



Centre for Governance Studies

in Nonprofits

Aligning effectiveness to social purpose

A Joint Initiative of EDI & Janvikas



AT:
ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA
Ahmedabad, Gujarat

The Context

Growth of the social sector

In the last few decades, there has been tremendous increase in the numbers and variety of Nonprofit Organisations (NPOs) in the country. Increasingly, it is being accepted that delivery of services in a variety of difficult contexts is possible through NPOs. This has increased the visibility of NPOs. This has also led to questions about their nature, functioning, accountability, transparency and credibility.

Transition in the economy

The last decade has also seen far reaching reforms in the country through the economic liberalization process. This has spawned debate about developmental choices and roles of various players.

The country needs to examine questions related to the developmental process, such as the need to include all sections of society; as well as about the basic democratic processes and rights of ordinary citizens. It is extremely important to have civil society organisations and voices that can credibly and effectively raise questions about the manner in which choices are made.

This means raising questions about transparency, accountability, right to information and good governance practices in all sectors, be it the government, the corporate or the NPO.

We believe that the social sector has to take the lead in this process of reform, by first looking and acting within. NPOs need to adopt demonstrable good governance practices and high levels of transparency, accountability and right to information; even as they raise these issues in the larger context.

The Need

Informed and judicious action

To initiate a reform in the social sector towards good governance, the first step required is sound research. Research based on objective parameters would ascertain and establish the true status and contours of the sector. The next step would be to generate appropriate standards, procedures and processes for good governance. Finally, capacity building of the NPOs will have to be addressed in a differentiated way. NPOs at various stages of evolutionary complexity and of various natures need to be addressed. It is important to allow each NPO to retain its basic / unique character. The autonomy and unique approach of these organisations gives them their cutting edge in delivering services, raising questions and innovating new models.

The Response

Centre for Governance Studies

In response to this perceived need, two premier institutions have collaborated to establish the **Centre for Governance Studies in Nonprofits** in September, 2006. The **Entrepreneurship Development Institute of India** (EDI) has national and international outreach, and active linkages with government departments. It offers state-of-the art infrastructure for training and research, and has been conducting a Post Graduate NGO Management programme for the past nine years. **Janvikas** is a leading training and support NPO that has 20 years of experience in setting up new institutions. It currently provides capacity building accompaniment to over 100 organizations in their organizational/ institutional development and governance, and its members sit on over 20 NPO Boards.

Objectives and activities

CGS will contribute substantially to enable non-profit organisations achieve the highest standards of excellence, good governance and value to civil society. The Centre will continuously redefine and set the highest internal standards in meeting these objectives. This will encompass providing value to its customers and stakeholders, its own pursuit of internal good governance and operational excellence.

CGS will focus on:

- Research on the nature and typology of NPOs, the evolution of the social sector, governance systems and practices in the sector, and best practices in governance and management of NPOs.
- Collaborative work towards the establishment of norms, standards, procedures and processes towards effective governance and management practices of the social sector. This would involve original conceptual work on organisational models appropriate to the sector.

- Action research and long-term partnerships with NPOs in the process of testing and refining solutions for improving systems and processes towards good governance.
- Appropriate training, capacity building, publications, dissemination and other such activities to support the improvement of NPOs in the country.

CGS Domains

- **Research studies** on NPOs and networks, with focus on **organisational capacity assessment and governance**.
- Support in **organisational and institutional development** towards enabling good governance
- **Leadership development** and mentoring.
- **Board development** identification, induction, training and support to NPO Boards
- Capacity building of **organisational systems and processes** in areas of
 - governance, strategy, networking and external relationships
 - financial management, fund raising and accounting
 - HRM (human resource management), change management
 - organisational learning and knowledge management
 - service delivery and PMET (planning, monitoring, evaluation and transfer into action)
 - legal and statutory compliances
- Best practices in governance and organisation management

Strategic outputs

- Sectoral assessment reports on capacity building requirements wrt governance
- Capacity building modules and training programmes
- Contribute to processes for rating and accreditation of NPOs, trainers, consultants and other players in the social sector.
- Training modules and training of trainers for organisational/ institutional strengthening, leadership development, and Board development.
- Resource directories and knowledge base on NPOs and the social sector.

How does CGS work?

The CGS has a **core professional group** comprising professionals from HID (Human and Institutional Development), developmental economics and expertise in NPO management. The group will work in close association with all players in the development scenario to initiate changes towards good governance at the sectoral level.

A **Steering Group** consisting of eminent persons from the NPOs/ social sector, academics, government and corporate sector would set goals and direct the growth of the Centre.

The CGS is located in the EDI campus, which provides access to state-of-the-art infrastructure for research, training and education, having a good library, training/ conference facilities and faculty from multiple disciplines.

Where does CGS work?

The CGS would focus on the Western Region states of Gujarat, Madhya Pradesh, Maharashtra and Rajasthan in the first year. It would expand its coverage to other parts of the country and beyond from the second year of operations.

Who does CGS work with?

- NPOs
- Networks of NPOs
- Government agencies
- Philanthropy market place actors at national/ international level
- Funding agencies.
- Educational institutions involved with NPOs
- Corporate sector

The Entrepreneurship Development Institute of India (EDI) is an internationally recognised research and training institute for entrepreneurship and NPO management. **Janvikas** is a leading NPO that has been at the forefront of developmental initiatives in Gujarat. It has been a contributor to development of the social sector through its human and institutional development work and policy contributions at the national level. These two premier institutions working in the field of support to non-profit organisations (NPOs) have come together to establish the **Centre for Governance Studies in Nonprofits (CGS)**.

CGS offers services to NPOs in

- Assessment of organisational capabilities and governance
- Leadership development and mentoring.
- Board development
- Organisational systems and process improvements in strategy, finance, Human Resource Management (HRM) and PMET (planning, monitoring, evaluation and transfer into action)

How to collaborate with CGS

NPOs and other players in the development scenario can collaborate with CGS in a variety of ways. For more information on current research, training, and support activities, please contact us.



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AT:

ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

P.O. Bhat - 382 428, Dist. Gandhinagar, Gujarat, India.

Tel.: +91-79-23969163, 23969161 Fax: +91-79-23969164

E-mail: ediindiaad1@sancharnet.in, Website www.ediindia.org

