
CENDERET end line report

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This report describes the findings of the end line assessment of the Indian organisation CENDERET in India that is a partner of Cordaid.

The evaluation was commissioned by NWO-WOTRO, the Netherlands Organisation for Scientific Research in the Netherlands and is part of the programmatic evaluation of the Co-Financing System - MFS II financed by the Dutch Government, whose overall aim is to strengthen civil society in the South as a building block for structural poverty reduction. Apart from assessing impact on MDGs, the evaluation also assesses the contribution of the Dutch Co-Funding Agencies to strengthen the capacities of their Southern Partners, as well as the contribution of these partners towards building a vibrant civil society arena.

This report assesses CENDERET's efforts towards strengthening Civil Society in India and it used the CIVICUS analytical framework. It is a follow-up of a baseline study conducted in 2012. Key questions that are being answered comprise changes in the five CIVICUS dimensions to which CENDERET contributed; the nature of its contribution; the relevance of the contribution made and an identification of factors that explain CENDERET's role in civil society strengthening.

Keywords: Civil Society, CIVICUS, theory based evaluation, process-tracing



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List of abbreviations and acronyms

CBDRRM	Community Based Disaster Risk Reduction and Management
CDI	Wageningen UR Centre for Development Innovation
CENDERET	Centre for Development Research & Training
CFAs	Co-Financing Agencies
CRI	Commissioner of Right to Information
CFO	Co-Financing Organisation
CS	Civil Society
DRR	Disaster Risk Reduction
FGDs	Focus Group Discussion
IDF	India Development Foundation
ITC	Imperial Tobacco Company of India
MoFA	Ministry of Foreign Affairs
MFS	Dutch co-financing system
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Scheme
OCTMP	Orissa Community Tank Management Project
PfR	Partners for Resilience
PRA	Participatory Rural Appraisal
PRI	Panchayati Raj Institution
SHG	Self Help Groups
SPO	Southern Partner Organisation
SSI	Semi-structured Interview
SWAD	Society for Women Action Development
ToC	Theory of Change
VLDRC	Village Level Disaster Resource Centres
Wageningen UR	Wageningen University & Research centre
WEIGIE	Women Empowerment through Institutional Growth with Inclusion and Equity
WSHGs	Women Self Help Groups

1 Introduction

This report presents the civil society end line findings of Centre for Development Research & Training (CENDERET) in India which is a partner of Cordaid under the Partners for Resilience Alliance. It is a follow-up to the baseline assessment that was carried out in 2012. According to the information provided during the baseline study, CENDERET is working on MDG 1, private sector and agriculture (CENDERET also works on MDG 7a, b – sustainable living environment & forests and biodiversity).

The end-line assessment for CENDERET did not take place as expected. Since the baseline CENDERET has not been operational in the field because financial transfers by Cordaid did not arrive on the bank account of CENDERET. CENDERET then closed its regional offices and sent staff home. Communication with Cordaid was broken and despite efforts by Cordaid to re-establish the relation and by training newly hired staff, the Dutch NGO concluded to stop its collaboration with CENDERET. Internal factors that may explain this interruption of the partnership also are the sudden resignation of the coordinator during the baseline study and the fact that his successor unfortunately passed away just after having taking over the coordination responsibilities. Another external factor, not confirmed, possibly consists of the Foreign Contribution Regulation Act 2010¹ and CENDERET being unable to adjust to this act.

The following chapter briefly describes the political context, the civil society context and the relevant background with regards to the governance issues CENDERET is working on. Chapter 3 provides background information on CENDERET, the relation of its MFS II interventions with the CIVICUS framework and specific information on the contract with Cordaid. Chapter 4 provides the information collected by the evaluation team, based upon which it was decided to discontinue the end line study. Conclusions are presented in chapter 5.

¹ <http://www.fcraforngos.org/>

2 Context

This paragraph briefly describes the context Cenderet is working in.

2.1 Political context

Odisha is one of India's poorest states, with 63.2 per cent of people living below the poverty line². High prevalence of poverty is considered to be mainly a rural phenomenon—the state's level of rural poverty being the country's worst at 60.8 per cent—but it also has regional variations. As such there are major differences between the coastal and the inland regions, coastal being more prosperous of the two³.

The 2014 General Elections had the state continuing to show a preference for the regional party, Biju Janta Dal (BJD), which has been in power since 2000. Naveen Patnaik, the Chief Minister of Orissa with his BJD party, won 20 out of 21 Lok Sabha seats in the elections. With this they have ensured that the right wing Bharatiya Janata Party (BJP) which gained power at the Centre has limited influence in the state. In order to extend gratitude towards the female population that voted in high numbers during this election⁴, the government has introduced a new policy called the Odisha State Policy for Girls and Women 2014. Under this new policy, "the stamp duty for registration of a house or land purchased in the name of a woman or gift deeds of immovable property would be lower than that of men"⁵.

Odisha is part of the "red corridor" in India, considered the hub of Naxalite activities. In 2013, there were 22 civilian deaths due to Naxal-related activities and in 2014 so far there have been 30 civilian deaths⁶. Although, there has been a lull in Naxal activities compared to the 2011-2012 period, they still occupy a strong position in the state.

The rise of left extremism or Naxalism⁷ is sharply linked to the lack of development in the regions where it became prominent. With the evolution of the movement, most of the Naxals have come to adopt the Maoist ideology; the Maoists are banned in India. In Odisha, however, they exercise control in the western districts of Nuapada, Bargarh, Sambalpur, Bolangir and Kalahandi. Here, the state's presence is at a minimum level, and the Maoists run their own courts, "Jan Adalats", and levy taxes on traders⁸. In the 2005-2014 period, across India, there have been 6,606 fatalities caused in relation to Maoist activities⁹.

2.2 Civil Society context issues with regards to MDG 1

With regards to Civil society in Odisha continues to face much of the same issues that it did at the time of the baseline. Adding to the challenges that come with poor social and human indicators, Odisha has long been the site of a battle over land grab, Naxalism and natural disasters, the harshest of which struck the state a year after the baseline in the form of Super Cyclone Phailin.

² Refer, http://planningcommission.nic.in/reports/genrep/rep_pov.pdf

³ Refer, <http://www.odisha.gov.in/pc/humandevlopment/summary/Summary.pdf>, pg. 4.

⁴ Refer, <http://www.thehindu.com/news/national/other-states/more-women-voters-in-odisha/article5950473.ece>

⁵ Refer, <http://indianexpress.com/article/india/politics/naveens-thank-you-note-orissa-set-to-clear-new-policy-for-women/>

⁶ Refer, http://www.satp.org/satporgtp/countries/india/maoist/data_sheets/anl_cas_oris.asp

⁷ The Naxalite movement traces its origins from the Naxalbari uprising in 1967, the Maoist struggle in India is an outcome of this uprising. Naxalism was borne out of the marginalisation of the forest dwellers in Naxalbari village in West Bengal. It picked up support in the surrounding areas with the common cause of fighting marginalisation, lack of development and poverty faced by rural India. With the adoption of the Maoist ideology the movement became violent.

⁸ Refer, <http://blogs.reuters.com/india/2013/05/29/who-are-indias-maoists-and-why-they-are-in-the-news/>

⁹ Refer, http://www.satp.org/satporgtp/countries/india/maoist/data_sheets/fatalitiesnaxal05-11.htm

According to Census 2011, 83.31 per cent of Odisha's population is rural, where land is an important commodity, providing not only housing but also sustenance to the people. The issue of land grabbing in Odisha has garnered attention due to its often exploitative and insensitive nature. Odisha is a resource rich state of India, offering iron-ore, bauxite, coal and manganese in abundance. The state industrialisation drive has been hampered due to protests by the tribal population on whose land it hopes to set up industries.

Odisha which is prone to natural calamities like floods and cyclones was hit by cyclone Hudhud on 18th October 2014. Dealing with regular natural disasters, hampers much of the other work, as time and effort is then spent in dealing with the problems in the aftermath of a disaster.

Phailin, a Very Severe Cyclonic Storm (VSCS), hit Odisha on the 12th of October 2013 with a wind speed touching almost 220 kmph. The intensity of the cyclone placed it inside category 5 of the Saffir-Simpson Hurricane Wind Scale (SSHWS)¹⁰. The cyclone affected the lives of about 13.2 million people, causing 44 casualties, destroying 256,600 homes and resulting in damages worth INR 89,020 million (equivalent US\$ 1,450 million) in its wake¹¹. The strong winds and heavy torrential rains were responsible for the maximum amount of structural and physical damage. Due to the efforts of the Odisha government large-scale evacuation of people had taken place in the days leading up to the cyclones entry into the state, thus, avoiding major loss of life.

During and after the cyclone, numerous NGOs came together to rehabilitate and to provide relief to victims of the disaster. ActionAid formed a consortium of NGOs like ADRA, Oxfam, Christian Aid and Plan, this was along with another consortium formed by the NGO Save the Children to help the government in the post-Phailin period in providing relief work, rebuilding infrastructure and rehabilitation¹².

¹⁰ There are five categories on the SSHWS scale, fifth being the highest category on the scale. Any cyclone inside this category is capable of causing catastrophic damage.

¹¹ Refer, http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2014/01/10/000461832_20140110162742/Rendered/PDF/838860WP0P14880Box0382116B00PUBLIC0.pdf

¹² Refer, <http://www.orissadiary.com/CurrentNews.asp?id=50721>

3 CENDERET and its contribution to civil society/policy changes

3.1 Background CENDERET¹³

Centre for Development Research & Training (CENDERET) was set up in October 1988 as the rural and social development wing of the Xavier Institute of Management, Bhubaneswar (XIMB) to highlight the issues in rural and deprived sections of the society. It is a Civil Society Organisation registered under the Societies Registration Act (No. XXI of 1860). CENDERET tries to improve the quality of life of the most vulnerable & the most neglected categories in society. The Xavier Institute is one of India's premier institutes in Labour Management, Social Work and Rural Development in India. Established in 1987, the Institute owes its origin to a Social Contract between the Government of Odisha and the Orissa Jesuit Society. It was started by Jesuit Father Bogiart, who visualised CENDERET as a resource centre to work towards bringing cohesion in policy and implementation in achieving rural empowerment and development. The Government of Odisha provided land and financial support for the establishment of the institute.

The collaborative approach of CENDERET primarily aims at providing and facilitating a process of capacity building of its partners that in their turn contribute to creating the conditions for sustainable development. The centre: facilitates and moderates development processes in accordance to its vision, mission and goals (see below); Initiates learning-reflection-action processes with stakeholders using various strategies, and; addresses issues of equality and social justice at community level.

CENDERET's activities are implemented through its three Regional Resource Centres (RRCs), established in different regions of the state of Orissa (i.e. in Western, Southern, and Eastern zones) through a Central Coordination Unit operating from XIMB Campus at Bhubaneswar.

Vision:

A resource centre catalysing sustainable development for empowering the rural people of Orissa.

Mission:

- To become an effective resource centre of committed and competent professionals;
- To facilitate processes such as action research, capacity building, networking and promotion of livelihood support options;
- To promote participatory development involving all stakeholders;
- To coordinate all our activities towards the empowerment of rural people of Orissa to influence public policy and opinion.

Goal:

- To create an entrepreneurial society;
- CENDERET be a learning organization;
- Creation of sustainable rural livelihood options.

3.2 MFS II interventions related to Civil Society

The MFS II funded project 'Community Based Disaster Risk Reduction and Management (CBDRRM)' contributes to the overall objective "The vulnerable and marginalized communities and their members facing the wrath of regular hazards and disasters have improved upon their respective quality of life through reduction in intended risks, vulnerabilities shown through positive impacts on their individual

¹³ based mainly on: <http://w3.ximb.ac.in/cenderet> (19112014)

and community life.” It is in fact the continuation of the project that started in 2009. According to CENDERET the project entered a new phase, integrating wetland aspects and concentrating in the Mahanadi deltaic regions of Orissa.

CBDRRM consists of 5 outcomes to be achieved in 55 villages: By the end of the project

1. at least 60% of the cultivable land belonging to the most marginalized community members of 55 villages affected due to flood/water logging/ Drought brought under repair/ rehabilitation to reduce the crop and horticulture damage by 60%;
2. the livestock capital of the 55 villages has increased by quantity and quality by the end of the project;
3. the fish production increased in 35 villages for about 40% of the total households and these households get benefit from fishing;
4. existing alternative practices will have strengthened and enhanced;
5. human and animal casualties will not be occurring due to hazards in the project operational areas.

There is no typical budget related to civil society building but in each of these outcomes and apart from technical interventions, activities are related to the Civicus dimensions ‘civic engagement’ and ‘perception of impact’.

Typical civic engagement activities are: volunteers who will be monitoring animal diseases in order to prevent epidemics and to provide first treatments under the livestock related outcome (2); develop a duckry by the communities under the aquaculture outcome (3).

Typical ‘perception of impact’ activities related to civil society building are: Formation of farmers club and capacity building training and linkage (outcome 1); Strengthening existing natural resource management committees (outcome 3); Formation and strengthening of producers groups/ tenant groups (outcome 4); Training and orientation on business management, marketing and value addition (outcome 4).

3.3 Basic information

Table 1

SPO basic information.

Project	Details			
Name of SPO	Centre for Development Research & Training (CENDERET)			
Consortium and CFA	Partners for Resilience - Cordaid			
Project name	Community Based Disaster Risk Reduction and Management (CBDRRM)			
MDG/theme on which the CS evaluation focusses	MDG 1			
Start date of cooperation between the CFA and the SPO	1999			
Contracts signed in the MFS II period	Period	# months	Total budget	Estimation of % for Civil Society
Original contract	1st January, 2011 to 31st March, 2012		Euro 182,829	Not known
Addendum	extended till 30 th June, 2013		Euro 181,023	not known

Sources: Project documents

Cordaid supported CENDERET through Partners for Resilience for the CBDRRM project and through the Community of Change alliance for the programme called Women Empowerment through Institutional growth with Inclusion and Equity (WEIGIE).

4 Explaining factors

Cordaid was contacted in March 2014 at the start of the end-line process. CDI was then informed that its partnership with CENDERET had ended in December 2013. Both Cordaid and CENDERET stated that it was not worthwhile to do the end line evaluation, because all staff previously involved with the project had been fired already in 2012, and that a new director in charge of the programme had only been appointed one month prior to our first contact. Also none of the partner organisations that participated in the workshop of 2012 seemed to be contact with CENDERET at that moment.

The evaluation team was informed that another SPO of the Partner for Resilience alliance had taken over part of CENDERET's activities, Netcoast that also is strengthening the performance of village committees. Later we were however informed that "As a matter of a factual correction, there is no complete takeover of CENDERET's actions by Netcoast – as the project areas are completely different. There is indeed sharing of capacity building interventions, but with a very limited follow up in the CENDERET villages for various reasons – including human and technical resource requirement for taking up interventions in an area with limited networks." As a consequence we decided not to explore this path further.

4.1 Timeline

On October 18th 2013, Cordaid sent a letter to CENDERET informing them about the closure of the programme. CDI did not receive communications between Cordaid and CENDERET that cover the time between the baseline study and when contact was sought for the end-line. Information missing comprises for example an overview of financial transfers that seem to have been delayed and led to the closure of the three regional offices and reminders sent from both sides, etc.). The October 18th letter however enabled CDI to construct a historical timeline.

Table 2

Historical timeline

Date	Issue
January 2011	beginning of the new phase of the project
July 2012	project is extended until June 2013 with an additional budget of €181,023.00
End 2012 – Oct 2013	Transfer of Cordaid funding was hindered and therefore CENDERET could not implement its programme. CENDERET had to close the Regional Offices with financial consequences
First semester 2012	During the MFS II evaluation baseline process, the coordinator of CENDERET resigned. His successor unfortunately passed away one month after having taken over.
July 2013	Contract signed with Caritas for a duration of 2 years to continue the programme (on behalf of Cordaid) CENDERET received INR 10 lakh as 1st instalment from Caritas (this transfer was also delayed).
September 2013	CENDERET starts re-launching the programme
October 18th 2013	Official letter closing the programme following a visit by Cordaid staff from India.
October 22th 2013	Official response by CENDERET (On the basis of the information we received from Cordaid in April 2014, CENDERET had not sent their last report on the project)
November 2013	Cordaid HQ visited India (visit related to the Cyclone Phailin that hit Odisha in October 2013) and had a meeting with CENDERET about the situation and concerns with the programme.
December 2013	Final closure of the programme. CENDERET does not react to a mail dated December 2nd by Cordaid requesting for final reporting on content and expenses made.
Annual report 2013 Partners for Resilience	This report mentions that 'despite significant efforts, implementing partner CENDERET was not able to secure government permission to receive funds from Cordaid.
April 2014	A new coordinator for CENDERET is appointed
April 2013	IDF evaluation team has contacted CENDERET to start the evaluation: the coordinator informs IDF that all staff has gone and states that Cordaid has to give its approval with the workshop
May 19 th 2014	Cordaid sent a mail to CENDERET informing them that it would not be necessary for them to take part in the evaluation anymore
End November 2014	Facebook page of Partners for Resilience in India does not mention CENDERET as partners anymore (only Caritas India and Netcoast are mentioned)

Letter dated 18th October 2013 from Cordaid and other e-mail messages

4.2 Internal factors

CENDERET has a strong management structure. It is governed under the management of XIMB which is in the hands of a Governing Board, consisting of senior representatives from the Government of India, the State Government of Orissa, the Jesuit Society of Orissa and a group of eminent Industrialists and Academicians. The project management structure itself includes a coordinator, coordinators and teams for each of the 3 regions as well as administration and financial staff. The DRR proposal for 2009-2012 clearly defined the division of tasks. The coordinator is overall in charge of the project. He is specifically in charge of the reporting (both narrative and financial) to Cordaid. It is not clear whether the planned MIS and planned management structure ("we are planning to have a clear plan document containing the following within the financial period: [...] a coordinated and well managed project structure with management decision making principles and operational aspects") were put in place. Nevertheless, the organisational scan of CENDERET prepared by Cordaid in 2011 was very positive. In many sections, CENDERET scored the highest number of points. For example, the staff and the leader were assessed as competent, the management was transparent, administrative and HR procedures were in place, etc.

Also and according to documents from CENDERET, CENDERET has grown as a major player in Orissa, an actor recognised by the state. It is therefore surprising that the situation deteriorated to the point that the programme had to close. This can only be partly explained by the resignation of the coordinator in 2012 and his successor unfortunately passing away after eight months. It should also be noted that after the regional offices were closed and with the financial flow re-established, CENDERET recruited new staff that however did not have the appropriate background to run the PFR programme (agricultural and not in natural disaster) and who did not perform although capacity building took place. Cordaid made an effort to train this new staff in vain.

The evaluation team has been informed about tensions amongst the leadership of XIMB and CENDERET and mismanagement of funds that was made known to Cordaid already in 2011. Funds were not sufficiently trickling down to the three field offices, one of the reasons that CENDERET was not able to provide an adequate answer to the 2013 cyclone Phailin that struck Odisha followed by massive floods covering 14 districts.

4.3 External factors

CENDERET has not been able to secure a government permission to receive funds from Cordaid (see for further details chapter 2.2.4 with regards to the FCRA which apparently impacted upon the relation between Cordaid and CENDERET). It can come as a surprise considering that CENDERET is part of XIMB which includes in its board representatives from the government of Orissa. As a consequence of the delay of funds, work of CENDERET was delayed of 1 year (end 2012-2013).

Cordaid also feared that the work to be done following the cyclone Phailin in October 2013 would delay the implementation of the programme which had just re-started.

4.4 Relations CFA-SPO

When financial transfers were hampered, CENDERET took the initiative to close the 3 regional centres and consequently fired staff *without* informing Cordaid. This is remarkable since the relationship between the two organisations dates back the late 90's during which several programmes were implemented. Cordaid invested in training the new team, but concluded that they were still not up to the task as mentioned earlier.

Doubts about the partnerships already started before the extension of the contract in 2012 and since then the relationship may have deteriorated.

5 Conclusion

The end-line assessment for CENDERET did not take place as expected. Since the baseline CENDERET has not been operational in the field because financial transfers by Cordaid did not arrive on the bank account of CENDERET. CENDERET then closed its regional offices and sent staff home. Communication with Cordaid was broken and despite efforts by Cordaid to re-establish the relation and by training newly hired staff, the Dutch NGO concluded to stop its collaboration with CENDERET. Internal factors that may explain this interruption of the partnership also are the sudden resignation of the coordinator during the baseline study and the fact that his successor unfortunately passed away just after having taking over the coordination responsibilities. Another external factor, not confirmed, possibly consists of the Foreign Contribution Regulation Act 2010¹⁴ and CENDERET being unable to adjust to this act.

¹⁴ <http://www.fcraforngos.org/>

References and resource persons

Documents by SPO

<i>Title</i>	<i>Year</i>
DRR Proposal 2009-2012-new	?
Logframe_PfR - CENDERET revised final	?
Organizational Structure CENDERET	?
CENDERET - Mission Vision	?
May-12th. Letter	2011?
New phase proposal 2011-2012	2011?
Contract cenderet	2011
Addendum contract Cenderet 2012-2013	2012
Ms Marlou Geurts CORDAID w r t PfR Project [official letter sent by Cenderet on October 22 nd , 2013 to Cordaid]	2013
CMDRR-PfR REPORT	2013
WEIGIE PROJECT REPORT [WEIGIE PROJECT (317/5552C) REPORT 2013-2014]	2014?
[mail sent by Cenderet to IDF on April 23 rd 2014 about evaluation issues]	2014

Documents by CFA

<i>Title</i>	<i>Year</i>
Organization scan Cenderet	2011
Scanned_document_18-10-2013_16-37-56 [official letter sent by Cordaid to Cenderet on October 18 th 2013]	2013
RE On PFR programme Cenderet - Orissa2 [Mail sent by Cordaid to Cenderet on December 2 nd 2013 asking for financial report]	2013
RE On PFR programme Cenderet – Orissa [Mail sent by Cordaid to Cenderet on January 10 th 2014 asking again for financial report]	2014
Over Cenderet / Evaluatie [mail sent by Cordaid to CDI on March 7 th 2014]	2014
RE: Request for information concerning Cenderet as part of the endline of the joint MFS II evaluation - CS component [mail sent by Cordaid to CDI on April 25 th 2014]	2014
Concern MFS-II evaluation & partnership with Cenderet / XIMB [mail sent on May 19 th 2014 by Cordaid to Cenderet with CDI and IDF in copy]	2014

Documents by Alliance

<i>Title</i>	<i>Year</i>
Annex 4.3 HARMONISATION REPORT INDIA	?
pfr annual report 2012 mofa - 20130516	2012
20142706 pfr annual report 2013 with integrated comments-ms	2013
PfR Annual Report 2013	2013
RE: request for information concerning Netcoast in India as part of the joint MFS II evaluation [mail sent to CDI by Wetlands International on April 28 th 2014]	2014

Other documents

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- Cecoedecon, ?, *Status of grass root level NGOs in Rajasthan*
- Asian Development Bank, Government of Odisha, The World Bank. December 2013. *INDIA Cyclone Phailin in Odisha October 2013 Rapid Damage and Needs Assessment Report*

Webpages

Author	Title	Webpage link	Date consulted
Partners for Resilience India	Facebook Timeline	https://www.facebook.com/pfrindia	24-11-2014
Planning Commission		http://planningcommission.nic.in/reports/genrep/rep_pov.pdf	Nov 2014
South Asia Terrorism Portal		http://www.satp.org/satporgt/countries/india/maoist/data_sheets/fatalities_saxal05-11.htm	Nov 2014
Reuters staff: Shashank and Sankalp		http://blogs.reuters.com/india/2013/05/29/who-are-indias-maoists-and-why-they-are-in-the-news/	Nov 2014
South Asia Terrorism Portal		http://www.satp.org/satporgt/countries/india/maoist/data_sheets/anl_cas_oris.asp	Nov 2014
India Express		http://indianexpress.com/article/india/politics/naveens-thank-you-note-orissa-set-to-clear-new-policy-for-women/	Nov 2014
The Hindu, SATYASUNDAR BARIK		http://www.thehindu.com/news/national/other-states/more-women-voters-in-odisha/article5950473.ece	Nov 2014
Odisha government		http://www.odisha.gov.in/pc/humandevlopment/summary/Summary.pdf,pg. 4	Nov 2014
Social Watch		http://www.socialwatch.org/sites/default/files/SERF2012_eng.pdf	Nov 2014
Find The Best		http://country-corruption.findthebest.com/l/98/India	Nov 2014
Heritage		http://www.heritage.org/index/pdf/2014/countries/india.pdf	August 2014
Global Fund For Peace		http://ffp.statesindex.org/2014-india	August 2014
Freedom House		https://freedomhouse.org/report/freedom-world/2014/india-0#.VGcIRvIwtcQ	August 2014
World Value Survey		http://www.worldvaluessurvey.org/WVSContents.jsp	August 2014
Vision of Humanity		http://www.visionofhumanity.org/#page/indexes/global-peace-index/2014/IND/OVER	August 2014
Times of India		http://timesofindia.indiatimes.com/india/Lens-on-foreign-funds-to-NGOs-featuring-on-IB-report/articleshow/37801293.cm	August 2014
Financial Management Service Foundation		http://www.fcraforngos.org/	August 2014
Vision of Humanity		http://www.visionofhumanity.org/#page/indexes/global-peace-index/2014/IND/OVER	August 2014
Dishadiary.tv		http://www.orissadiary.com/CurrentNews.asp?id=50721	November 2014
Xavier Institute of Management		http://w3.ximb.ac.in/cenderet	19-11-2014

Resource persons consulted

For confidentiality reasons, the names and details of the persons have been removed.

Organisation	Function in organisation	Relation with SPO
CENDERET - Xavier Institute of Management	Director	n/a
Cordaid	Programme Manager Asia	SPO contact person
Wetlands International South Asia (leading partner of PfR India)	Program Director	Partner of PfR

Appendix 1 CIVICUS and Civil Society Index Framework

CIVICUS, the World Alliance for Citizen Participation is an international alliance of members and partners which constitutes an influential network of organisations at the local, national, regional and international levels, and spans the spectrum of civil society. It has worked for nearly two decades to strengthen citizen action and civil society throughout the world. CIVICUS has a vision of a global community of active, engaged citizens committed to the creation of a more just and equitable world. This is based on the belief that the health of societies exists in direct proportion to the degree of balance between the state, the private sector and civil society.

One of the areas that CIVICUS works in is the Civil Society Index (CSI). Since 2000, CIVICUS has measured the state of civil society in 76 countries. In 2008, it considerably changed its CSI.

1.1 Guiding principles for measuring civil society

Action orientation: the principal aim of the CSI is to generate information that is of practical use to civil society practitioners and other primary stakeholders. Therefore, its framework had to identify aspects of civil society that can be changed, as well as generate knowledge relevant to action-oriented goals.

CSI implementation must be participatory by design: The CSI does not stop at the generation of knowledge alone. Rather, it also actively seeks to link knowledge-generation on civil society, with reflection and action by civil society stakeholders. The CSI has therefore continued to involve its beneficiaries, as well as various other actors, in this particular case, civil society stakeholders, in all stages of the process, from the design and implementation, through to the deliberation and dissemination stages.

This participatory cycle is relevant in that such a mechanism can foster the self-awareness of civil society actors as being part of something larger, namely, civil society itself. As a purely educational gain, it broadens the horizon of CSO representatives through a process of reflecting upon, and engaging with, civil society issues which may go beyond the more narrow foci of their respective organisations. A strong collective self-awareness among civil society actors can also function as an important catalyst for joint advocacy activities to defend civic space when under threat or to advance the common interests of civil society vis-à-vis external forces. These basic civil society issues, on which there is often more commonality than difference among such actors, are at the core of the CSI assessment.

CSI is change oriented: The participatory nature that lies at the core of the CSI methodology is an important step in the attempt to link research with action, creating a diffused sense of awareness and ownerships. However, the theory of change that the CSI is based on goes one step further, coupling this participatory principle with the creation of evidence in the form of a comparable and contextually valid assessment of the state of civil society. It is this evidence, once shared and disseminated, that ultimately constitutes a resource for action.

CSI is putting local partners in the driver's seat: CSI is to continue being a collaborative effort between a broad range of stakeholders, with most importance placed on the relationship between CIVICUS and its national partners.

1.2 Defining Civil Society

The 2008 CIVICUS redesign team modified the civil society definition as follows:

The arena, outside of the family, the state, and the market – which is created by individual and collective actions, organisations and institutions to advance shared interests.

Arena: In this definition the arena refers to the importance of civil society's role in creating public spaces where diverse societal values and interests interact (Fowler 1996). CSI uses the term 'arena' to describe the particular realm or space in a society where people come together to debate, discuss, associate and seek to influence broader society. CIVICUS strongly believes that this arena is distinct from other arenas in society, such as the market, state or family.

Civil society is hence defined as a political term, rather than in economic terms that resemble more the 'non-profit sector'.

Besides the spaces created by civil society, CIVICUS defines particular spaces for the family, the state and the market.

Individual and collective action, organisations and institutions: Implicit in a political understanding of civil society is the notion of agency; that civil society actors have the ability to influence decisions that affect the lives of ordinary people. The CSI embraces a broad range of actions taken by both individuals and groups. Many of these actions take place within the context of non-coercive organisations or institutions ranging from small informal groups to large professionally run associations.

Advance shared interests: The term 'interests' should be interpreted very broadly, encompassing the promotion of values, needs, identities, norms and other aspirations.

They encompass the personal and public, and can be pursued by small informal groups, large membership organisations or formal associations. The emphasis rests however on the element of 'sharing' that interest within the public sphere.

1.3 Civil Society Index- Analytical Framework

The 2008 Civil Society Index distinguishes 5 dimensions of which 4 (civic engagement, level of organisation, practice of values and perception of impact), can be represented in the form of a diamond and the fifth one (external environment) as a circle that influences upon the shape of the diamond.

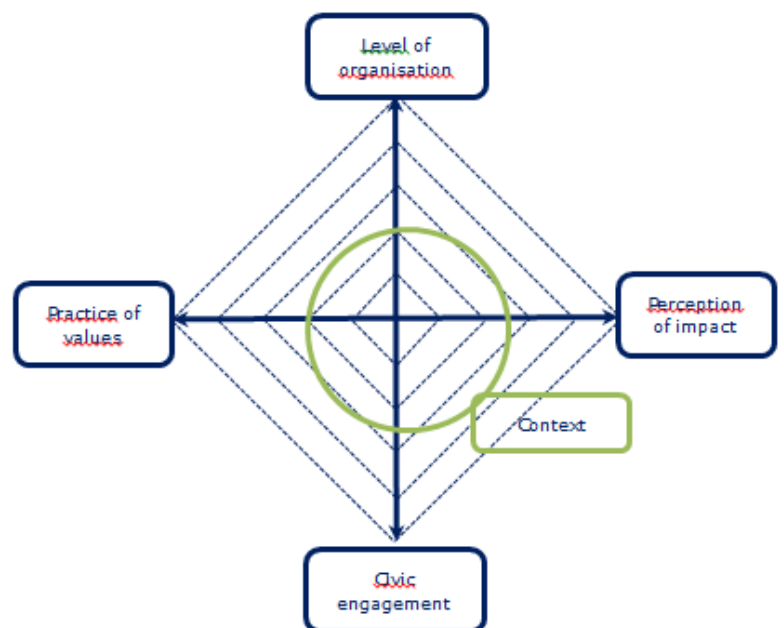
Civic Engagement, or 'active citizenship', is a crucial defining factor of civil society. It is the hub of civil society and therefore is one of the core components of the CSI's definition. Civic engagement describes the formal and informal activities and participation undertaken by individuals to advance shared interests at different levels. Participation within civil society is multi-faceted and encompasses socially-based and politically-based forms of engagement.

Level of Organisation. This dimension assesses the organisational development, complexity and sophistication of civil society, by looking at the relationships among the actors within the civil society arena. Key sub dimensions are:

- Internal governance of Civil Society Organisations;
- Support infrastructure, that is about the existence of supporting federations or umbrella bodies;
- Self-regulation, which is about for instance the existence of shared codes of conducts amongst Civil Society Organisations and other existing self-regulatory mechanisms;
- Peer-to-peer communication and cooperation: networking, information sharing and alliance building to assess the extent of linkages and productive relations among civil society actors;
- Human resources, that is about the sustainability and adequacy of human resources available for CSOs in order to achieve their objectives:
 - Financial and technological resources available at CSOs to achieve their objectives;
 - International linkages, such as CSO's membership in international networks and participation in global events.

Practice of Values. This dimension assesses the internal practice of values within the civil society arena. CIVICUS identified some key values that are deemed crucial to gauge not only progressiveness but also the extent to which civil society's practices are coherent with their ideals. These are:

- Democratic decision-making governance: how decisions are made within CSOs and by whom;
- Labour regulations: includes the existence of policies regarding equal opportunities, staff membership in labour unions, training in labour rights for new staff and a publicly available



statement on labour standards;

- Code of conduct and transparency: measures whether a code of conduct exists and is available publicly. It also measures whether the CSO's financial information is available to the public.
- Environmental standards: examines the extent to which CSOs adopt policies upholding environmental standards of operation;
- Perception of values within civil society: looks at how CSOs perceive the practice of values, such as non-violence. This includes the existence or absence of forces within civil society that use violence, aggression, hostility, brutality and/or fighting, tolerance, democracy, transparency, trustworthiness and tolerance in the civil society within which they operate.

Perception of Impact. This is about the perceived impact of civil society actors on politics and society as a whole as the consequences of collective action. In this, the perception of both civil society actors (internal) as actors outside civil society (outsiders) is taken into account. Specific sub dimensions are

- Responsiveness in terms of civil society's impact on the most important social concerns within the country. "Responsive" types of civil society are effectively taking up and voicing societal concerns.
- Social impact measures civil society's impact on society in general. An essential role of civil society is its contribution to meet pressing societal needs;
- Policy impact: covers civil society's impact on policy in general. It also looks at the impact of CSO activism on selected policy issues;
- Impact on attitudes: includes trust, public spiritedness and tolerance. The sub dimensions reflect a set of universally accepted social and political norms. These are drawn, for example, from sources such as the Universal Declaration of Human Rights, as well as CIVICUS' own core values. This dimension measures the extent to which these values are practised within civil society, compared to the extent to which they are practised in society at large.

Context Dimension: External Environment. It is crucial to give consideration to the social, political and economic environments in which it exists, as the environment both directly and indirectly affects civil society. Some features of the environment may enable the growth of civil society. Conversely, other features of the environment hamper the development of civil society. Three elements of the external environment are captured by the CSI:

- Socio-economic context: The Social Watch's basic capabilities index and measures of corruption, inequality and macro-economic health are used to portray the socioeconomic context that can have marked consequences for civil society, and perhaps most significantly at the lower levels of social development;
- Socio-political context: This is assessed using five indicators. Three of these are adapted from the Freedom House indices of political and civil rights and freedoms, including political rights and freedoms, personal rights and freedoms within the law and associational and organisational rights and freedoms. Information about CSO experience with the country's legal framework and state effectiveness round out the picture of the socio-political context;
- Socio-cultural context: utilises interpersonal trust, which examines the level of trust that ordinary people feel for other ordinary people, as a broad measure of the social psychological climate for association and cooperation. Even though everyone experiences relationships of varying trust and distrust with different people, this measure provides a simple indication of the prevalence of a world view that can support and strengthen civil society. Similarly, the extent of tolerance and public spiritedness also offers indication of the context in which civil society unfolds.

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