



Network Mode of Working among NGOs in Odisha : Trends, Issues and Challenges.

*A report
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ABSTRACT

“NGO networks” are a cooperative strategy among nongovernmental organizations, employed to maximize an NGO’s impact in a cost-effective manner. This study looks at NGO networks in Odisha, India with a variety of foci, in attempt to document the factors leading to the formation of such networks; their leadership pattern and internal functioning; and their impact and challenges. Prior to this study, there has been no attempt to document the trends of NGO networks in the interests of promoting best practices and further study among the epistemic community. The study reveals that most major Odishan NGOs regardless of focus have not only participated in a network, but several have also taken a leadership role. The represented networks were mainly formed by the NGO surveyed or jointly with partner NGOs.

Most NGOs viewed networks favorably, but also faced challenges in making swift decisions and coordinating the completion of projects and reports in a timely manner. Only one of the NGOs surveyed suggested that they do not foresee their networks enduring after their current funding is exhausted, however many of the plans for sustainability suggest that networks are actually transitional and that they intend for the local communities to take over their projects funded by the government. This strategy is consistent with the Indian NGO philosophy of self-help. Further studies are recommended to determine if existing networks will evolve to serve another need or disband completely. Categorically, the NGOs believe that work they have accomplished as a network will continue.

1. INTRODUCTION

1.1 Context

Since the independence of India, the work of NGOs has undergone a number of significant changes. The initial focus on purely charitable works has given way to more specialized areas such as promotion of self-help groups, producers' cooperatives, value chain based interventions, creating access to markets for selling goods, financial inclusion, etc. in response to various macro level changes in the economy.¹ Induction of professionals to the NGO workforce is a response to the growing needs to procure funding and maintain accountability. The funding pattern of NGOs has also undergone many changes. During the last decade or so, in addition to the usual practice of support for individual NGOs, bilateral donor funding and funding for NGO networks have taken center stage.

In common parlance, networks are manifestation of cooperative strategies among NGOs to maximize their impact in a cost-effective manner. Odisha is home to almost 20 million impoverished people, as well as many NGO networks dedicated to alleviation of poverty by focusing on a variety of issue-specific causes.² But so far, there has not been any systematic attempt to document the factors leading to formation of such networks, leadership pattern and internal functioning, overall impact and outreach, advantages they experience, and challenges they face. In view of this critical gap, this quick study aims to flag key areas for further in-depth analysis.

1.2 Secondary Literature

Due to little information on the subject, the secondary literature research is drawn from articles on NGOs partnering with other organizations which share their larger thematic focus (i.e., agriculture, human rights, livelihood, etc.) located in places as varied as Northern Ireland and Brazil to see how similarly focused NGOs (either thematically or location-wise) employed something similar to the network mode of operation. Literature is not widely available documenting NGOs partnering with other NGOs either for the purposes of attaining funding or expanding capacity for outreach. The majority of coordination among thematically linked NGOs lies in shared support for legislation or co-sponsoring a specific event—very temporary and loose associations, if any.

In Bell and Keenan's commentary on the trends in human rights NGOs during transition periods, one begins to see some talk of how fellow NGOs' missions and funding within the same thematic focus can affect the playing field, as well as the importance of what they label an

¹ Mr. Jagdish Pradhan, Sahabhangi Vikash Sanstha. Key Informant Interview.

² Mr. P.K. Sahoo, CYSD. Key Informant Interview.

“international network”—necessary to procure funding and support.³ Bell and Keenan also discuss coalitions for specific causes, but even these united groups are temporary and compete to obtain funding, instead of working together.⁴ However, there is no mention in the article of local networks, either about what role they might play or simply that they exist.

Bell and Keenan do discuss the deficiencies in NGOs and the funding procurement that NGO networks are created to address. In the midst of locating adequate funding and implementing accountability with limited staff or few initial resources, NGOs are still trying to accomplish their actual mission.⁵ With increased responsibility comes an increased need for paid qualified staff.⁶ NGO networks are also a response to this issue, as many organizations seek to unite to share the costs (monetary and otherwise) of donor contact, accountability, and funding logistics. But such networks can also inflame already-present sensitivities to hierarchy.

Bell and Keenan even point out that thematic focused “discourse may create an important space for diverse groups to engage with each other over the nature of core values.”⁷ But they foresee possible pitfalls which Odishan NGO networks have been created to remedy—namely, difficulty in creation of “a coherent and informed vision of what constitutes [the thematic issue], some of the oppositional power of the discourse, and avenues of funding.”⁸ Despite Bell and Keenan’s sometimes useful insights identifying universal problems among NGOs and using thematic focus as a classification, the overall article focuses on the shifts which take place specifically in one sector of NGOs during a time of transition—which is a separate topic entirely.

If the available literature is any indication, these NGO networks in Odisha truly seem to be an emerging local norm which has spread throughout the state within the last decade. The locally-used term for members in these networks is “partner NGOs” or simply, PNGOs. Rocha and Jacobson discuss the nature of partnerships in the conservation sector—though they focus on public-private partnerships.⁹ They helpfully provide the following definition for partnership, also applicable to our purposes: “any voluntary collaboration among organizations working toward a common objective.”¹⁰ This definition can be further modified to suit this study’s

³Bell, Christine and Johanna Keenan. (May, 2004). Human Rights Nongovernmental Organizations and the Problems of Transition. *Human Rights Quarterly*, 26 (2), 330-374. Washington, DC: The Johns Hopkins University. <http://www.jstor.org/stable/20069730> Accessed: 20/06/2012. 352, 354.

⁴Bell and Keenan. 358-359.

⁵Bell and Keenan. 356, 360, 363-364.

⁶Bell and Keenan. 368.

⁷Bell and Keenan. 352.

⁸Bell and Keenan, 352.

⁹Rocha, Ligia M. and Susan K. Jacobson. (Winter, 1998). Partnerships for Conservation: Protected Areas and Nongovernmental Organizations in Brazil. *Wildlife Society Bulletin*, 26 (4), Commemorative Issue Celebrating the 50th Anniversary of "A Sand County Almanac" and the Legacy of Aldo Leopold. 937-946. Lawrence, KS: Allen Press. <http://www.jstor.org/stable/3783573> Accessed: 20/06/2012. 937.

¹⁰Rocha and Jacob. 938.

definition of an NGO network—mainly, adding qualifications regarding the structure and formality of the partnership. Joint funding, shared human resources, and a “leading” partner would further refine the broader organizational partnership to a more useful understanding of one of its subcategories, NGO networks.

2. STUDY

2.1 Objective

The objective of this study is to understand the factors behind the origin and growth of different NGO networks in Odisha and capture the trends, impact, and challenges. These factors and trends are determined by the nature and genesis of different NGO networks in Odisha and by how they conduct leadership, where they are located, how they are funded, the size/quality of their outreach, and their thematic focus.

The hope in identifying these trends is to compile initial data, begin development of a literature on this phenomenon, and make recommendations for future study. In addition to contributing to the information available, this study will perhaps more importantly be available to NGOs engaged in NGO networks, NGOs interested in adopting a network mode of operation, and donors involved or wishing to become involved with funding NGO networks. Isolating challenges and opportunities will help to create a forum for discussion and lead to further implementation of best practices.

2.2 Scope

The scope of the study was as follows:

- To understand the genesis of different NGO networks in Odisha
- To analyze the leadership pattern, quantum of fund flow, geographical outreach, thematic focus areas
- To articulate impact of network mode of engagement and to identify the inherent challenges

This study was undertaken in a period of six weeks; such paucity of time must be taken into consideration in pursuit of the above and severely limits the scope. However, such brevity of time allows significant room for future research and discussion based on these observations.

2.3 Time Frame, Sample, and Methodology

In view of the time limitations, a mixed methods questionnaire was employed to nongovernmental organizations operating in the state of Odisha to elicit relevant information

for the study, as well as a thorough review of any available secondary literature. The NGOs surveyed were selected to represent the diversity in thematic focus and located throughout Odisha. Three NGOs agreed to participate in a Key Informant Interview in their offices or at Madhyam Foundation offices (two of which also submitted questionnaires). All organizations either surveyed or interviewed have participated in NGO networks in a leadership capacity. (See the **Appendix** for the questionnaire and a list of organizations participating. See above for a review of the literature).

The three-page questionnaire was returned by eight well-known local NGOs whose responses account for 14 active networks and one defunct network (with the defunct network analyzed only in genesis, longevity, thematic focus and sustainability), representing a majority of NGO networks in the state.¹¹ The questionnaire asked questions about the origin and nature of NGO networks and attempted to capture current trends in NGO networks. The larger questions at hand are: why have these NGO networks formed and what keeps them together?

The first interview was conducted with the Chairman, Mr. P.K. Sahoo, at the Centre for Youth and Social Development in Bhubaneswar. CYSD was not one of the NGOs which received the questionnaire, so the interview not only provided a narrative and perspective in a different medium, but also added insights from an NGO which coordinates with many other local NGOs—expanding the number of views and experiences this study represents. The second interview took place at the Sahabagi Vikash Sanstha office, with Mr. Jagdish Pradhan. Lastly, Mr. Pradeep Mohapatra of Udyama visited the Madhyam office for an interview.

3. DEFINITIONS AND DEMOGRAPHICS

3.1 Meaning of Network

According to the Indian Government website on NGO partnerships, “non Governmental Organizations (NGOs) include organizations engaged in public service, based on ethical, cultural, social, economic, political, religious, spiritual, philanthropic or scientific & technological considerations.”¹² They share commonalities such as: they are private, do not return profits to the owners or directors, are self-governing—often by a board of directors, and “are registered organizations or informal groups, with defined aims and objectives.”¹³

This study defines an NGO network as a mode of working in which nongovernmental organizations voluntarily partner with other nongovernmental organizations with a similar

¹¹ Mr. Jagdish Pradhan, Sahabagi Vikash Sanstha. Key Informant Interview.

¹² NGO Partnership System: FAQs. (2012). Official Indian Government website. http://ngo.india.gov.in/faq_ngo.php Accessed 28/06/2012.

¹³ NGO Partnership System: FAQs.

thematic focus, area served, or for particular underrepresented group in effort to alleviate poverty. These NGO networks are created to help member organizations achieve their *raison d'être*.

A successful NGO network allows for each member organization to better fulfill their core mission, either in terms of expanding the number of people served, expanding the services available or area of operation, or improving funding, influence, or functionality. Sahabhagi Vikash Sanstha's Mr. Pradhan believes from his extensive experience that the best networks tend to heavily involve the local communities which they serve, are issue-based or dedicated to a specific goal.

3.2 Genesis of NGO Networks in Odisha

According to Mr. Jagdish Pradhan, NGO networks in India have evolved quite a bit from their first inception as 19th century Christian missionary organizations, particularly in the health sector. These organizations coordinated both with each other and with the larger Christian church—the beginning of the network mode of operation. The next phase in greater India was the Gandhian organizations taking on issues ranging from leprosy to emergency response. These organizations enjoyed very close relationships with the government of the newly independent India.

Social activism became popular in the 1970s and 1980s which gave rise to issue-based organizations. After the 1975-1977 emergency period in India, these organizations were required to officially register with a new government commission to verify their NGO status. In 1980, the first Odishan network (in modern terms) was born, focusing on tribal and migrant issues. Despite initiating the network trend in Odisha, the NGO fell victim to the common challenges of networking—managing and bringing together viewpoints of each partner into a common vision. Following these changes, a Hindu fundamentalist agenda prevailed at the national level which led to the secularization of many NGOs.

From 1992 to 2001, the SAHANTI network was very influential in Odisha. “SAHANTI”, meaning “integration”, was an issue-based network, focused on local self-governance, migrants, and tribal areas. With 60 NGOs participating, the network held significant influence in the public policy arena and made important strides for future NGO work. During this time, the right to information was established, the right to work was established, and transparency was promoted. By 2001, 150 NGOs belonged to the highly successful network; however, after a super cyclone hit Odisha and the SAHANTI network branched out to work on new issues associated with the natural disaster. Diversifying their focus ultimately led to the discontinuation of the network, as they lost their focus on issue-based activities.

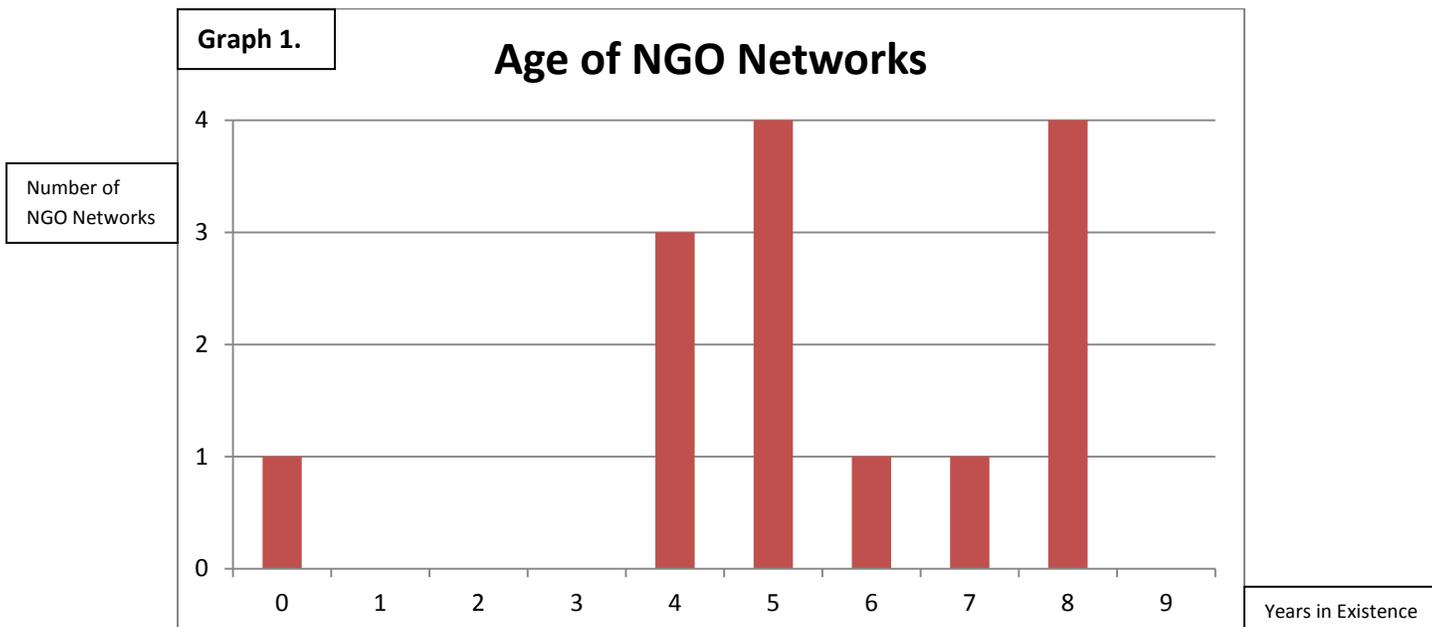
Though now defunct SAHANTI made monumental progress and for 10 years operated successfully in a network mode. Their legacy paved the way for today’s networks to operate under more favorable legislation and have better relations with the local government. What does today’s network look like? What projects are they undertaking and how successful are they? This study has been conducted to garner information on the current trends in networking and begin evaluating their mode of working.

Age of NGO Networks

The majority of the NGOs returning questionnaires in this study indicated that their organization was responsible for forming the NGO network. All 8 organizations have played a significant role in the genesis of an NGO network. Of 15 networks, only one was formed at the request of a donor agency.

- 4 networks were formed by the surveyed NGO
- 10 networks were formed jointly by the surveyed NGO and partner NGOs
- 1 network was formed by the donor organization

Graph 1 shows that the surveyed NGO networks are all less than a decade old—excluding the Paschim Orissa Farmers Association which is a policy-driven network because it is both an extreme outlier and of a different nature than the project-based networks, according to my interview with Odishan network expert, Mr. Jagdish Pradhan.¹⁴ Without the outlier organization, the average age of Odishan networks is only about 5 years.



¹⁴ Mr. Jagdish Pradhan, Sahabhagi Vikash Sanstha. Key Informant Interview.

The five-year average age reveals that the network mode of operation among NGOs is a relatively recent phenomenon, but long enough to have established operational trends. As Chairman of the Centre for Youth and Social Development Mr. P.K. Sahoo discusses, one challenge of NGO networks is that they are still in an early stage of development and have a lot of evolving left to do. As **Graph 1** illustrates, the youngest NGO network was started less than a year ago—in early 2012. The excluded policy-based network is the oldest active network at 20 years old. The 20 year old government policy network is much older than the second oldest overall and oldest project-oriented active network which is only 8 years old. The inactive NGO network was the earliest established project-oriented NGO network, initiated in 2003. An NGO which was originally part of the defunct 2003 NGO has since joined a new NGO network for another project. The network mode of working is too recent to determine average life span or durability, though this study addresses the issue of sustainability later in the paper.

While each network has a thematic focus (to be addressed next), members have joined networks for different reasons. Some organizations have joined forces to further a specific issue, others have networked with fellow organizations operating in their area, and other organizations have teamed up to meet donor requirements.

Purpose of Network	Number of NGOs
Issue-based	9
Area-based	3
Donor-driven	1

3.3. Thematic Focus

The most common thematic focus among Odishan NGO networks surveyed is livelihood (10 networks)—including two that further specified “promotion of primary producer cooperatives” and farming which also fall jointly under food security. Another NGO cited forest management/land rights, also falling into the livelihood category. The frequency of livelihood-based responses from surveyed NGO networks clearly signifies a major need for livelihood promotion throughout the state and perhaps even further, a need for support among NGOs in that sector. Aside from the producer cooperatives NGO, only one network surveyed is solely dedicated to food security. Three networks address a myriad of issues in including and in addition to livelihood and food security: local self-governance, environment (DRR/climate justice and waste recycle), child labor, water poverty, and city safety.

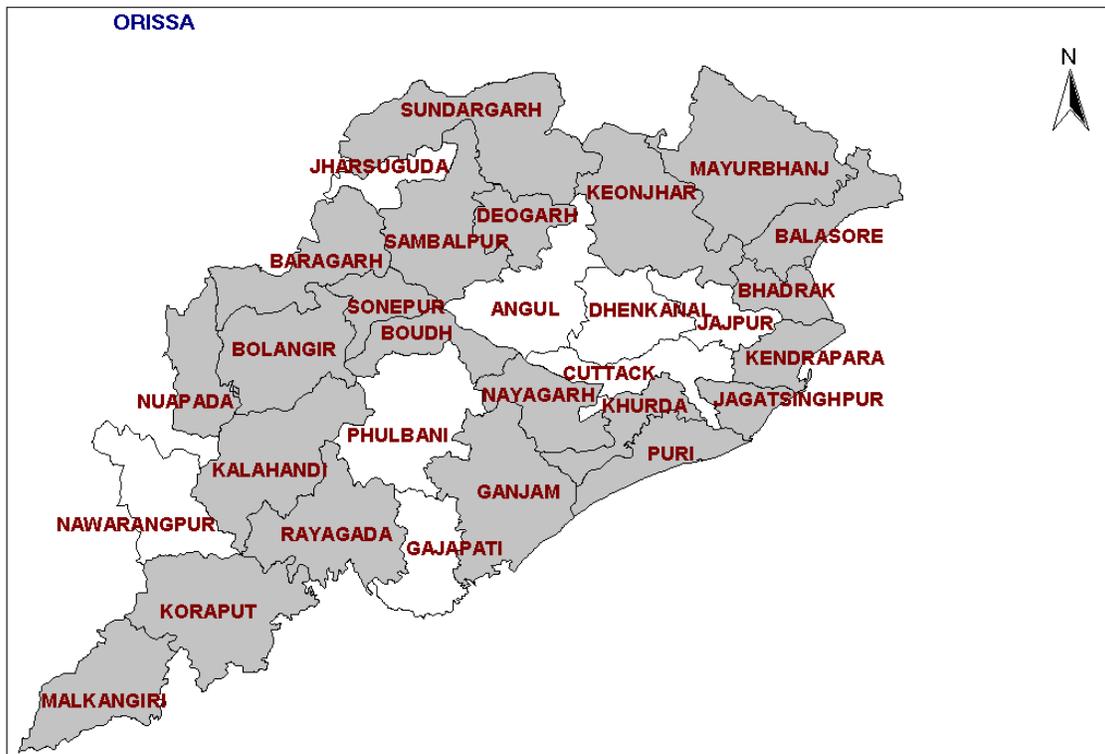
At least six NGOs cited issues related to food security, these networks represent a greater societal focus on human security issues and this sector’s need for promotion and support.

Three networks address single issues such as development facilitation, local self-governance, and education. In contrast to an issue-specific focus, the interviewed NGO CYSD focuses on providing particular services such as capacity building and training to networks for a broad spectrum of issues. From the highly varied responses, the research shows that the network mode of operation is not limited to a specific sector, though many of the networks are heavily focused on livelihood and food security and universally dedicated to finding effective ways to eradicate poverty. Mr. Sahoo concurred with the data in the interview, stating that most NGOs in Odisha were focused around poverty.

3.4 Areas of Operation

Over 187 NGOs total are involved in the 14 active networks represented in the questionnaire from across Odisha—not including the networks represented by CYSD, the now-defunct network, and one surveyed organization that declined to answer. The NGOs belong to networks that represent districts from all over the state, but most organizations also have an office in the capital city of Bhubaneswar, see **Figure 1**. Surveyed NGOs include both programs which focus in rural and urban areas.

Figure 1. Odisha District Map *Surveyed networks encompass NGOs from the shaded districts.*



The average number of NGOs per active network is 14 NGOs, with the largest network containing 25 members and the smallest network containing six.

Operating In...	Number of NGOs
Just one district	5 (4 active, 1 defunct)
2-4 districts	2
5 or more districts	8

The composition of the NGO networks provides an important baseline for determining how influential size is when it comes to network advantages and challenges. For example, do larger networks (either geographically speaking, in reach, or in number of members) struggle more with coordination than small networks? This questionnaire did not yield a difference on number or types of challenges associated with coordination between networks with more member organizations and networks with fewer. In fact network despite size, networks—whether six members large or 25—listed the same recurring major challenges.

However, when comparing the differences between geographically larger networks (those that operate in five districts or more) with smaller networks (operating in just one district), larger networks cited more problems with coordination. For more physically distributed networks, developing a common vision and reaching a consensus were cited as challenges, as well as acceptance of group decisions. Difficulties in timely reporting, managing human resources, and project implementation seem to be universal, regardless of size. Further inquiry into network composition is important in determining what significant similarities networks of each size—either geographically or membership-wise—have in common.

3.5 Outreach

The study found that among survey respondents six NGO networks reach over 10,000 households per network—one of which, the Paschim Orissa Farmers Association, reaches 70,000 households. Two NGO networks reach 7,001 to 10,000 households. Thus the majority of major NGO networks serve more than 7,000 households each. Only one network reaches 5,001 to 7,000 households. Two networks reach 3,001 to 5,000 and one network reaches 1,000 to 3,000 households. Among 14 active networks, over 245,000 households in Odisha benefit from their joint projects.

Number of Households	Percentage of NGOs (rounded to nearest whole #)
Greater than 10,000	43%
7,001 to 10,000	14%
5,001-7,000	21%
3,001-5,000	14%
1,000-3,000	7%

The total outreach per network figure also poses interesting questions for future research on the relationship between quantum of funding and total outreach per network. The largest quantum of funding among networks per organization does not necessarily correlate directly with the number of households they reach. The network which reaches 1,000 to 3,000 households and only operates in one district receives the third highest amount of money per partner organization. With a focus of rain-fed agriculture in a backwards part of Odisha, perhaps this network requires more basic training or more in-depth training than other networks. It is also possible that the remoteness of the project location adds cost to communication, transportation, or meeting and monitoring.

As in Areas of Operation, further research should be done on what size impacts. The results of this study yielded no significant difference in the number of coordination challenges cited between networks that serve more than 10,000 households and networks which serve fewer than 5,000 households. Networks which serve more households however, cited maintaining a common vision and mission, as well as maintaining active participation—a challenge not listed by networks with smaller outreach.

3.6 Internal Functioning

Another essential aspect of NGO networks is how they function within the network. How do they conduct monitoring, organize leadership, and communicate? How does a lead NGO balance the role of monitor and fund distributor with that of being a lateral member? Many of these questions remain unanswered in this study and open to speculation based on other information provided. However, the questionnaire yielded some insights as to how frequently NGO networks conduct meetings and monitoring among partner NGOs. In light of the challenges and advantages to be addressed in more detail further down, what impact does internal functioning have on the commonly cited advantages and challenges?

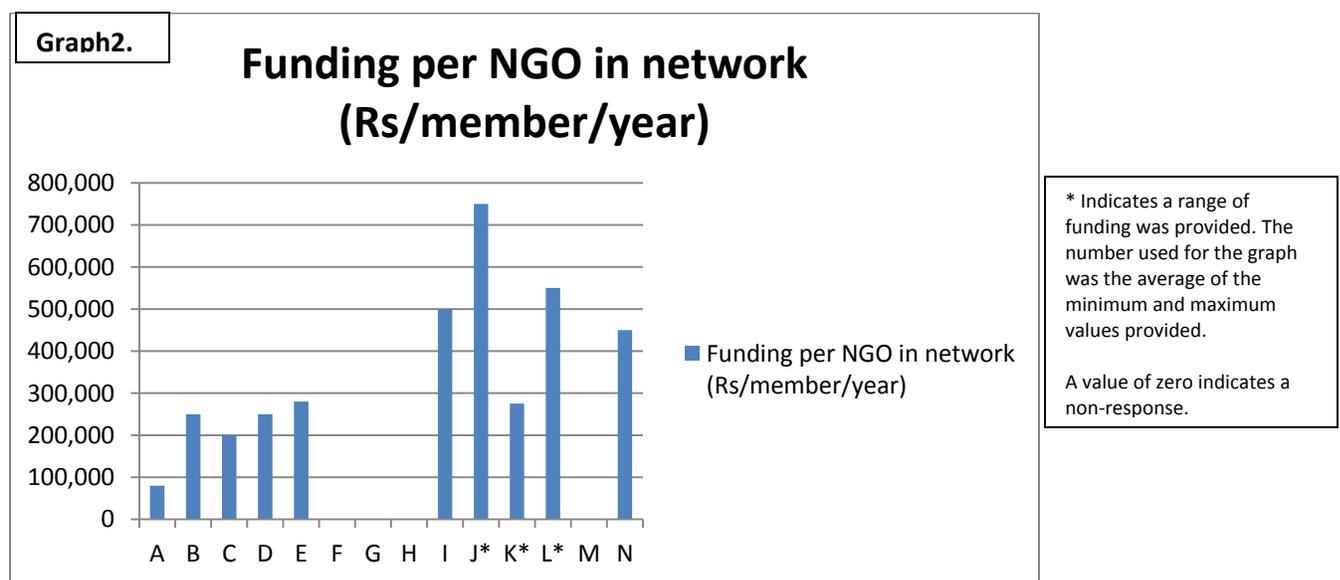
The questionnaire indicates seven networks meet quarterly and three meet monthly. Three networks meets less frequently, on a half-yearly basis and one meets more frequently, five to

six times per year. So, do networks that meet more often still list coordination or communication as a major challenge? In contrast, monitoring seems to take place more frequently—four networks conduct monitoring monthly. One network initially monitors monthly and then moves to a quarterly basis. Three networks monitor 6-8 times per year. Five other networks also monitor quarterly. The policy-based network said that project monitoring was not applicable, though they are constantly monitoring government legislation and action. Networks that monitored more often (monthly) still faced challenges with timely reporting and reaching a consensus, but they did not cite timely project implementation as an issue. Quarterly networks had more issues with project implementation.

3.7 Financial Pattern (donors and average yearly support for each NGO)

Of the 14 active networks represented in the questionnaires, only nine answered how much funding per member organization they received and 11 listed who their major donor was. The donor organizations hail from all over the country—Mumbai and Bangalore, among others—as well as from several international locations such as Europe and North America. Funding comes from well-known sources, including major donors like Sir Dorabji Tata Trust in Mumbai and the United States’ Ford Foundation.

The policy NGO network receives one million rupees total for over 20 members from local donors—or an average of Rs 450,000 to 500,000 per member. The best funded project-based NGO network provides Rs 700,000 to Rs 800,000 per member organization, while the lowest quantum of funding within a network is Rs 25,000 to 30,000 per member NGO. **Graph 2** and **Table 5** provide the amount of funding per NGO by network and a list of the donating partners (for project-based networks).



AWO International, Germany	HIVOS, Bangalore (2)
Sir Dorabji Tata Trust, Mumbai (3)	ICCO and Actie, The Netherlands
Edukans Foundation & Development Focus, The Netherlands & Bangalore	Trocaire, Ireland
Ford Foundation, USA	

What bearing does the type of work a network undertakes have on the amount of funding required and received? The majority of the best funded NGOs focus on livelihood and food security jointly, or the agriculture sector. Perhaps beyond awareness, such work requires technical training of the participants, provision of initial capital, ability to provide subsidized seeds and equipment, cooperative organization, and training on marketing techniques. With organic farming techniques and collective organization, these networks involve aspects of local self-governance and environment issues, as well as relying on micro-financing and government policy. Even the previously mentioned small network receiving the third highest amount of money per partner organization is focus on rain fed agriculture. It may also be that donors are more aware of issues with livelihoods and food security or even that donors are more inclined to give to a network with very tangible outcomes.

3.8 Sustainability

The term “sustainability” refers to a network’s ability to maintain ongoing funding and support for projects. The questionnaire posed the question of whether or not the surveyed NGO believed that the network would continue after current funding stopped. If the NGO indicated that the network plans to continue, it then asked them for a strategic plan of how they intended to do so.

Of 14 networks, eight intend to continue after current funding stops. Three networks do not believe they will continue when current funding ceases and three other networks provided a qualified intent to continue. Though this particular question asked for a contingency plan if “yes” was indicated, the unsure networks also laid out a strategy for continuing project goals after the NGO network ceased its involvement.

Interestingly enough, even of those networks that plan to continue, many networks believe the local community will take over training others supported by government funding. This strategy indicates that even some of the “yes” organizations are really not intending to continue as an entity, even if their work continues. This trend in particular seems to suggest that NGO networks see themselves as playing a transitional role rather than a sustainable one—despite saying that their projects seem to be cementing into full-fledged programmes. While this may

be the case, then it is not the NGO network that is carrying on, but their mission which continues.

Mr. Jagdish Pradhan agrees that most project-driven networks are and should be temporary, as they are able to provide expertise and funding until beneficiaries can pass on their gained knowledge and self-help groups and communities can organize themselves. Though, he distinguishes networks which are policy-focused and networks which are project-focused. Policy-focused networks constantly monitor government resolutions and implementation. Project-driven networks will presumably complete a specific project and though they might start a new project, the partnership may have served its purpose

What remains to be seen is whether these NGO networks or each member organization will then cease to exist or if they will evolve with the needs of the community/issue which is their primary focus.

4. QUALITATIVE DATA AND ANALYSIS

4.1 Advantages of Network Mode (both for the lead agency and member NGOs)

This study revealed 7 key areas cited as advantages for operating within an NGO network. Those areas include (listed from most popular response to least):

Shared Resources	Better Accountability
Increased Support	Increased Bargaining Power
Increased Visibility	Eliminating Duplicated Efforts /Reduced Cost
Expanded Outreach/Impact	

Shared Resources

Every organization surveyed cited at least one, if not multiple, advantages which highlight the importance of shared resources. NGO networks provide the opportunity to ‘increase access to information, expertise, technical and financial resources,’ two organizations cited. Providing a framework for NGOs to come together and discuss ideas and best practices was important to each organization—but from different aspects. YCDA appreciated receiving the perspectives of NGOs serving different districts, which provided more feedback and led to greater understanding of local needs. Udyama cited the benefits of shared training and development. All of these factors increase project scope, build a support network, and provide strength for the cause.

Increased Support

This advantage is different than shared resources in that shared resources are the sum of its members' resources, increased support is the value added when the whole network is able to produce or provide greater than the sum of its individual parts. Forging these partnerships has allowed some NGOs to meet the minimum criteria to qualify for government funding for their projects, where they otherwise would not have. Other organizations view shared resources as key opportunities to gain help with action plans as they have access to the expertise and skill sets of employees of partner NGOs. NGO networks serve as a source of strength to continue fighting for a common cause.

Mitigating risk and sharing human resources capacities, at the network level, allow member NGOs to focus more on their specific projects and less on operations. From interview data, another benefit of NGO networks' shared resources is their ability to set a standard in a community or with the government on issues of human rights, education, etc. and provide credibility among local communities, donor organizations, and government officials—goals typically too expansive for a single organization to take on.

Increased Visibility (access to funding or policy influence)

According to the NGOs surveyed, collaboration of resources, knowledge, and perspectives allows for NGOs to have a greater reach and impact, however, it also expands their visibility within their districts and within the state. NGO networks have experienced greater access to major donors and more influence in government policy through the establishment of micro and macro linkages. Member organizations believe creating a common platform addresses vulnerability in a democratic way. "Chances of fund mobilization [are] comparatively better due to increasing priority of many donors to fund network based projects in backward districts," Madhyam Foundation claims. Another NGO, Pragati, confirms this better funding from their own experiences with multiple networks, stating that the network mode of working creates "access to donors and [leads] to additional funding opportunities."

Donor agencies have become more aware of the work and effectiveness of local NGOs through the NGOs' participation in networks. Due to this heightened awareness in the last decade, donors have also become increasingly more willing to donate to networks. The networks create what Madhyam Foundation refers to as "a multiplier effect, which increases the reach and impact available to member organizations." In addition to funding and outreach, group identity recognition is especially important with issue-based programmes; NGO networks assist developing member organizations on a micro level and on the macro level with over all issue awareness and awareness of actions to address the issue. As Pragati concluded, networks help to "produce [a] better and more visible outcome."

Expanded Outreach/Impact (increase number of households, services offered, or area expanded)

Multiple NGOs cite expansion of programming as a direct result of membership in networks—partially due to the shared resources and increased support previously addressed. Different NGOs which have the same thematic focus address these issues in different areas or with a different approach, allowing more local communities from different districts to become aware and involved. The number of people that work on the issue and the points of view represented increase and result in “community centric advocacy,” notes YCDA and several other respondents affirm. If it is established that NGOs are a positive and effective means for ameliorating abject poverty, than clearly individual NGOs should want to have as much impact as possible. The network mode of operation has led to addressing more “on-target populations” in a more effective way. Odishan networks have experienced larger impact and believe, as Madhyam Foundation well-articulates, that this mode of operation maximizes their ‘growth in operational areas, member outreach, and presence in backwards pockets.’

Better Accountability

NGOs particularly cite benefits from assistance in project planning, with other organizations’ shared knowledge to help brainstorm, monitor, and review project ideas—they take advantage of peer-review. Several NGOs noted that networks “manage and supervise project [teams]” and volunteers, ensuring that contractual obligations are followed and that monitoring procedures follow the M&E policy. Networks help facilitate field monitoring for individual projects, able to “identify the [gaps]” in the project implementation, but also have a grasp on the larger picture—what the goal, objective, and timeline are for its member organizations. On the subject of timeliness, peer pressure and access to shared resources leads to goals met within a particular time frame. Accuracy and transparency in reporting is also enhanced when network members hold one another accountable.

Increased Bargaining Power

Four networks emphasize the role of a “network of like minded partners...in strengthening their bargaining power and advocacy” more effectively, allowing individual NGOs to “achieve farther reach and greater impact in relation to their own organizational goals.” OPDSC self-governance network raised public awareness that has helped to organize “the people and civil society groups to take collective action” in influencing policy and programs aimed at helping poor and marginalized groups. Networks organized by their thematic focus have helped provide coherency within states and districts, local government and communities and among other NGOs in dealing with issues-specific aspects of fighting poverty. Mr. Sahoo of CYSD affirmed the

importance of this advantage from his own experience, ‘Most importantly, networks create a collective force—a collective voice, wisdom and influence.’ Multiple organizations have found strength in collaborative advocacy and found that collaborative advocacy in the network mode of working has yielded more results.

Eliminating Duplicated Efforts and Reducing Costs

While the network mode has created numerous advantages to outreach, funding resources, and knowledge collaboration, it has also managed to reduce costs to individual organizations. A few NGOs pointed out that network operating reduces costs and duplication of efforts—organizationally and in the field. Human resources responsibilities can be shared or delegated to the leading organization, who also serves as the main point of contact for procuring donations and maintaining those relationships. All of the aforementioned benefits to the network mode have the added bonus of being “cost-effective.” While most NGOs discussing cost reduction focus on the financial and personnel aspects, Madyam Foundation adds the importance of perceived benefits such as “risk mitigation, reduced isolation, and increased credibility, particularly for developing NGOs.” With the major costs (in all regards) of initiating a new endeavor, the perceived advantages seem just as important as the tangible.

4.2 Impact of NGO Networks (as perceived by NGOs)

The questionnaire asked not only for each organization’s top five advantages to working in network mode, but also asked what significant impact their organizations had made as a result of operating within a network. The following key areas were cited by surveyed NGOs as being the most significantly impacted by participation.

Perceived Impact	By Network
Expand Number of People Serving	26%
Expand Types of Services or Programs	9%
Affect Greater Change	47%
Received More/Continued Funding	12%
Greater Visibility	3%

Expand Number of People Serving

Five NGOs cited expanding the number of people their projects served—measured in households, families, communities, villages, individuals, children, and cooperatives. The Koraput Zilla Banabasi Sangha network has assisted “99,552 households” in livelihood, as well as help set up a “sound system of rules for governance and management.” Three other NGOs attribute their networks with ensuring tens of thousands of families, communities, and children realize their legal rights to entitlements such as land, education, and natural resources. Not only are many children exercising their right to a basic primary education, but YCDA’s network has worked to significantly decrease the dropout rate and increase retention.

Lastly, many NGO networks focusing on livelihood have contributed significantly to the agriculture sector by facilitating the implementation of 14,000 Systems of Rice Intensification (SRI), trainings on techniques and innovations, and local cooperatives all within the last four to six years. As OPDSC wrote about their SRI network, these NGO network achievements have “resulted in...farmers” and others “able to get more than the required expenditure for...survival,” contributing to overall economic growth for more people.

Expand types of services or programs

In addition to helping a greater quantity of people, NGOs operating in network mode have been able to initiate more projects. The SRI method has expanded to other crops and is used on more acres of land. Farmers are able to be trained in organic farming methods and learn more about cultivation, instead of just realizing a land entitlement or receiving initial capital to begin farming. Networks also allow members to realize a more holistic goal of livelihood—in addition to capital and knowledge, NGOs can help educate techniques for marketing and money management. Madhyam Foundation is able to facilitate local capacity building, achieving “significant results in strengthening the self help group promotion in some backward pockets of the state” and increasing self-help groups’ investment funding. Agriculture, however, is not the only sector reaping the benefits of a holistic approach. As communities develop and some industrialize, the Udyama networks are succeeding in initiating “citizen action on climate justice and DRR.”

Affect Greater Change (among existing people served)

Another area in which networks have made a difference is beyond quantifiable data. Number of people served or number of projects enacted are concrete figures. However, ensuring “effective and proactive involvement of women in” business and society can be measured in many ways and is just as significant. One advantage cited by several surveyed NGOs was strength, proof of this claim lies in a Pragati network’s ability to successfully resist the

destruction of natural forests. OPDSC's self-governance network achieved progress in governance issues, including successful election and installment of an inaugural representative village assembly and an election in which over 60% of the candidates nominated were women.

Villagers most importantly, notes Pragati self-governance, are more aware of their rights and have begun 'to raise their voice and demand their rights.' Other NGOs agree that networking has led to civil society and communities being heard on educational and governance issues. This progress strengthens the grassroots community, says Parivartan. Sahabhagi Vikash Sanstha phrased this advantage as the self-involvement of the people. This change is not the result of increased programs or helping more people, but one in which existing programs have greater impact.

Received More/Continued Funding/ Demonstrating Low Cost Model of Capacity Building

Funding is a driving factor in the formation of a new network. Madhyam Foundation was able to increase self-help group investment from Rs 3,000 over three years per group to a total of over Rs 80 million, with the support of banks and other financial agencies. This improvement is a perfect example of what Udyama labels "collective force" which has leveraged access to 'mainstream resources' for local NGOs. Increased funding has helped NGOs improve infrastructure for schools (new bathrooms, etc.), build capacity, and conduct research. Pragati notes that research "conducted on technical and social aspects of SRI" have aided in successful subsequent implementation for their SRI network.

Greater Visibility

Local NGOs may know what development techniques will best fit the communities in which they work, but they face challenges receiving funding and garnering support. Madhyam Foundation's networks have helped to fight the "widely held perceptions that small holder operations cannot be sustained and [do] not offer solutions to the needs of the poor" by being able to successfully implement programs and lead networks that produce results and make significant impact. The greater visibility and support provided by the network mode of operation has allowed this NGO "to effectively leverage financial resources from several stakeholders" and then apply these funds efficiently to maximize their benefits. Reputation of networks has spread among the communities served as well. As Parivartan notes, this has contributed to grassroots organizations forming and strengthening, as well as increased lobbying and advocacy for "pro poor policy for the target community."

4.3 Challenges of Working in a Network Mode

Networks are first and foremost a fortunate opportunity for each member organization, says Mr. Mohapatra of Udyama. With the many advantages NGOs have experienced, it is a wonder why more NGOs in other states and other nations have not more commonly adopted a network mode of working. However, as with every strategy, there are still challenges to achieving results—much less exceeding expectations. In order to discuss the responses received from this open-ended section of the questionnaire in a meaningful way, it is necessary to organize them similarly to the advantages—by overarching themes arranged approximately by frequency (with the most frequent theme listed first).

Poor Coordination

Converse to sharing resources and providing support is the logistics required to realize such goals. Most NGOs' "challenges" could be categorized under poor coordination. "Timely execution of project activity and submission of reports" are struggles, for at least half of the networks represented. In addition, the variety of organizations trying to express opinions and interests within the common platform can be difficult to manage or reconcile, say several member NGOs. Establishing a regular pattern or framework for coordination 'may not be easy', despite several organizations listing "monthly" meetings or monitoring frequency. Late reports, lack of consensus, staying on the established timeline for a project can all be major setbacks to receiving and sustaining funding.

The questionnaire asked both about frequency of meetings and frequency of monitoring. How much does the frequency of contact affect coordination challenges? Two NGO networks that meet monthly listed all five of their top challenges as relating to coordination. These two networks also monitor monthly, showing that just increasing frequency of "face time" (in-person communication and accountability) does not solely overcome these challenges. Even other networks which met less often—such as quarterly—but still conducted monthly monitoring, faced challenges implementing projects and submitting reports in a timely manner. Udyama's networks meet only twice per year and only monitor quarterly, but they cited fewer challenges with coordination. Thus based on the questionnaire results, networks that meet and monitor less frequently are not necessarily more likely to struggle with coordination and communication efforts.

Despite the benefits of network mode assisting in many capacities, these obstacles still remain. Many of these problems are a part of the larger age-old challenge of teamwork—whose opinions will be heard and from that point, whose opinions will be acted upon in the field or set into network policy. Conducting coordination in a fair, equal manner is difficult even if that is the intent. Lastly, the organizational challenge remains. How does one fairly manage human

resources? Several NGOs cited this challenge and Madhyam Foundation noted that the “management capacity of all network members is not uniform which affects the quality of project outcomes.” Creating a fair and equal platform and policy is not an easy task when talents and resources from members are not uniform.

Mr. Mohapatra equates NGO networks to families. A mother and father try their best to distribute resources equally, but even with the best intentions, some child will receive more than another child. Likewise, each child has different needs—some which may take more resources than others. Each child has their own talents and interests. Not all partners are equally competent or equally committed. Given the difficulties, the network, like a family, must do their best to operate. Mr. Mohapatra emphasizes that even when facing challenges in coordination, networks must maintain the three q’s when dealing with donors—quality, quantity, and quickness.

Implementing or Enforcing Accountability

In addition to timeliness and teamwork issues, difficulties in implementing or enforcing other measures of accountability can lead some organizations to question whether or not the network mode of operation is advantageous for their individual organization. When issues such as management capacity vary to the extent that outcomes are affected, member NGOs risk their reputation by allying with a network. One weak link can break an otherwise strong chain. To maintain high standards, networks must enforce transparency between partners to avoid “confusion and misunderstanding” and to provide necessary information to donor agencies. Along with several other NGOs, Parivartan was frustrated with the difficulty in collecting reports and progress information to deliver to a donor in a timely manner.

Mainstreaming the system of accountability would seem to assuage some of the difficulties in coordination and maintaining accountability, but enforcing streamlined documentation has challenged leading NGOs. Finding a system that works and then implementing it is a major struggle for most networks surveyed—in part due to organizational structure and in part due to time. NGOs operating in a network mode with a leading member must learn to make and ‘take decisions in a democratic way,’ notes a respondent, which is difficult when it comes to monitoring and reporting. A key component to this challenge is the average age of these NGOs. To devise a plan of documentation and implement it systematically testing its success for a trial period takes ample time—especially when all of these NGOs have ongoing mission-oriented projects as their main focus. Being established for only four or five years does not allow much time for trial, error, and adjustment. This challenge may be solved simply with concerted effort and duration of a network.

Lack of Respect/Cooperation among Members

Hand-in-hand with both poor coordination and accountability is their underlying cause, lack of respect and cooperation among network members. Pragati says lack of the mutual respect “may create confusion” among partners and noncooperation is a huge setback to reaping the benefits of NGO networks. Because the network mode affects the daily operations, the funding opportunities, and the framework for an epistemic community, it is important to learn how to navigate varying opinions and agendas which do not necessarily agree. As respondents claimed, ideas which are not matched ‘seem difficult to manage.’ Mutual respect would significantly improve working in a team and implementing accountability.

Swift Decision Making

Collaboration and operating democratically face drawbacks. While input from diverse groups can enhance policy coordination and program implementation, it also can be met with discord and inefficiency. Most importantly, “coordination and communication among the organizations are not...easy,” especially when ‘compliance of any concern’ is “required by the donor agency,” at least 7 responses touted. Poor and unclear communication can muddle an already difficult process of reaching consensus or taking swift action. Reaching a consensus and letting that consensus be known to a donor agency in a timely fashion is critical for a network’s survival as a whole and for individual members.

Change in Focus of Member Organizations

Nongovernmental organizations cited other issues unrelated to group dynamics. A shift in focus was especially challenging for organizations in four networks. Two NGOs listed ‘shifting of ideologies’ as top challenge. The change of one member can significantly impact the network’s ability to function as a whole. In addition, other NGOs struggle with the transition of “moving from the role of service provision and charity to a more effective role in the process of social changes.” This particular point sounds as though expanding or evolving an organization’s focus from strictly field projects to the awareness and policy issues which can effect broader change is a major undertaking, but can ultimately provide vital support to projects in the field and perhaps contribute to project sustainability. Though working in network mode requires the added responsibilities that come along with coordination, accountability, shared resources, and other advantages—all of which demand greater organizational capacity from each member.

Udyama also faces a challenge attributable to changing priorities: “continuing [the] same tempo” throughout the duration of the partnership. Initially energy or enthusiasm for a network and all of its possibilities can lead a network to be a high priority for an NGO early on; however, often times maintaining that level of energy and dedication throughout a project—

the stamina—is difficult. Other projects and problems arise or they may have another funding opportunity. As the reality sets in of timeliness, regularly due reports, and the hassles of continual coordination, meetings, and monitoring can make a member organization less than enthusiastic when participating. Also the items tend to take time—a limited and valuable resource which could be spent in the field or in other ways. For these reasons, the initial hype around the network mode of operation can be difficult to maintain as so many factors can cause it to wane.

Reputation

Reputation was only mentioned explicitly by two NGOs, though the issues were implicitly contained in others' concerns on decision-making, risk, and coordination, to name a few. While a benefit to network mode can certainly be shared risk, particularly for a new or developing organization, a mitigated risk for one is increased risk for all, as in affiliating they assume partial responsibility for the actions and decisions of each group member. As Madhyam Foundation pointed out, “any mismanagement in project implementation by member NGOs” affects “the reputation and goodwill of the lead NGO.” The Kartabya candidly added that “there is chance of threat if any organization [is] involved in any unusual activities.” As with most operational decisions, some assumption of risk is necessary in order to gain the advantages.

As with Mr. Mohapatra's analogy to the family for coordination, he also suggests that struggling networks keep their problems internal. He has dealt with member organizations which have not lived up to the standards of the network—either in management or in ethics. Not only has he withheld funding to encourage them to meet established standards, but he has also maintained a policy of protecting the partners and keeping such difficulties discreet. Such an approach allows for internal improvement by providing support and also protects the reputation of individual partners and the network as a whole.

Funding Access or Continuity in Funding

The last and least cited challenge also faces a position similar to coordination—it is an advantage as well as a challenge of working in a network mode. While the majority of NGOs listed increased access to funding, Udyama listed “sustained fund flow” as one of their top five challenges. This challenge is actually critical to recognize because the fundamental purpose of operating in network mode is to increase access to funding and promote sustainability. A formal organizational structure is not mandatory for sharing best practices only, though it aids significantly in creating a platform and opportunity to utilize. Thus, if the only benefit of a network (sans funding) is knowledge transaction, it could be conducted informally—without the added headaches of timely reports, monitoring, and consensus.

The lynch pin in network mode operation is a network's ability to make each member organization more successful in their missions than they are independently—if a network cannot sustain funding, the crux of its benefits are washed away as it will render member organizations unable to operate or continue their projects. While most organizations said they thought their networks would continue after current funding stop, every strategy for sustainability including securing funding for the network. Whether that continued funding was to come from another donor agency, donor network, or even the government was secondary to assure that funds would be sustained. Ultimately, the challenge is universal as evidenced by each networks' strategic plans.

5.CONCLUSION

5.1 Recommendations

To begin overcoming challenges, this study suggests the following:

- **Awareness of current challenges**

In being able to identify challenges, this study is a useful tool to NGO networks. With an awareness of current challenges, networks can take precautions and attempt to insulate themselves from some of the effects. Networks should not only identify their own challenges, but self-evaluate to determine the root causes of challenges. Are the challenges inherent or fixable—perhaps, at least improvable? Also, by acknowledging that there are costs to NGO network membership, as well as costs to not associating with an NGO network, an organization can weigh the opportunities and the costs to make an informed decision whether or not to partake.

- **Stronger coordination**

NGO networks should dedicate attention to better coordination. Many of the current challenges faced by NGO networks would be substantially ameliorated by enhanced coordination and communication. In order to achieve this goal, NGO networks should set clear expectations in writing and have means of retribution for members who do not uphold their part of a project or who fail to turn in timely reports. Locating donors which want to aid operation cost is difficult, but might be worth pursuing to enhance ability to communicate and operate within the network. Increased accessibility to technology, a travel budget for in-person meetings or monitoring, or more frequent communication might be possibilities to improve this aspect. Each NGO network should at least take the time to consider how and why their network experiences deficiencies in coordination and try new strategies for the specific purpose of addressing coordination among members and projects.

- **Improve NGO Network identity**

Make a conscious effort to create a common culture among member NGOs. While each member will always have its own agenda or expectations, such differences are natural to any team, even successful ones. However, the ability to understand and navigate differences is an important skill—especially when organizations determine that being in an NGO network is more advantageous than not participating. A common culture creates added incentive to share best practices and work together. Greater communications and joint programming or projects will help to foster a unique community within the network.

- **Selectivity in Membership**

Because operating in network mode poses some risk to the member organizations it is essential to create well-thought out parameters for screening potential members of a network. These guidelines, once created, should be firmly established and consistently upheld in order to minimize potential risk. Currently, Mr. Mohapatra employs this technique in the Udyama networks and says that it is an effective way to avoid some of the challenges listed above.

5.2 FOR FUTURE STUDY

In addition to the recommendations above, this study as an initial inquiry has naturally brought up more questions for future research than it answers. This study has identified nine areas among many possibilities which need further exploration.

1. Is the work of an NGO network transitional or more permanent in nature? Is the end goal to train participants and have them pass on their skills/knowledge to their families and others in the community?
2. What is the average duration of an NGO network partnership? Are members of a disbanded network likely to reengage in another network? If so, under what conditions?
3. What about NGOs which choose not to join a network? What are the advantages and challenges in choosing to operate independently? Or what mode of operation are they employing? How does their impact and outreach differ? Are they more, less, or as effective as NGO networks?
4. How do NGO networks currently overcome their challenges? What specific steps do they take to address known challenges? Are there signs of improvement?
5. Do certain districts, sizes of networks, or types of people served significantly affect the overall effectiveness of an NGO networks?
6. What are the differences between NGO networks that are located or focused on rural populations and areas and that of urban-focused NGO networks? What challenges or benefits are unique to each?
7. Many organizations in this study indicated funding as an advantage of networks and also included contingencies for when/if current funding ceased. Only one network cited it as a challenge. After a network is established, do other collective benefits outweigh funding considerations?
8. The total outreach per network figure also poses interesting questions for future research on the relationship between quantum of funding and total outreach per network. What role does the quantum of funding play in outreach size or magnitude? Conversely, what role does the outreach play in obtaining funding from donors?

9. Another essential aspect of NGO networks is how they function within the network. How do they conduct monitoring, organize leadership, and communicate? How does a lead NGO balance the role of monitor and fund distributor with that of being a lateral member? These questions would be more suited toward open-ended questionnaires or interviews.

5.3 LIMITATIONS

Do to the short duration of the study, I recommend further study be done including NGOs which do not participate in NGO networks, NGOs which are members but not leaders of NGO networks, and donors both participating in networks and not. Inquiries into defunct networks and surveying former network members might reveal new perspectives on weaknesses in the network mode of operation. With more time we could have expanded the types of actors surveyed to better overall determine effectiveness and conducted more informant interviews to add more perspectives.

Despite limitations, this study has provided initial observations on the trends and nature of NGO networks in Odisha. It has also raised questions for future study and made a few basic suggestions to overcome commonly identified challenges. Generally, the organizations surveyed seem to be satisfied with operating within a network and are pleased with the results and advantages achieved from participation.

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Appendix

- i. List of Participating Nongovernmental Organizations
- ii. Copy of the Questionnaire Distributed

Appendix i. List of Participating Nongovernmental Organizations

Questionnaire Respondents (listed alphabetically by organization, then city)

1. Kartabya, Kalahandi
2. Madhyam Foundation, Bhubaneswar (3 networks)
3. OPDSC, Rayagada (2 networks)
4. Parivarttan, Malkangiri (1 active network, 1 defunct)
5. Pragati, Koraput (2 networks)
6. Udyama, Bhubaneswar (3 networks)
7. YCDA, Boudh
8. Sahabhagi Vikash Sanstha, Bhubaneswar

Total Networks: 15

Note: Organizations were assigned case letters A-M based on the order in which questionnaires were returned to maintain anonymity in matters of funding—not on the alphabetical listing above. The case letters are referred to in the selected graphs and charts above.

The following people agreed to Key Informant Interviews at either at their offices or at Madhyam Foundation offices in Bhubaneswar:

1. Mr. P.K. Sahoo-Chairman, Centre for Youth and Social Development, Bhubaneswar
2. Mr. Jagdish Pradhan- Director, Sahabhagi Vikash Sanstha, Bhubaneswar
3. Mr. Pradeep Mohapatra-Secretary, Udyama, Bhubaneswar

Appendix ii. Copy of the Questionnaire Distributed

NETWORK MODE OF WORKING AMONG NGOS IN ODISHA:

TRENDS AND CHALLENGES

A Study Commissioned by Madhyam Foundation and

Undertaken by Ms Molly O'Connor, a Masters Student from

American University, Washington DC, USA

Please complete the following survey with information about your nongovernmental organization. Responses are for the expressed purpose of identifying overall trends in NGO networks.

Surveys can be returned by **16th June 2012** via email to:

Email: subratsinghdeo@gmail.com or madhyamfoundation@gmail.com

Thank You for your co-operation

1. Does your organization have experience of leading any network project? Yes/No
If yes, since when? -----
Please write the name (s) your network (s)-----

2. Who initiated formation of such network? (Please put a mark)
 - a. Your organization
 - b. Jointly by your organization & other network partner
 - c. Donor agency
 - d. Any other (Pl. specify)

3. What was /is the main thematic focus of your network? (put a mark)
 - (a) Livelihoods. (b) Child labour (c) Maternal health (d) Food security (e) education
 - (f) Local self governance (g) Any other (Please specify)

4. What was/is number of your network partners?
5. Where are the partners located? (Please put a mark)
(a) In one district (b) In 2 – 4 district (c) In more than 5 districts (d) In more than one state
6. What was/is the total outreach of your network?
(a) 1,000 – 3,000 household (b) 3,000 – 5,000 households (c) 5001 – 7000 households
(d) 7001 – 10,000 households (e) More than 10,000 households (specify the exact number)
7. What was/is the average support (in rupees) per network partner per year? And write the name of your donor (s)
8. How often the network partners meet?
(a) Once in a month (b) Once in a quarter (c) Any other (specify)
9. How many times does your organization representative visit the network partners for monitoring in a year?
10. In your opinion, what are the relative advantages of working in a network mode? (Pls. write maximum 5)
11. In your opinion, what are the challenges of working in a network mode? (Please mention maximum 5)
12. Do you think, your network will continue to work after the existing funding stops?
Yes/No
If yes, please specify your plan
13. Could you please tell us the most significant impact your network has been able to achieve over the years?