted to do something for the youth. IGSSS offered me an opportunity. I am proud of the changes among the youth in a short span of time. My approach is personal accompaniment, awareness raising, leadership development, quality and hands-on skill training and linkages. The credit goes to two trainers, Lunminsat and Thanglalen. Youth were trained in painting, computer servicing and electrician, and almost all trainees are working now”.

Lalvenpiak who underwent the training said, “I have done electrician training and now I am assisting my father who is an electrician. I was attracted by youth leadership training. I have decided to do an MBA now. I learnt that I need to have a vision for my life, and I must be passionate about it until I make it a reality”. Muanga and his friends were trained by IGSSS in painting. Muanga has formed a group of five and they take up painting contracts and earn a monthly income of Rs. 10,000. He says, “I am still not satisfied. I need to improve my skills and get more salary.” He has been hired by a big construction contractor in Delhi. Thanglalen was a trainee turned trainer on painting and trained youth in 2018. He said, “I train youth and give them job opportunities during the training period. As the youth realise that they can earn some money soon, they master the art of painting easily.” When he was asked, “What gave you motivation to help others?” he said, “Individual passion, family background and guidance by IGSSS. IGSSS gave me an opportunity to learn painting, which has been my passion from my childhood. Later, I got an opportunity to study in Hyderabad. Now, under my leadership some youths are hired to take up painting of an embassy new building in Delhi. I will be the supervisor and I am proud of this recognition”. He shared one of his moving experiences, as he has trained many youths. Zanggoumum, one of his trainees had told

him, “I have worked under many contractors, but I have not seen someone like you”. “When I heard this, tears of joy rolled down from my eyes”, said Thanglalen.

IGSSS has given a lease of new life to many poor through various interventions. In the next chapter, learning from the past and looking

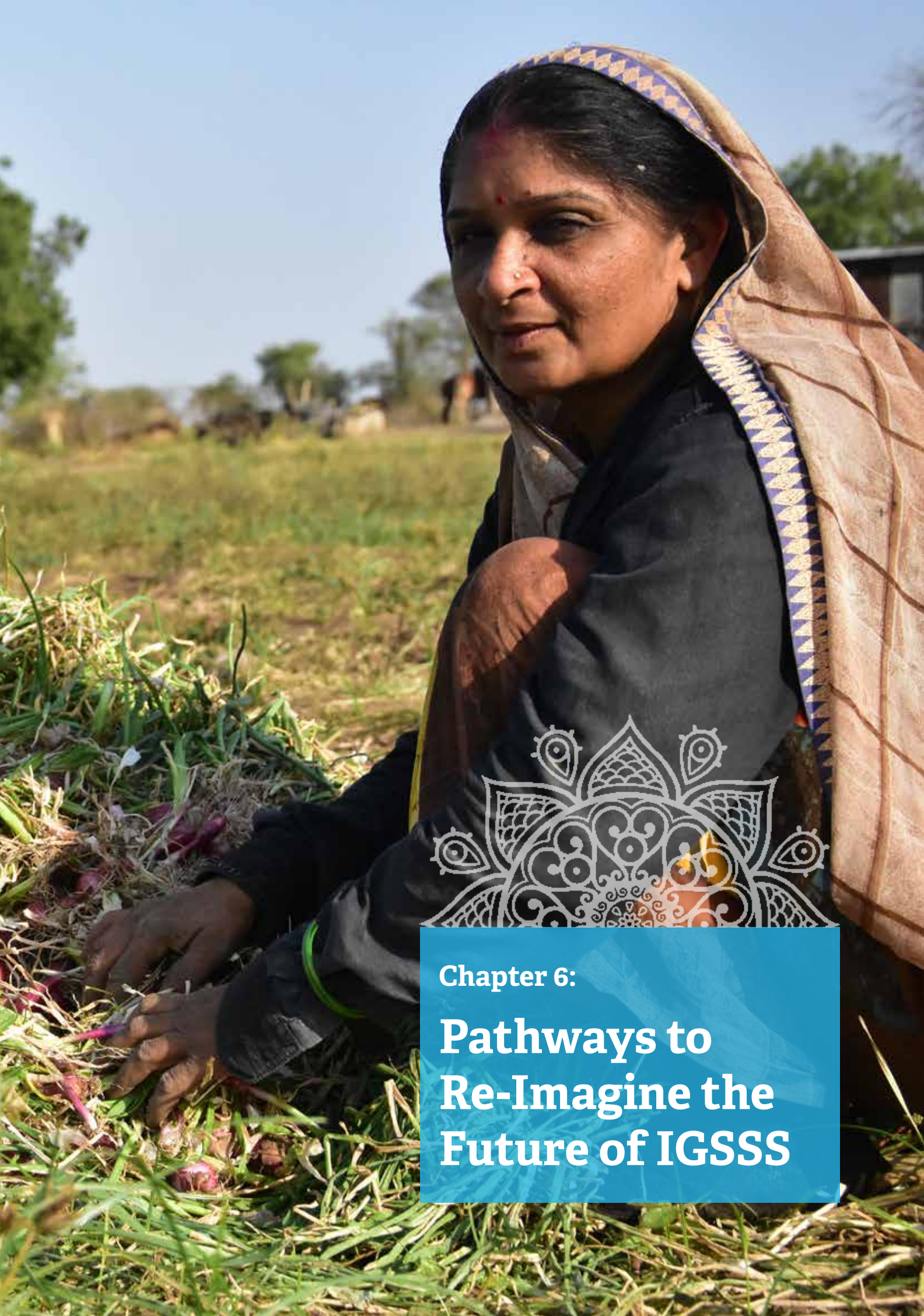
at the future, concrete recommendations are proposed, especially considering the challenges and opportunities of the times. This chapter assumes significance as one of the objectives of this study is aimed at reimagining the future of IGSSS.











Chapter 6:

## Pathways to Re-Imagine the Future of IGSSS

## CHAPTER 6

# Pathways to Re-Imagine the Future of IGSSS

**T**he purpose of the study is twofold: Firstly, to assess to what extent IGSSS, through its partners and direct interventions, has built up the resilience of the communities, by closely looking at some interventions of the last 7 to 8 years. Secondly, to re-imagine the future of IGSSS. Additionally, the study captures key moments and shifts in the journey of 60 years. The impact of the pandemic was huge. The economic recession dismantled the life and livelihood of the poor and the vulnerable, especially the rural and urban poor and the migrants. IGSSS rose to the occasion and reached out to the most vulnerable. The Covid-19 response mission of IGSSS was duly recognised by the India Today group, publicly, as the 'Best NGO Offering Healthcare Services During Covid-19.'

Before presenting some concrete recommendations, a list of strengths of IGSSS, as an organisation is highlighted. In a sense, these are the treasures and in future, the organisation must further strengthen and build on their strengths to remain relevant to its original charism.

### Strengths of IGSSS

Several respondents, partners, staff, donors, and other stakeholders have emphasised the following strengths using various expressions.

- Ability to identify like-minded partners and develop local organisations.
- Credibility
- Inclusion

- Adaptability
- Closeness to the community
- Transparency and accountability
- Professionalism
- Research, action, and advocacy
- Clarity of thought on social change processes

During the field visits and online interviews most of the respondents expressed their gratitude for the opportunities they received either as an associate, project participant or as a partner. Commitment, value-base, and professionalism were much emphasised. The researcher personally witnessed and heard amazing change narratives during the field visits. The changes were palpable. The project participants clearly had a ray of hope in their lives through the interventions of IGSSS. However, the current changed scenario requires out-of-box thinking. In this background, the following recommendations are presented.

### A. A moment to say, 'thank you'.

#### Honour the partners

Diamond Jubilee is the time of gratitude. Partners in the field were the lifeline of IGSSS for many years. The mission of IGSSS was realised through committed and dedicated partners. The organisation must develop a suitable agenda to honour and recognise their contribution and those who journeyed with IGSSS in the last 10 years. The partners possess



many learning, data, methodology, strategies, and contacts. These must be captured and documented for strengthening direct implementation of projects, in the coming years. The organisation also must look for ways to tap the expertise of the partners in a non-financial mode.

### **Honour key staff change makers in the last 10 years.**

The organisation could identify unsung heroes/heroines among staff who play a key role in developing innovative models.

### **Honour the unsung heroes/heroines/ groups in the communities**

It is also recommended that on this occasion, IGSSS must honour the individual heroes/heroines and groups, who has demonstrated an innovative model of human development in the last 10 years.

## **B. The FCRA amendment and its implications**

Almost every respondent, including the key staff and partners, was deeply concerned about the implications of the FCRA Amendment to the mission of IGSSS. While some considered this change as a new opportunity, a few others stated as 'no other option'. One of the key expressions used was 'IGSSS adapted to the new changes but is in a survival mode'.

From being a grant manager to working with partners to develop local organisations to the current avatar of direct implementor, IGSSS has evolved its role and functioning. There is strong faith among the board members and staff that IGSSS will find its relevance in the current scenario too.

It is important to recognise that there have been fundamental changes in the management, governance, and operations of IGSSS. In this situation, a new imagination is a must. This new imagination cannot be a one-time agenda. It requires ongoing reflections and deliberations. The following points would be helpful in this regard.

### **Ongoing reflection on the core mission of IGSSS**

Who are the partners of IGSSS today? Are these communities or unregistered CBOs in the communities? Was IGSSS prepared to go through this change and take up direct implementation? What happens to the partners, their staff, and the mission, which was in a way the mission of IGSSS and IGSSS has invested a lot? Direct implementation is not a matter of compliance alone, which one must adhere to, but has huge implications for the mission itself. In fact, issues related to compliance will become an ongoing agenda. Almost, a large section of respondents agree that the transition was managed efficiently but there is a need for ongoing reflections especially looking at the implications from the structural and programmatic perspectives focussing on 'effectiveness of the core mission of IGSSS'. A well-thought-out strategy is required to recognise and bring in the expertise of the partners in the current project implementation process. One cannot give up the learning and expertise of the partners. Developing a manageable and useful data bank of these partners will be highly helpful.

### **Lessening administrative hassles and cost**

The managerial, administrative, logistic, and technical staff and consultants who have been the backbone of the programmatic interventions, are either to be drastically reduced or given programmatic roles. Technology can be a useful tool in this regard. A variety of software are available in the market with one dashboard facility to accommodate, HR, project monitoring, finance control etc. It is high time that IGSSS moves into a sophisticated online platform to reduce its administrative costs. Raising local resources and CSR grants could be helpful to some extent.

### **Promoting a spirit of volunteerism**

To what extent IGSSS can be relevant in their operation as a development organisation meaningfully engaging in social change processes? In this background, it is important

that IGSSS re-articulates its identity, scope, and methodology of social engagement.

One aspect that can be relevant here is working on the idea of volunteers. As community mobilisation is the key strategy of direct implementation, one of the sub-strategies in every project could be, formation and training of community volunteers. Obviously, volunteers would need some back up support. However, volunteers could meaningfully fill the vacuum created by professional staff. Moreover, as the volunteers are from the communities, knowledge and learning gained is likely to stay within the community, who eventually can build on the foundation laid by IGSSS to transform CBOs into CSOs. It might be good to come out with a policy and strategy document on promotion of volunteers.

## C. Administration and Governance concerns

### Mainstreaming social change processes across the organisation

Social change processes are premised on 'Theory of change' that an organisation believes in and takes various efforts to operationalise through various projects. The understanding of a 'project' is closely linked to social change processes. Does the staff of IGSSS vertically and horizontally have a clear understanding of the idea of a 'project of IGSSS' linked to social change processes and theory of change? In the Indian context, social change processes must be embedded in the Constitutional framework. Every staff must go through a basic social orientation module, composed of Constitution, Theory of Change, Social Change processes, Value foundation and various policies of IGSSS.

There is high regard for key management staff for their expertise, knowledge, skills, and ability to work in a team environment. This was mentioned by the partners and current set of staff. There is clarity on the social change process, community mobilisation and sustainability questions. However, such

thinking has not gone into operational structures. At the lower level, the operations stop with counting assistance. One of the concerns expressed is workload. There is not much time for thinking and reflection at the ground level. It might be good to revisit review meetings to incorporate time for personal reflection and analysis of micro level social processes. Knowledge development must be experience-based and must begin from below. Decentralised decision-making is observed administratively and in terms of governance. But social process thinking is still to be nurtured at the state and project levels.

### Professionalism rooted in value foundation

The mission of IGSSS was built on core values, such as, dignity, solidarity, compassion, common good and social justice. Some key operational principles had been, reaching the unreached, reaching out to the most vulnerable, thrust on geographical peripheries or remote areas, working with the excluded communities, sustainable community mobilisation and development and knowledge improvement of the communities. Currently, IGSSS is with many new staff at the field implementation. These professional staff bring new energy, skills, and competencies to produce deliverables on a fast mode. The expanded staff members are the new 'social capital' of the organisation. The future of IGSSS would largely depend on how best the current young staff are motivated, grounded and rooted in a strong value foundation and theory of change.

It is already noticed that a substantial number of these are 'aspiring young professionals' and their connection to the community and their staying capacity with the organisation have been a matter of concern. Many are much concerned about activities, outputs, and completion of the projects. 'Project mode' takes precedence over community processes.

Some of these recruits come from a different world view of development, devoid of value basis. There is no easy solution to such



a scenario. Different strategies must be developed, without hurting the sentiments of the young staff. At times, a few who had already worked in social projects of the corporate sector might like to switch over to the development sector searching for meaning and relevance. These could be considered positively. New staff must be oriented towards a clear blend of project outcomes as well as community development processes in a comprehensive manner. Every project must be insulated with a value foundation.

### **Community process documentation and evidenced-based knowledge**

Community building exercise is a process and projects are meant to enhance such processes. Such processes must be documented not merely in terms of projects, but processes also must be captured and stored so that even if there is a turnover, the new organisational staff do not reinvent the wheel again but build on the knowledge gained. There must be a mechanism to consolidate and document the knowledge development, in view of passing on the legacy from one set of staff to another.

IGSSS must take serious note of the latent and overt potentials. The organisation has huge potential to generate evidenced-based data at the ground level which must be collected, codified, and used to generate 'new knowledge'. Several systematic knowledge development processes are available, including 'Systematisation Process', used by many CSOs. Such evidenced-based knowledge is key to having positive dialogue with government officials and policy makers. IGSSS must contribute to this regard, which will be beneficial to many organisations in the development sector.

### **Social equity and on-board training**

Key positions in IGSSS, such as state and programme coordinators, finance and admin need to be more inclusive. At the field level, there are a greater number of staff from the disadvantaged communities. As all projects are

directly implemented and the number of staff members are increasing, social equity, diversity and inclusion must be kept paramount in the staff recruitment process.

### **Policy protection**

Currently, IGSSS has about 22 policies in place. However, as there is huge expansion of staff, policy orientation, implementation and compliance will be critical. Non-compliance could increase the vulnerability of the organisation. In an increasingly conflict of interest scenario, it is important to have effective and legally tenable, 'Internal Compliant Committees/mechanisms' at the state and national levels to address any issue that would come up.

### **Technology to promote organisational ethos and democratic culture.**

Technology could be an effective tool to increase the organisational democratic ethos. Beneficiaries should know whom to report and how to report if there are violations of policies, corruption, favouritism, partiality etc in the field. Such mechanisms will also protect the interests of the staff, not to become prey to political, caste or outside pressure or vendetta politics.

## **D. General concerns**

### **Building communities through an integrated and inclusive programmatic approach**

The role and purpose of an NGO must be kept alive as part of an ongoing reflection. NGOs are facilitators of social change processes and not solution providers. If building inclusive, empowered, self-sustaining, value-based, and people-led development is the mission of the organisation, every project must be viewed from this lens and must be aligned accordingly. Challenges are unavoidable. But the organisation must be ever open and be flexible to adapt to new contexts with innovative and creative responses, including ready to let go of the past and make organisational and programmatic paradigm shifts.

### Expansion and core thematic areas

Except in cases of emergency responses and skill training, themes like community mobilisation based on sustainable livelihood, IGP, DRR and climate action and urban poverty related issues require a long-term engagement with the community in some form or another. While thematic areas are not written on a stone, to delve deeper with technical and professional competency, it is good to restrict to a few thematic areas for a reasonable period. Inclusion of new thematic areas can be considered after due reflection process and the long-term implications. It is also good to have a policy on the proportion of the short-term, medium-term, and the long-term projects.

### Promotion of enterprises

One of the successful outcomes of building community resilience has been promotion of business entities, which are managed by people served or shareholders. Technically, IGSSS will have no role in such business entities. However, the moral responsibility for a period will be on IGSSS since the foundation is laid by IGSSS. In promoting such business entities, IGSSS must lay a strong foundation on participation and accountability, gender equality, transparency in governance and profit sharing, ongoing capacity building including professional and technical skills and above all adherence to ethical norms and core values of IGSSS.

### Future planning and sustainability

IGSSS should focus on local funding fully. The IGSSS board along with the senior management team must generate broad contours for moving into fully locally funded organisation over the next few years to ensure organisational sustainability.

### Networking and collaboration

Networking and collaboration begin with dialogue and negotiation with a variety of stakeholders, bound by or open to a common mission and programme of action. Event-

based or activity-based collaboration is only a beginning. Collaboration is a culture to be nurtured. It provides opportunities for cross learning and builds platforms to interface with the state to demand appropriate social policies. While there are huge opportunities for IGSSS to expand its scope, much less is currently pursued. Linkages with universities and colleges, public and private institutions, CSOs and movements could open new vistas for IGSSS. On an experimental basis, networking at the field level on thematic areas with like-minded organisations could be explored.

Along with private entities, it is necessary to build collaboration with government bodies and policy makers. A three-tier system of collaboration at the ground level, state level and national level must be worked out on critical thematic areas, to share evidenced-based data and knowledge, experiences, and scope for positive changes, while affirming the efforts of the government. Local community leaders must be in the forefront of such collaborative efforts, especially at the PRI/ Gram Sabha levels, while IGSSS staff could provide backup support and guidance to the community.

### Structural strategy

Keeping the future in mind, especially in the changed circumstance, there is a need for structural change in the organisation. It might not be healthy to continue to operate as one monolithic organisation with a centralised approach.

In the long run, it might be worth considering whether IGSSS, using its brand identity, can eventually give birth to a couple of not-for-profit entities or Section 8 companies or for-profit companies, grounded on its core strength on capacity building, action research, monitoring, and evaluation. Such structural changes could also redefine the programmatic strategy of IGSSS and make its mission more relevant, appropriate, and effective.

The recommendations presented are neither to be considered as an exhaustive list nor as fool

proof answer. These are directional in nature. It is an earnest hope that IGSSS would take up these recommendations in appropriate fora for further reflections and decisions. Considering the hope-filled and tumultuous historical

journey of IGSSS, it is strongly believed the organisation is well positioned and in good hands of the board members, management, and staff to come out with innovative responses to the enormous challenges ahead.





श्री. सुनील कुमार (उ.प्र.)  
श्री. सुनील कुमार (उ.प्र.)



कचरा वर्गीकरण	
कचरा	कचरा
ग्रीन कचरा	ग्रीन कचरा
मिट्टी	मिट्टी
ग्रीन कचरा	ग्रीन कचरा
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30 दिन की अवधि में	30 दिन की अवधि में

Training and Mock Dr  
Date: 4.03.2022  
SDN Surela Bmlr

श्री. सुनील कुमार (उ.प्र.)  
श्री. सुनील कुमार (उ.प्र.)





## Annexures

## ANNEXURE 1

# History and Milestones

### The beginning

- Fr. Felix A Plattner, a Swiss Jesuit, deputed by Misereor arrived in Delhi in July 1960 and set up the office of the “Indo German Social Service”.
- A majority of the projects were on Dispensaries, Primary Health Centres, Hospitals, Technical Schools, and Agricultural development programmes.
- The Indo-German Social Service Society (IGSSS) was registered on 9 May 1961 under the Societies Registration Act XXI of 1860, in Delhi. The major objective of IGSSS was to function as a trustee of Misereor in India.
- During the period 1961-1965, IGSSS acted more or less as an exclusive agent of Misereor for receiving funds and disbursing them to projects according to the directions given by Misereor.
- In 1965, the Society became the de jure donor of grants sanctioned by Misereor for projects in India.
- Mr. K. T. Thomas was appointed as Secretary of IGSSS and the Chief Executive of the organization.
- Fr. Frank N Loesch S.J was the first resident representative of Misereor in India and to the Indo-German Social Service Society from June 1961 to January 1972.
- Fr. Loesch was responsible for IGSSS developing a healthy relationship with other voluntary agencies as well as the government.
- The Personal and Medical Aid (PMA) Programme was initiated in 1966 which aimed at supporting poor patients suffering from life threatening diseases.
- The individual scholarship programme was started in 1966 with assistance from Misereor. It aimed at the welfare and development of youth who lacked economic support to continue their studies. Training courses offered by ITI and Polytechnic institutions and professional degrees were brought under the purview of this programme. Lump Sum Scholarship Programme was operated through local NGOs, involved in supporting needy youth for job oriented training.
- The Indo-German bilateral agreement was signed in New Delhi on July 24, 1968. Misereor, through BEGECA became an approved donor organisation and IGSSS, an approved recipient agency.

### From 1970 - grant management

- Fr. P. J. E Gordijn took over as the interim resident representative from January 1972 to June 1973 and during his tenure, a process of greater autonomy to IGSSS was set in motion.
- By the middle of 1973, the Constitution of the Society had been changed significantly, to make IGSSS a more autonomous and responsible Indian partner.
- Fr. J.B Thiel S.J was resident representative of Misereor in India and to IGSSS from

June 1973 to 1980. Fr. Thiel was able to bring the benefits of his rich experience in project work to IGSSS together with his abundant capacity to look at the needs of the people and guide them with sympathetic understanding and mutual trust.

- In 1972, the Society had one multipurpose department, mostly dealing with the disbursement of funds and compilation of accounts including a very limited project field audit, small project funding and scholarship funding.
- By late 70s, 6 major departments namely account, analysis, counselling, project planning, project administrator and project service were in place.
- In 1978, IGSSS launched a programme called Development, Motivation and Leadership Training Programme (DMLTP) modelled on the adult education programme of the Government of India.
- 20 August 1978 was an important day in the history of IGSSS. The foundation stone of the new premises for IGSSS, at 28 Lodi Road, Institutional Area, New Delhi was laid.
- Mr. Schmitt Degenhardt, President, Misereor inaugurated the building by unveiling the commemorative plaque and Mrs. Schmitt Degenhardt lit the symbolic oil lamp.

### **From 1980 – autonomy to IGSSS and responsible partner**

- A shift came in 1984 giving a new thrust to the concept of partnership which envisaged that IGSSS, besides monitoring the funded projects, could directly promote human development to help the people in need. This means IGSSS's role as a trustee of Misereor was diluted and IGSSS could exercise their right to make donations directly to partners.
- The organizational structure of IGSSS was evaluated by external experts through self-appraisal of organizational performance. With effect from 1985, the structure was simplified and functionally streamlined.

- In 1987, Awareness Training and Motivation for Action (ATMA) was launched to enhance the self-determination of the poor, the basis for all future programmes of IGSSS.

### **From 1990 – towards new image and governance**

- The decade 1990-2000, witnessed major changes in the IGSSS journey to full autonomy. The relationship between IGSSS and Misereor underwent crucial changes.
- IGSSS formulated a five year plan which necessitated some changes. The major change involved a gradual move towards adoption of specific geographical area(s) and addressing the crucial problem(s), with the people's involvement in the process.
- The five year plan envisaged a decentralized operation. While the Northern Region was already in operation in Delhi, the Western Region was established in Pune in August 1992.
- Misereor agreed and supported an organizational development process in IGSSS which also included a change of its name.
- The name of IGSSS was changed from "Indo-German Social service society" to "Indo-Global Social Service Society", with a new logo.

### **From 2000 – thematic and rights-based approach and organisational changes**

- In 2002, IGSSS launched the National Integrated Empowerment Programme (NIEP) with an objective to consolidate the programmatic approach of IGSSS.
- The programme also had another component called development support activities, which focused mainly on workshops, training, research and documentation.
- External evaluation of the National Integrated Empowerment Programme (NIEP) was initiated by Misereor in 2007.



- Major recommendation was to consolidate the efforts and focus on limited issues in a limited geographical area (clusters) to have greater visibility. The whole programme process was to work with specific focus on sustainable livelihood in a rights-based approach.
- The new programme design, referred to as the Cluster Approach, where a cluster was defined as a contiguous geographical area which would be working for a period 4-8 years in partnership with 3-5 partners, sharing a common objective, was set in motion.
- Total of 12 clusters were identified in the states of Uttar Pradesh, Rajasthan, Odisha, Bihar, Jharkhand, Maharashtra, Madhya Pradesh, Andhra Pradesh, Karnataka, Manipur and Assam.
- The second phase of OD was related to the re-orientation of the top management (Board and ED) with reference to restructuring, policies, strategies and administrative mechanisms.
- The Annual Programme Meeting was designed and implemented in which the General Body, the Board of Governors, the Regional Project Committee members and senior staff of IGSSS participated.
- IGSSS was awarded citation and appreciation for good practice in community based disaster risk reduction by sphere India, in January 2010.

## Significant organisational changes

- ♦ **Identity:** New name and new logo, positioning of IGSSS as a secular dynamics, professional and national development support organization.
- ♦ **Governance structure:** New General Body and new Board of Governors were constituted.
- ♦ **Executive structures:** Upgraded Personnel and Administration to Human Resource and Administration, a Documentation Cell and Financial Resource Mobilisation unit were set up.
- ♦ **System and policies:** A Gender Policy, Human Resource Policy, and a Performance Appraisal Policy were developed as well as the manual on HR Programmes and Finance. Guidelines detailing project selection criteria and consultancy studies were put into place.
- ♦ **Programmes:** As new geographical areas/regions, Kashmir and Andaman and Nicobar were considered.
- ♦ **Documentation and Visibility:** Website, Newsletter, Organization profile, Planner, Calendar, and Posters were developed.
- ♦ IGSSS focussed on Promoting sustainable livelihood, urban poverty and homelessness, disaster risk reduction, youth development, and gender.
- ♦ IGSSS completed 50 years in development promotion in May 2011.
- ♦ A new strategic plan document was prepared for the period 2011-15.
- ♦ Shreshtha Purasakar was launched by IGSSS to commemorate its Golden Jubilee year.
- ♦ A Memoir, development and a work a profile of IGSSS from 1960-2010 was published.
- ♦ The IGSSS coffee book, Vignettes IGSSS, a visual documentation of the development interventions of the organization across the country was published.
- ♦ Reflections on development, a compendium of articles written by development professionals on crucial development issues, was published.
- ♦ In 2016, Ten years of IGSSS journey in Kashmir was published.
- ♦ In 2016, a strategic plan document for five years, 2016-20 was developed. Disaster Risk Reduction (DRR), Youth development, Climate change and mitigation and Livelihood related themes assumed much significance.



- In 2020, IGSSS initiated a massive Covid-19 response, and the organisation was awarded by the India Today group, as the 'Best NGO Offering Healthcare Services During Covid-19.'
- In 2021, IGSSS completed 60 years of its services to the excluded and the poor.
- Ms. Shanti Sundaram, the first woman to become the President of IGSSS.
- In 2022, a research work titled '60-Years of Building Community Resilience and Journey Ahead' and a coffee table book titled 'The Joy of Accompanying with the Poor' were published.



## ANNEXURE 2

# List of Presidents and Executive Directors

### Presidents of IGSSS

Mr. E.E. Jhirad – 1961 – 1965  
Mr. H.F. B Pais – 1965  
Mr. J. M. D'Souza – 1966 – 1969  
Mr. B.C. Das Gupta – 1970 – 1972  
Lt. Gen. Patrick O Dunn (Retd.) – 1972 – 1977  
Dr. N. Pinto do Rosario – 1978 – 1983  
Mr. N. Macedo – 1983 – 1992  
Mr. Eric Gonsalves – 1992 – 2001  
Mr. E. F. N. Ribeiro – 2001 – 2004  
Ambassador K. P. Fabian – 2004 – 2012  
Dr. N. J. Kurian – 2012 – 2018  
Mr. D.K. Manavalan IAS (Retd.) – 2018 - 2022  
Ms. J.M. Shanti Sundaram - 2022

### Executive Directors of IGSSS

Mr. K. T. Thomas – 1961 – 67 (as Secretary)  
Mr. S. Santiago – 1967 – 84 (as the first ED)  
Maj. Gen. S. C. Barbosa (Retd.) – 1984 – 87  
Mr. Adi Patel – 1987 – 92  
Mr. Joe D'Souza – 1992 – 2000  
Mr. Hyacinth Vaz – 2000 – 2002  
Mr. Gratian Vas – 2002 – 08  
Dr. Joseph Sebastian – 2008 – 13  
Mr. John Peter Nelson – 2013



## ANNEXURE 3

# Assessment of Community Resilience Projects implemented by IGSSS and its Partners

## Interview Schedule

### 1. General

#### 1.1. Project implementation

1. Implemented by IGSSS    2. Implemented through Partners

#### 1.2 Project locations (Choose only one)

1. Assam    2. Bihar    3. Chhattisgarh    4. Delhi    5. Jharkhand  
6. Jammu and Kashmir    7. Kerala    8. Madhya Pradesh    9. Manipur  
10. Odisha    11. Rajasthan    12. Uttar Pradesh

#### 1.3. Thematic areas: (Choose the thematic areas you had intervened, minimum being one)

1. Livelihood enhancement    2. IGP    3. DRR and Climate action  
4. Urban poverty and entitlements    5. Youth development

### 2. Profile of the respondent

#### 2.1 Age (Actual completed) \_\_\_\_\_ (Allowed between 18 – 99)

#### 2.2 Sex    1. Male    2. Female    3. Transgender

#### 2.3 Education    1. Literate    2. Non-literate

- 2.3.1 If literate,    1. Primary till class 5    2. Middle/Elementary till class 8  
3. Matriculation till class 10    4. Intermediate/Secondary till class 12  
5. Diploma    6. Graduation    7. Post-graduation diploma  
8. Post-graduation degree    9. Above Post-graduation

#### 2.4 Marital status    1. Married    2. Unmarried    3. Separated/divorced    4. Widow/er

#### 2.5 Religion    1. Hinduism    2. Islam    3. Christianity    4. Sarna (Tribal)/Native religion 5. Buddhism    6. Other (Specify) \_\_\_\_\_

#### 2.6 Social Category    1. Dalit (SC)    2. Adivasi/Tribal (ST)    3. OBC    4. General

#### 2.7. Main Occupation of the respondent (Choose one appropriate option)

1. Government employee    2. Employed in Private (monthly)    3. Unemployed  
4. Student    5. Homemaker (housewife)    6. Self-employed (*shop/small business*)  
7. Agricultural labour    8. Casual labour (non-agricultural)
-

9. Own land cultivation                      10. Lease land cultivation                      11. Share crop  
12. Other (Specify) \_\_\_\_\_

2.8. Secondary Occupation of the respondent (Choose appropriate - maximum two – If no secondary job choose None – Option 13)

1. Government employee    2. Employed in Private (monthly)    3. Unemployed  
4. Student    5. Homemaker (housewife)    6. Self-employed (*shop/small business*)  
7. Agricultural labour    8. Casual labour (non-agricultural)  
9. Own land cultivation    10. Lease land cultivation    11. Share crop  
12. Other (Specify) \_\_\_\_\_    13. None

2.9 Monthly (not yearly) income of the family \_\_\_\_\_ (all earning members – includes, labour, agri, animal, IGP etc) (Allowed between Rs 3,000 to 1,00,000)

2.10 Total number of family numbers (Including all in joint family, but living under one roof/ kitchen) \_\_\_\_ (1 to 30)

### 3. Organization and Institution building

3.1 Do you feel group or committee formation (farmer, youth, SHG, producers' group, water committee, village development committee) has taken place in your village/area?

1. Yes                      2. No

3.1.1 If 'yes', are you an active member of any group?                      1. Yes                      2. No

3.2 Do the groups meet regularly?

1. Yes                      2. Sometimes                      3. No                      4. I do not know

3.2.1 If 'yes' or 'sometimes', what are the benefits of group formation? (Choose maximum 4)

1. Helped us to discuss issues that affected our lives
2. Gave us an opportunity to know the problems of others
3. Enabled individuals to develop leadership quality
4. Helped us to arrive at collective decision
5. Helped us to develop shared mission
6. Helped us to find ways to decide on development pathways
7. Helped us to develop collective bargaining power
8. Facilitated us to develop negotiating skills
9. Gave us platform to affirm our dignity

3.3 Have these groups developed capacities to function on their own?

1. Yes                      2. To some extent                      3. No                      4. I do not know

3.4 Are these groups functioning still, whether the projects are closed or continuing?

1. Yes                      2. To some extent                      3. No                      4. I do not know

3.5 Do you think the groups have developed skills to negotiate with state for their due entitlements?

1. Yes                      2. To some extent                      3. No                      4. I do not know
-



3.6. What aspects stood out in institution building? (Maximum 3)

1. Inclusion of the most vulnerable (Widows, Transgender, People with Disability)
2. Inclusion of the Socially and Economically weaker sections
3. Selection of remote villages
4. Respect for dignity of individuals
5. Collaboration with govt departments
6. Community ownership of the project
7. Equal participation of women
8. Any other (Specify) \_\_\_\_\_

## 4. Livelihood enhancement

4.1 Do you feel that your livelihood opportunities have expanded due to project interventions?

1. Yes
2. To some extent
3. No
4. I do not know

4.2 Do you think your income level has improved due to project interventions?

1. Yes
2. To some extent
3. No
4. I do not know

4.3. Were you guided and capacitated to improve upon your agricultural income?

1. Yes
2. No

4.3.1 If 'yes', what aspects helped you to improve your agricultural income? (Choose maximum 4)

1. Water conservation techniques
2. Improvement in the quality of land
3. Organic, mixed crop and integrated farming
4. Conditional or Unconditional Cash support
5. Seed support
6. Agriculture Equipment Support
7. Subsidies received from government
8. Access to enhanced price of agricultural products
9. Increase in allied production
10. Increased use of organic fertilizer
11. Direct linkage with buyer
12. Any other (Specify) \_\_\_\_\_

4.3.2 If 'yes', what methodological aspects helped you? (Maximum 4)

1. Motivation and guidance
2. Inputs given on crop pattern
3. Formation of groups (Agriculture, SHG, Farmer Producing Organisation)
4. Training on marketing opportunities
5. Exposure visits
6. Agri-based training
7. Linkage with govt agriculture department
8. Savings and internal lending
9. Linkage with bank loan
10. Any other (Specify) \_\_\_\_\_

4.4 Were you guided to be connected to State level schemes or agricultural departments?

1. Yes
2. No

4.4.1 If 'yes' were you able to access the schemes of the state government?

1. Yes
2. To some extent
3. No
4. I do not know

4.5. Do you feel that governments take interest in the welfare of the farmers?

1. Yes
2. To some extent
3. No
4. I do not know

4.6. Do you have a Kisan Credit card?

1. Yes
  2. No
-

4.7 Are you engaged in the kitchen garden?

1. Yes                      2. No

4.7.1 If 'yes' has a kitchen garden improved the health of your family members?

1. Yes                      2. No

4.8 In a scale of '1' to '10' where '1' is low and '10' high how would you assess your level of satisfaction with regard to improved income level due to agri/livelihood related interventions?

- 1            2            3            4            5            6            7            8            9            10

## 5. Income Generation Programmes (IGP)

5.1 Were you (or family member) part of the income generation programme (IGP)?

1. Yes                      2. No

5.1.1 If 'yes' were you able to enhance your income level through IGP?

1. Yes                      2. To some extent            3. No                      4. I do not know

5.2 What aspects helped you to enhance your income? (Maximum two)

- |   |   |
|---|---|
| 1. Cash support provided for IGP          | 2. Training given on IGP                  |
| 3. Motivation and guidance                | 4. Introduction of appropriate IGP scheme |
| 5. Training given on marketing techniques | 6. Insurance scheme for cattle            |
| 7. Any other (Specify) _____              |   |

5.3 Learning from your experience what works better with regard to IGP activity?

1. Individual IGP    2. Collective IGP    3. Both            4. None

5.4 In a scale of '1' to '10' where '1' is low and '10' high how would you assess your level of satisfaction with regard to improved income level due to IGP interventions?

- 1            2            3            4            5            6            7            8            9            10

## 6. DRR and Climate Action

6.1 Do you think changes in the pattern of the rainy season, droughts or floods are connected to climate change?

1. Yes                      2. No                      3. I do not know

6.2 Do you feel climate change has affected your agricultural pattern?

1. Yes                      2. No                      3. I do not know

6.3 Have you changed your cropping pattern due to climate change?

1. Yes                      2. No

6.4 Can you access timely weather advisories now?

1. Yes                      2. No                      3. I do not know

6.5 Do you take weather information seriously?

1. Yes                      2. No

6.6 Have you been given capacity building development on Disaster Risk Reduction?

1. Yes                      2. No                      3. I do not know
-

6.7 Did you find them useful?

1. Yes                      2. No                      3. I do not know

6.8 To what extent are you prepared to face disaster related challenges?

1. I do not know what to do                      2. I am used to disasters                      3. I am helpless  
4. I have learnt some techniques

6.9 Was the DRR committee formed in your village?

1. Yes                      2. No

6.10 Is it still functioning?

1. Yes                      2. To some extent                      3. No                      4. I do not know

6.11 How do you assess community linkage with the State Disaster Management Authority (SDMA) or NDMA?

1. Good                      2. Satisfactory                      3. Poor

6.12 Are the community members aware of the importance of climate action?

1. Yes                      2. To some extent                      3. No                      4. I do not know

6.13 Are the community members able to access basic facilities during disasters after project interventions?

1. Yes                      2. To some extent                      3. No                      4. I do not know

## 7. Urban Poverty and entitlements

7.1 Do you have an Aadhaar card?                      1. Yes                      2. No

7.2 Do you have a voter id card?                      1. Yes                      2. No

7.3 Do you have a family ration card?                      1. Yes                      2. No

7.3.1 If you have a family ration card, what type of card do you have?

1. Antyodaya Anna Yojana (AAY)                      2. BPL                      3. APL

7.3.2 Do you get ration regularly?                      1. Yes                      2. No

7.3.3 Did you get the ration allotment provided during Covid-19?                      1. Yes                      2. No

7.4 Do you have a job card (MGNREGS)?                      1. Yes                      2. No

7.4.1 If 'yes' do you get 100 days of work in a year?                      1. Yes                      2. No

7.4.2 If 'no', how many days of work do you get in a year?                      \_\_\_\_ (no of days) (Allowed 1 to 99)

7.4.3 Do you get payments on time for the work done?                      1. Yes                      2. No

7.5 Do you have a bank account?                      1. Yes                      2. No

7.5.1 If you have a bank account, is it a Jan Dhan Yojana account?                      1. Yes                      2. No

7.6 Are you registered under any welfare scheme of the government?                      1. Yes                      2. No

7.6.1 If 'no' are you registered under e-Sharm?                      1. Yes                      2. No

7.7 Are you registered as a worker in any union?                      1. Yes                      2. No

7.7.1 If 'yes' has membership in the union increased your collective bargaining with the state?

1. Yes                      2. To some extent                      3. No

7.7.2 If 'yes' has membership in the union increased your collective bargaining with employers?

1. Yes                      2. To some extent                      3. No

7.8 Do you have a health insurance card, such as Ayushman Bharat?

1. Yes                      2. No

7.8.1 If 'yes', are you accessing health care from empaneled hospitals?

1. Yes                      2. To some extent                      3. No

7.8.2 If 'yes' or 'to some extent' whether access to empaneled hospitals has reduced out of pocket expenditure?

1. Yes                      2. To some extent                      3. No

7.9 Are you aware of the social protection schemes of the government?

1. Yes                      2. No

7.9.1 If 'yes', have you benefited from the schemes of the government?

1. Yes                      2. To some extent                      3. No

7.10. Do you have easy access to clean drinking water facilities?                      1. Yes                      2. No

7.11 Do you have access to a sanitation facility?                      1. Yes                      2. No

7.12 Do elders in your locality receive an old age pension?                      1. Yes                      2. No                      3. I do not know

7.13 Do widows in your locality receive pension?                      1. Yes                      2. No                      3. I do not know

## 8. Youth development

8.1 Do you agree that engagement with youth is an important dimension in community development?

1. Yes                      2. Not sure                      3. No

8.2 Do you agree that the right motivation and orientation of youth can bring sustainable peace in society?

1. Yes                      2. Not sure                      3. No

8.3 Do you feel the concerns of the youth were taken on board while designing the project?

1. Yes                      2. Not sure                      3. No

8.4 Are the youth groups functioning well?

1. Yes                      2. To some extent                      3. No

8.5 In a scale of '1' to '10' where '1' is minimum and '10' is maximum, how would you assess your satisfaction with youth development programmes?

- 1      2                      3                      4                      5                      6                      8                      8                      9                      10

8.6 What has contributed to reorienting the youth with positive energy? (Choose maximum two)

1. Formation of youth groups
2. Life skill orientation to youth
3. Sensitization of youth in understanding conflict
4. Awareness workshops
5. Youth media fellowship
6. Theatre workshops
7. Any other (Specify) \_\_\_\_\_



8.7 Do you feel that youth take much interest in the programmes of youth action for peace?

1. Yes                      2. Not sure                      3. No

8.8 Do you feel that substantial changes have happened in the lives of youth?

1. Yes                      2. Not sure                      3. No

8.9 Do you feel that inputs given to youth have contributed to lessening conflict within the community?

1. Yes                      2. Not sure                      3. No

8.9.1 If 'yes', what has changed in the lives of youth? (Choose maximum three)

- |  |  |
|--|--|
| 1. Interest in entrepreneurship skills | 2. Volunteering attitude has grown                       |
| 3. Interest in social works            | 4. Changes in attitudes and mindset                      |
| 5. Positive energy among women         | 6. Interest in social media to highlight social concerns |
| 7. Ability to work as youth group      | 8. Pursuing / continuing education                       |
| 9. Other (Specify) _____               |  |

## 9. Covid-19 impact

9.1 Were you affected by Covid-19?

1. Yes                      2. No

9.2 Was anymore, other than you, affected in your family due to Covid-19?

1. Yes                      2. No

9.3 What were the major impacts of Covid-19? (Choose maximum 3)

- |   |   |
|---|---|
| 1. Children lost interest in education  | 2. Borrowed money for survival                |
| 3. Sudden fall in income level          | 4. Forced to look for alternative employment  |
| 5. Disruption in group functioning      | 6. Helplessness                               |
| 7. Sold animals and grains for survival | 8. Spent substantial resources on health care |

9.4 Were the worst affected families due to Covid-19 taken care of by the groups formed?

1. Yes                      2. To some extent                      3. No                      4. No one bothered about others

## 10. Overall Satisfaction

10.1 Overall what is your perception / view of the identification of beneficiaries? (Choose maximum two)

- |                                  |   |
|----------------------------------|---|
| 1. It was scientific             | 2. There was partiality                         |
| 3. Most deserving was identified | 4. Those who were close to NGOs got the maximum |
| 5. It was done transparently     |   |

10.2 Comparing the overall situation of your villagers, do you feel that your socio-economic life has improved due to project intervention of IGSSS and their partners?

- |                      |                   |                     |
|----------------------|-------------------|---------------------|
| 1. To a large extent | 2. To some extent | 3. Remains the same |
| 4. Still struggling  | 5. No response    |                     |

10.3 Do you feel participation of the community in planning, implementation, monitoring and evaluation of projects was given due importance?

1. To a great extent    2. To some extent                      3. Not sure                      4. No
-

10.4 Do you think women are equally included in all the interventions?

1. To a great extent    2. To some extent    3. Not sure    4. No

10.5 What impacts do you cherish due project interventions? (Choose maximum four)

1. Increased access to entitlements
2. Increased collective bargaining due to group formation
3. Personality traits like self-confidence and self-reliance has improved
4. Increase in income level
5. Improved livelihood options
6. Improvement in skills & knowledge
7. Dream for better future
8. Deeper understanding of Disaster and climate change
9. Linkages with local government departments
10. Positive attitude of youth and community leaders to work for development
11. Effective functioning of Gram Sabha

10.6 What aspects have remained the same? (Choose maximum three)

1. Inhibition
2. Lack of leadership
3. Lack of taking initiatives
4. Lack of trust
5. Lack of ability to negotiating with government departments
6. Sustaining initial enthusiasm
7. Lack of collective bargaining
8. Lack of openness to change
9. Any other (Specify) \_\_\_\_\_

10.7 Do you feel greater collaboration among Government, NGOs and community is the right way forward for community development?

1. To a great extent    2. To some extent    3. Not sure    4. No

10.8 Do you feel state departments came forward to participate in your development?

1. Yes    2. To some extent    3. No    4. Never bothered

10.9 Do you feel compassion and solidarity among the project beneficiaries have increased?

1. Yes    2. To some extent    3. No    4. No one bothers

10.10 In a scale of '1' to '10' where '1' is minimum and 10 is maximum, how would you assess the accompaniment provided by project staff?

- 1    2    3    4    5    6    7    8    9    10

10.10.1 What aspects of accompaniment were beneficial to you? (Choose maximum 2)

1. Guidance and motivation
2. Knowledge of the subjects
3. Respect and dignity
4. Monitoring
5. Constant visit
6. Participatory approach
7. Any other (Specify) \_\_\_\_\_

10.11 In a scale of '1' to '10' where '1' is minimum and '10' is maximum, how would you assess the socio-economic condition of your life before the project interventions?

- 1    2    3    4    5    6    7    8    9    10

10.11.1 In a scale of '1' to '10' where '1' is minimum and '10' is maximum, how would you assess the socio-economic condition of your life after the project interventions?

- 1    2    3    4    5    6    6    7    8    9    10
-

10.12 In a scale of '1' to '10' where '1' is minimum and '10' is maximum, how would you assess access to entitlements before the project interventions?

1   2   3   4   5   6   7   8   9   10

10.12.1 In a scale of '1' to '10' where '1' is minimum and '10' is maximum, how would you assess access to entitlements after the project interventions?

1   2   3   4   5   6   7   8   9   10

10.13 In a scale of '1' to '10' where '1' is minimum and '10' is maximum, how would you assess your overall satisfaction of project interventions?

1   2   3   4   5   6   7   8   9   10

10.14 Any other view?

1. xxx



## ANNEXURE 4

# Questionnaire for Staff Community

1. Nature of staff
    1. Delhi office
    2. State office
    3. Project/Field office
  2. Sex
    1. Male
    2. Female
    3. Transgender
  3. No of months of service in IGSSS (convert years into months) (Eg. 5 years and 5 months =  $5 \times 12 + 5 = 65$ ): 65  
 (Note: Year's limit is '0' to '30' and month's limit is '0' to '12'. If you have completed only 8 months, type '0' in year and '8' in months. If you have completed 2 years. Type '2' in year and '0' in months)
  4. Position: (Kindly identify your position which is close to what is given below. If you have questions, clarify with programme or HR lead in central office)
    1. SMT member
    2. State Coordinators
    3. Rural Coordinator
    4. City Coordinator
    5. Rural mobiliser
    6. City mobiliser
    7. Finance Managers/Officers
    8. Admin/Finance/Coms/MIS/IT/HR Manager/Officer
    9. Support staff
    10. Other (Specify) \_\_\_\_\_
  5. What do you consider as major strengths of IGSSS? (Choose maximum 4)
    1. Community Mobilization
    2. Reaching out to unreachable
    3. Particular focus on women
    4. Multi-cultural/religious staff
    5. Ability to respond to emerging issues
    6. Strongly grounded in communities
    7. Ability to combine grassroot processes with knowledge and technical expertise
    8. Reaching out to the most vulnerable
    9. Engagement with policy makers
    10. Capacity building
    11. Partnership way of working
    12. Other (Specify) \_\_\_\_\_
  6. What do you consider as areas of growth for IGSSS? (Choose maximum 3)
    1. Community Mobilisation
    2. Reaching out to unreachable
    3. Particular focus on women
    4. Multi-cultural/religious staff
    5. Ability to respond to emerging issues
    6. Strongly grounded in communities
-



7. Ability to combine grassroot processes with knowledge and technical expertise
8. Reaching out to the most vulnerable
10. Capacity building
12. Other (Specify) \_\_\_\_\_
9. Engagement with policy makers
11. Partnership way of working
7. What do you cherish most in the governance and management of IGSSS? (Choose maximum 4)
1. Freedom and accountability
2. Recognition and reward
3. Space for innovation and creativity
4. Encouragement and accompaniment
5. Appropriate use of technology
6. Transparency in decision making
7. Gender equality at all levels
8. Emphasis on professionalism
9. Preference to leadership from the excluded communities
10. Accompaniment of staff
11. Safe space
12. Inclusivity
13. Other (Specify) \_\_\_\_\_
8. Which aspects are to be strengthened in the governance and management of IGSSS? (Choose maximum 3)
1. Freedom and accountability
2. Recognition and reward
3. Space for innovation and creativity
4. Encouragement and accompaniment
5. Appropriate use of technology
6. Transparency in decision making
7. Gender equality at all levels
8. Emphasis on professionalism
9. Preference to leadership from the excluded communities
10. Accompaniment of staff
12. Safe space
12. Inclusivity
13. Other (Specify) \_\_\_\_\_
9. I am passionate with the mission of IGSSS
1. Very Strongly    2. Strongly    3. Medium    4. Somewhat    5. Minimum
10. Any one aspect that you are passionate about in terms of mission? \_\_\_\_\_
11. Any one aspect that you like most in terms of governance? \_\_\_\_\_
12. For the following statements, out of six options provided, mark your answers by choosing appropriate numbers as given below.
1. Very Strongly    2. Strongly    3. Medium
4. Somewhat    5. Minimum    6. Do not want to answer

S. No	Questions - Statements	Rank
12.1	IGSSS should not compromise on quality of staff	
12.2	IGSSS must work for all economically poor	
12.3	Social equity should be considered while recruiting staff as we need to give best to the people	
12.4	It is very difficult to recruit competent staff from SC/ST and minority communities	
12.5	It is difficult to recruit competent staff from women	

12.6	While working on thematic areas short term projects do not produce desired results	
12.7	Turnover of the staff is a major concern	
12.8	Adequate compensation is provided to staff	
12.9	There is a system to move up in job positions within the organisation	
12.10	Staff are highly value oriented	
12.11	Staff have imbibed the mission of IGSSS	
12.12	Proper orientation of staff is necessary	
12.13	There is collaboration with other NGOs	
12.14	There is space for self-learning and cross learning	
12.15	Constant reflections are held to learn from the experiences to deepen the commitment of staff	
12.16	IGSSS has good mechanism to monitor staff performance	
12.17	There is a professional staff appraisal mechanism	
12.18	I feel proud to be the staff of IGSSS	

13. Do you think that the current thematic areas are the right kind of interventions to build the resilience of the communities?

1. Yes                      2. Somewhat                      3. Not sure                      4. No

14. What one new thematic area would you suggest in building resilient communities, given the current socio-economic conditions?

1. xxx

15. Looking at the current scenario, which category of workers should IGSSS focus on in future? (Choose one)

1. Migrants at the source/destination states
2. Youth in urban/rural locations
3. Domestic workers
4. Unorganised and home-based workers in the cities
5. Workers/communities engaged in menial jobs (rag picking, manual scavenging)
6. Other (Specify) \_\_\_\_\_

16. What should be rural – urban focus in future? (Choose one)

1. Rural-urban 50:50                      2. Rural-urban 60:40                      3. Rural-urban 40:60
4. Rural-urban 75:25                      5. Rural-urban 25:75

17. Given the changes in FCRA amendments and the need to reach out to the most in need what strategies will best suit IGSSS?

1. Coordinated project offices                      2. Coordinated State offices
3. Directly working with local NGOs                      4. Directly working with cluster of NGOs
5. Other (specify) \_\_\_\_\_

18. Do you agree that use of technology can be the right way forward to be effective in mission?

1. Fully agree                      2. Agree    3. Somewhat                      4. Not sure                      5. No

19. What capacities of the staff are to be built to be effective in mission? (Choose two)

1. Micro research                      2. Monitoring techniques                      3. New training skills  
4. New community mobilisation skills                      5. Interface with govt agencies  
6. Networking and collaboration skills                      7. Media skills  
8. Other (Specify) \_\_\_\_\_

20. Any other suggestions?













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