



BEYOND NUMBERS

Resource Development
Building Alliances

 **Caritas**
INDIA
The Joy of Service...

National Assembly of Diocesan Directors of Social Apostolate

National Assembly is the biennial event organised by Caritas India since 1998, which focuses on building partnership and enhancing synergy of collaboration, particularly with the local diocesan social service societies. The audience of the National Assembly are primarily Caritas India partners and collaborators. The occasion brings the extended family of member organisations to a common platform to share and learn from the quid pro quo of knowledge and expertise. It is an opportunity for Caritas India and partners to reflect on actions, strategies and perspectives to become more relevant and prompt in adapting to the emerging and changing development paradigms, and empowering the communities.

About the Theme

The theme, "Resource Development...Building Alliances", is one which intersects cross learning and convergence by building multi-stakeholder partnerships and collaborative synergy for meaningful, inclusive and sustainable changes in people's lives. Given the mandate of assisting the poor and empowering the weak, building alliances with varied stakeholders not just opens up the new channels for resource mobilisation and development but also unites them for common causes. And when conventional sources of resources are depleting, it becomes even more urgent to adopt newer approaches and strategies of mobilising resources in different kinds to sustain interventions in the community.

Sub-themes

- CSR- Towards Sustainability
- Volunteerism as human resource
- Social Enterprising Models
- Promoting Giving Community
- Campaign against Hunger and Disease – Localising and strengthening the campaign

Methodology

- Thematic exposition
- Sharing of CSR experience
- Knowledge shops
- Story telling
- Strategy designing
- Personal witnesses
- Model presentation



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WELCOME MESSAGE

Bishop Lumen Monteiro
Chairman, Caritas India

Christian charity demands focus on the poorest of the poor – widows, orphans, destitute, aged and the poor in spirit. “Truly I tell you, just as you did it to one of the least of these who are members of my family, you did it to me” (Mt 25:40), is no less than an invitation to a way of life to help the underprivileged.

Being a middle income country, India is arguably not highly favoured for developmental assistance. The growth in India is uneven with the “haves” benefiting in greater measure than the “have-nots.” The concentration of wealth is uneven and some have better accessibility to services while for others, access is “limited” and “restricted”. This is also based on the social identity of the community and individuals.

Caritas India, the development arm of the Catholic Bishops Conference of India (CBCI), has the mandate to ensure life in its fullness and is inspired by the compassionate love of Jesus Christ. It, envisages a healthy society for people, especially the poor and the marginalized to attain and maintain holistic well-being and dignified lives in harmony with the Creator, one another and the environment.

Resource development is an art and at the same time a science, that deals with knowledge, skills and attitudes demonstrated in favour of mobilising capital for the poor to enhance the quality of their lives. While the conventional financial resources are getting drained drastically, Caritas India has taken the responsibility of capacitating itself and its partners in developing strategies to address the issue. We seek your helping hand and solidarity in meeting the vision of Caritas India and partners towards this endeavour.





FOREWORD

Fr. Frederick D'Souza
Executive Director, Caritas India

'It is more blessed to give than to receive.' Acts 20:35

Diakonia, the aspect of the Giving Church, is central to fulfilling the church's mission as stewards of the Creator. It is an essential part of discipleship. It reaches out to all persons created in God's image, and all of God's creation. The essence of this concept begins with unconditional service to neighbour in need, which leads inevitably to bear witness in word and deed in the midst of our lives. Through advocacy, this aspect is being disseminated and promoted by the Church, via different platforms with various stakeholders.

Diakonia enables us to map out financial, human and institutional resources that pave way for a new dimension of volunteerism. We must challenge the existing systems that do not mitigate and in some ways propagate the suffering in the world, a world afflicted with inequity and poverty, violence and injustice, and environmental degradation. The current developments in the country require a unified response administered through community-managed programmes to enable the downtrodden to live with dignity.

The nature of interventions has to go beyond the conventional funding-based projects. Any developmental process is sustainable only when it is mutually supported and owned by all the actors involved. This process needs to be impelled by ways and means of sharing resources in the form of knowledge, human, institutional and financial resources. This is the Ministry of the Church which is one of the fundamental pillars of the Catholic social teachings.

We identify with our fellow human beings and the environment we live in. We identify especially with those who suffer today. We move beyond politeness and pretence,

breaking the silence and risking the consequences of speaking the truth, even when this threatens the established order and results in the hardship or persecution.

Through this National Assembly, we witnessed a fruitful collaboration of members of corporate sector, media, social enterprises and Church's social service societies gathered towards enabling social consciousness among the community and the stakeholders at large for unified response and shared impact. The strategy adopted at the end of the National Assembly, will certainly pave the way for us to find new opportunities for resource development and alliance building for larger social and environmental cause.





INTRODUCTION

Fr. Paul Moonjely
Asst. Executive Director, Caritas India

The concept of giving is enshrined in all the religious beliefs that Indians practice. However, this giving is mostly limited to giving for the religious cause. The dimension of giving for developmental issues has not been explored enough in the Indian situation. For a more equitable society in India, the vision of giving has to be made far wider to cover this aspect more emphatically.

In the process of building and nurturing resources, Caritas India along with her partners, is venturing into this domain by engaging with Governments at national and state levels with clearly defined innovative and multiple strategies. Mapping and assessing funding possibilities through Corporate Social Responsibility, enables to lobby for good practices, to minimize the ill effects of corporates and ensure appropriate compensation as the principle of engagement.

Our church institutions are endowed with huge potentials resources in multiple variants, such as human, institutional and financial capitals, which could be collectively mobilised and put in use for the development of initiatives in this direction. Individuals are potential donors today and the good will in terms of giving for a cause has been all the more enhanced today due to the social consciousness in the society.

Material Mobilisation, in terms of the most important and primary need after a disaster strikes, is provision of life-saving materials – medicines, shelter, food, water, and clothing. India has a high level of goodwill factor in times of catastrophes. This goodwill needs to be channelled imaginatively. Caritas India endeavours that there is no dumping of unusable materials and no unintended damage to the local economy.

Volunteers contribute to a very good resource pool if provided with avenues. To make use of this invaluable human resource pool, Caritas India proposes to develop avenues for volunteering from the local partners.

Caritas India, humbly acknowledges the role that philanthropy plays in thrusting forward its mission of promoting human dignity. Every single donor is acknowledged for their support. The desire of those donors who wish to remain anonymous is always respected.

The only limit to the Opportunities for Giving is the largeness of one's heart combined with pragmatism. We are hopeful that after the National Assembly themed around Resource Development, we will be able to execute the learnings from mutual sharing toward a truly developing nation.

Special Address

Dr. Joseph Sebastian

Global Head - Faizal and Shabana Foundation

Resource Development is not about money or resources, but about necessary work that needs urgent doing. Money and resources are the means to that end. Church-based organisations have done yeoman service by taking up the cause of the most underprivileged communities. In spite of making great contributions to the development sector, Church-based organisations face existential challenges because of the shortage of funds for their development initiatives.

The funds earmarked for development aid has not decreased at the national or the international levels. The only perceptible change is that the forms and sources of the development aid have changed drastically and dramatically.

Good projects require good fund raising and good fund raising requires good projects. Organisations need to develop good strategies to break this conundrum and ensure that there is a steady supply of funds for the development work. The communication strategies have to be strengthened further in such a way that the strategy is aligned to the needs of the donor. Resources of all forms and sizes have to be valued and recognised. Full-blooded efforts needs to be made by church based organisations to achieve success in resource mobilisation.



RESOURCE DEVELOPMENT STRATEGY

Adopted at the National Assembly

2016



Partners together with Caritas India will:

Corporate Social Responsibility (CSR)

- Partner with responsible industries/corporates that respect humanitarian values and generate revenues ethically.
- Develop appropriate orientation and capacities which will eventually help them garner the knowledge and skill base for meeting industry standards of quality.
- Explore partnership with corporates that is founded on the reciprocity of learning of quality and value standards.

Volunteerism

- Focus on initiatives driven and directed by community-based volunteers that will necessarily lead to greater sustainability and local ownership.
- While respecting the primacy of human resource and people's desire to participate in humanitarian action, will nurture volunteer base in all their interventions.
- Create skills for human resource management for the meaningful and productive engagement and retention of volunteers. Volunteerism will be promoted as a spiritually and socially rewarding partnership between individuals and organisations.

Social Enterprises

- Vigorously pursue social enterprise models for achieving and furthering economic self-reliance and greater sustainability of both development initiatives and organisations.
- Initiate and nurture ethically-sound, socially acceptable and viable and sustainable enterprises for supporting Church's social initiatives.

Giving Communities

- Engage with community more meaningfully, while respecting and recognising community's willingness to participate and contribute to social initiatives.
- Continue to involve communities as partners in action and create new avenues for sharing and giving. Innovative ways to promote 'the giving for a noble cause' of communities, like family giving, individual contributions and campaigns will be practiced; and
- Partners will develop systems for increased accountability and transparency in the utilisation of funds that communities share with them.



CSR-TOWARDS SUSTAINABILITY

Dr. Joseph Sebastian

Global Head - Faizal and Shabana Foundation

Understanding Corporate Social Responsibility (CSR)

The Companies Act 2013 stipulates certain companies registered under the Act spend a portion of their profit returns on activities/initiatives reflecting CSR. While some companies engaged in CSR activities even before the enactment of the Act, the legislation resulted in escalation in the scale of spending and mandatory reporting under CSR activities. The law, thereby, created an opportunity for the companies to align their CSR activities to their core business competencies and vice versa. And for companies that are willing to partner with NGOs look for innovation, scale, efficiency, approach and methodology, and also sustainability aspects of the programmes.

CSR: A Mixed Bag of Challenges and Opportunities

Reports on the CSR spending for 2014-2015 revealed huge gaps in the industry, namely, a lack of clarity within the Act, regarding the definition of what constituted a CSR project. Besides, a sense of mistrust between the NGOs and the corporates, and the inclination of viewing CSR activities as an extension of marketing and branding exercise have been largely the issue. In CSR mobilisation

It is important to engage, adapt and educate the corporates on social issues that CSOs intervene on, to overcome the mutual mistrust. Unhindered single point contact and networking; uniform internal communication and information, and visibility strategy; use of social and other online channels of communication have to be developed to sustain the business contact with corporates. Equally important is to keep the relationship and its process alive with the corporates as potential gateways to future associations, even if initial interactions don't convert into immediate business.

Sustainability

A sustainable business approach targets all actors in the value chain taking into account partner behaviour and consumer use. Coca-Cola's 'Me-We-World' is an example of a sustainable CSR framework. At Coca-Cola, programmes are conducted on women empowerment and environment protection. Project Unnati, a sustainable agriculture project, has been helping mango cultivating farmers in Andhra Pradesh adopt modern farming techniques like drip irrigation and Ultra-High Density Plantation increasing yield and income.

The Kickstart Cab funded by Mphasis, incubated by the Government of Karnataka, is another sustainable model, which has equipped vehicles to accommodate wheelchair users and help people with disabilities and senior citizens to commute with least restrictions and maximum safety and comfort.

CSR and Brand Building

It is absolute necessity that NGOs identify and pursue partnerships with brands and companies that are aligned to their core philosophy. And, Corporates can have NGOs create social value of their brands and their sustainability in a way that differentiates them from competition. For example, the Dove brand talked about expectations around body images and also enabled CRY to send out the special social messaging on girl child by way of eminent persons endorsing the brand. Another brand Marico Nihar Naturals contributed in a cause related marketing initiative on children's education with Child Rights and You (CRY). Body Wash, similarly, included a component against cross border human trafficking in advertisements.

Reclaiming CSR for Community Empowerment

The National Voluntary Guidelines (NVGs) enshrine commitments to people, planet and profit for business in India. And with all the above examples, it must be remembered that businesses impact the social lives of people and environment through their operations. Marginalised communities interface and link with CSR – directly and indirectly – as beneficiaries, consumers, blue-collar factory workers and people within the supply chain. These communities become an important link between the NGOs and corporations. Terms of engagement with CSR must entail that businesses should not treat the community stakeholder as mere beneficiaries of community initiatives but promote social inclusion of all vulnerable and marginalised groups within the core business operation and company's CSR initiatives.

► Key Learnings

- Innovations, scale, efficiency, approach, methodology and sustainability are key to NGO - Corporate partnerships.
- Corporate-NGO partnership must be a mutual learning and gaining process, wherein the former get sensitised

and aware about the real social issues while funding NGOs.

- NGOs must identify corporates that are aligned to their core ideologies for partnership.
- Uniform internal and external visibility strategies and information about the organisation, and strong team coordination mechanisms are essential.

- Cultivate a relationship and nurture the process with CSR as future gateways, even if they don't turn into funding immediately.
- Invest in capacity building of team members and maintain professionalism.
- Recognise clearly that the community is very existence of the business and not just another stakeholder in the business.

Mr. Tom Thomas

Convenor, Corporate Responsibility Watch



Fr. Savari Raj

Director, Chetanalaya



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VOLUNTEERISM: THE UNTAPPED HUMAN POTENTIAL

The development sector has been undergoing massive transition owing to many socio-political national and global changes, necessitating volunteer engagement in carrying out organisations' specific mandates. In the recent years, the concept of skilled or pro bono volunteering has gathered much attention, whereby the companies and individuals volunteer their professional skills to assist non-profit organisation in creating or improving their practices. This creates an opportunity for NGOs to acquire certain professional skills to complement their resource pool. For instance, marketing, communications, knowledge management and strategic management are some of the few such growth driven skills that cannot be managed without, and can be acquired through pro bono volunteering. For corporations, pro bono offers the advantage of employee development and stakeholder engagement. And to the individual volunteer, it offers an opportunity to make a more sustainable contribution.

Likewise, there are other innovative practices of volunteer engagement by non-profit organisations. For instance, the Magic Bus India Foundation (Illustration 1), implements all its programmes through volunteers who hail from the same communities they service.

Volunteerism is the hallmark of the Ashakiranam Cancer Care Campaign of Caritas India in Kerala (Illustration 2). Volunteers are school students, health professionals, agricultural experts, artists and common people, from across ages and socio-economic backgrounds, including cancer survivors too.

Manav Vikas Seva Sangh (Illustration 3) garnered a lot of success by engaging volunteers in the areas of building Self-Help Groups, Farmers' Clubs, federations, youth clubs, forums, students' clubs and other groups of communities.

And lastly, Voluntary Services Overseas (VSO) India (Illustration 4) carries out volunteer placements by combining specialized skills from the private sector to the knowledge and expertise of the development sector. This way, VSO acts as a knowledge broker and generates efficient ways of working and innovating solutions to development issues.

The illustrations demonstrate that a meaningful volunteer engagement programme requires thinking and transcending immediate operational requirements, in perceiving

volunteers as partners and co-owners of the vision of the organisation. Volunteers turn into strategic human resource that furthers the cause of the organisation, if managed well, through recruitment or retention.

► ILLUSTRATION 1

FROM CHILDHOOD TO LIVELIHOOD

Magic Bus India Foundation

Magic Bus works with more than 400,000 children and 9000 trained volunteer mentors in 22 states and 58 districts of the country. It has cultivated a volunteer-base in all communities through whom all community programmes are implemented. The younger children, after attending school, engage with Magic Bus' programmes on vocational skills. They are also trained as mentors to the community.

The Magic Bus Livelihood Programme is one of such initiatives managed by volunteers supported and trained through Magic Bus' unique mentorship programme. Aligned with the National Youth Policy, the youth-centred livelihood programme connects the aspirations and potential of young people to available market opportunities. Life-skills, ranging from education and gender equality to health and employability are imparted through volunteers from communities. Once equipped with employable skills, they are matched to potential jobs based on individual strengths and mobility. During their stay with Magic Bus, the volunteers work with the child's support structure: the parents, the community at large, and local institutions to create transformational change in their lives, in return for the satisfaction they derive from their work.

► ILLUSTRATION 2

ASHAKIRANAM CANCER CARE CAMPAIGN: A UNIQUE MODEL OF COMMUNITY INVOLVEMENT

Caritas India

Ashakiranam Cancer Care campaign was launched and promoted through volunteerism in response to thousands of cancer cases that were being registered in Kerala. The campaign has 5636 volunteers registered under it, who are school students, health professionals, agricultural experts, artists and common people, from across ages and socio-economic backgrounds. Cancer survivors are also proud volunteers of the campaign. Volunteers contribute their time based on their availability. Training on Cancer care is given in association with Oncology specialists from reputed hospitals.

Volunteer activities are broadly focused in two areas: (i) Disease Prevention and (ii) Patient support services. Some of the activities where volunteers participate are base line survey/cancer survey; network creation; awareness creation; fund mobilization programmes; palliative care

services; specialized services (Doctors, Agriculture experts, other related experts); organ and blood donation; and promotional activities, under the guidance and reporting system of Caritas India and Diocesan Social Service Society (DSSS). The programme is now widely recognized by the State Government and other agencies. This vast scale of volunteer engagement has made Ashakiranam a campaign against Cancer for a cancer free society, and given a lease of life many cancer patients.

► ILLUSTRATION 3

VOLUNTEERING TO SERVE

Manav Vikas Seva Sangh (MVSS)

MVSS being a nonprofit organization, moved to the general public to address the needs of the most vulnerable sections, by inviting them to volunteer their time and skills. MVSS' work with the Government departments like NABARD, Zila Panchayat and Universities raised credibility of its work and visibility for people to volunteer. It garnered a lot of success by engaging volunteers in the areas of building Self-Help Groups (SHGs), Farmers' Clubs, federations, youth clubs, forums, students clubs and other groups of communities. Their engagement led to better planning and implementation; impact demonstration; alliance building and skilled human resource capital. They engaged in providing a range of services to the community, such as youth counselling and fund collection for community works.

At present, MVSS has volunteer groups involving Rotary Club Youth Wing, Sagar Diocesan Youth Movement, Jain Doctors' Volunteer Association, and Sagar Doctors' Association. These voluntary formations participate in conducting awareness drives and campaigns in villages and health camps. Interaction with the villagers signals to the enormous potential of volunteer engagement strategies towards boosting an organisation's volunteer recruitment, engagement and retention. This has led MVSS on the pathway of mobilising more giving hands to meet the needs of poorest of the poor.

► ILLUSTRATION 4

VSO's Volunteering Approach

With its people centred and evidence based approaches, VSO targets the most marginalized populations to increase the choices and opportunities available for them while making their voices heard. Volunteers empower communities with new skills, especially women, enabling them to participate in the development processes. Volunteer engagements are often targeted towards strengthening organizations' capacity to ensure sustainability. Acting as a knowledge broker when making volunteer placements, VSO combines specialized skills from the private sector to the knowledge and expertise of the development sector. This generates more efficient and innovative solutions to development issues. Local NGO capacities are improved in the areas of project management, organisation development and communication and technology. VSO offers a highly evolved system capable of tailoring and managing all aspects of volunteer programs including:

- A full due diligence process for local partner identification, selection and preparation that ensures partners are credible, willing and able to make the program a success.
- A robust volunteer recruitment and selection process ensuring identification of the right skills and talent pool for the required engagement.
- A rigorous yet rewarding volunteer experience using tried and tested tools to select the best candidates and prepare them to maximise program impact and their own professional and personal development.
- Bespoke scopes of work that align the needs of NGO partners with expertise and objectives to address key development issues.
- Identifying key areas of need, prioritising needs through SWOT and participatory approach.
- Robust processes for volunteer management; programmatic, logistical and financial planning and delivery; documentation and dissemination of learnings.
- A full range of online and offline monitoring and evaluation tools to assess the impact for the volunteers, local NGO and partners.
- Development outcomes through established placement scope of works, logframe, Monitoring and Evaluation processes.

► Key Learnings

- Skills based or ProBono volunteering warrants further exploration and adoption by NGOs.
- Organisations should invest in volunteer engagement going beyond immediate operational requirements
- Programme must include (i) developing a central database; (iii) appointing a volunteer manager; and (iv) designing a volunteer management strategy.

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SOCIAL ENTERPRISING MODELING: THE NEW WAY



Social enterprise is a business with primarily social objectives. The social entrepreneurs take up their community's problem and commit to tackle it through activities that generate both social and economic value. An effective business model is essential to the success of a social enterprise. It is a framework, where the mission and vision of a social enterprise governs the strategies and operating procedures of the business to create an ecosystem of social welfare. This business model is usually a sustainable idea that conceptualizes into a channel for the

social entrepreneur to convert inputs into outcomes for the community.

The different social enterprising models that have created entrepreneurs and empowered communities out of poverty are embellished in illustrations 6 and 7. These are models pertaining to global marketing of local art that resides in the most far flung rural areas of India; and training of farmers in organic farming to get them out of poverty and strengthen fair price deal.

► ILLUSTRATION 5

BUSINESS SOLUTIONS TO SOCIAL PROBLEMS

Jaipur Rugs

Jaipur Rugs, over the past 40 years, has converted into a network of more than 40,000 artisans across five states in India. It is also known as India's leading manufacturer and exporter of hand knotted rugs. Whilst working on sustainable livelihood of the most marginalized communities, focusing women, the organisation emphasises on how a global supply chain can be improved through social enterprises. The organisation brought the artisan and the consumers to a common platform for an interface to change the nuances of the business. It has facilitated a paradigm shift in the mind-set of the artisans and made them aware of their position as entrepreneurs in the value chain. Moreover, in collaboration with the government, Jaipur Rugs has been promoting new livelihood options in the community.

The uniqueness of Jaipur Rugs is the establishment of a platform to connect global social enterprise with the local artisans. The Jaipur Rug Foundation, the social arm of Jaipur Rugs Group conducts programmes to ensure that the social value generated by the business reaches the grassroots in the form of social welfare through a diverse set of interventions. It provides skill trainings, functional literacy, health camps, financial inclusion, insurance linkages, artisan engagement, and grassroots leadership and entrepreneurship development across 600+ villages in five states.

► ILLUSTRATION 6

FARMERS' CONSORTIUM

Wayanad Social Service Society (WSSS)

Wayanad district in Kerala is comprised of 18 percent of the farming sector. Way back in 1999, organic farming was promoted by WSSS among 90 farmers in the district. A year later, organic farm certification started in association with Spices Board under the ITC project, Export lead poverty reduction through organic cultivation. With the passage of time, advancement of processing and marketing activities, diversification of products and increased volume of sales, increased the number of famers to 2292 across 78 villages in the district by 2009.

Organic processing centre, specially designed under NABARD, was set up in 2012 on people's demand by WSSS. Presently, there are 12306 farmers attached with WSSS. Promotion, certification, marketing and processing of organics produce are carried out to enhance the organic farming. 2456 organic certified farmer in WSSS intervention areas are aided with seedlings, organic manure, farm equipment, medical support, scholarships, exposure visits, better trainings, market for vegetables and fruits and extra premium as value additions to their knowledges and practice.

Organic products cultivated by the farmers are available for direct purchase from them without any middlemen. This has increased greater bargaining and fair price practice among the farmers and buyers, boosting farming dividends. The annual sales have increased and exported worldwide, earning WSSS the recognition from the Government of Kerala as the best industry model.

► Key Learnings

- Social enterprise models provide economic self-reliance and greater sustainability to the community initiatives in response to local needs.
- Ethically-sound, socially acceptable and viable, and sustainable enterprises alone validate and strengthen community business models.



Mr. Yash Ranga
Jaipur Rugs

Fr. Bijoy
Director, Wayanad Social
Service Society

Ms. Sadhna Chopra
Director- Programmes
Sakaar Outreach

Promoting Giving Community



By mobilising financial support in the form of donations from individuals, community and family, they are made partners to the development work. The people, issues, approach, vision and activities are key propellers for the public to contribute. A uniform communication system about the organisation's profile and activities helps people make informed choices to give for the poor. Having a resource mobilisation policy in this regard is useful. Success stories and good practices sharing through periodical communicating strengthens the relationship with the 'givers', when they learn about the fruit of their support. Reporting back to the donors helps in being transparent and accountable to them and encourages sustainability aspects in giving.

Ashakiranam Cancer Care Campaign is one model intervention in Kerala, which has mobilised resources from individuals, community and families, in terms of their time as volunteers and financial offerings. Local funds were mobilised to the tune of Rs. 1, 31, 81,539 through Palm Sunday Collection, public contribution, sponsorship, Cancer Surashanidhi Tin Collection, and sales of seedlings for organics farming in 2014-2016. Many even donated their hair to support the cancer patients who had lost their hair to cancer therapies. These are very unique models of promoting giving communities, by making them aware of their privileges and disadvantages of others.

► Key Learnings

- The people, issues, approach, vision and activities are key aspects for community fund raising.
- Uniform and robust communication systems coupled with organisational resource mobilisation policy is an imperative.
- Reporting back to the donors strengthens the relationship, and transparency and accountability of the organisation.

Basic tenets of a giving family

As propounded by an individual donor herself in the Ashakiranam campaign, Ms. Jancy Jose, strongly articulated the importance of being a giving family to help the needy through their tough journeys of life. And, the attitude of giving for causes begins and should be cultivated in the family itself, endearing the following principles and belief system.

- Anybody lesser than 'me' is recognised as 'needy'.
- Giving includes time, ethics, values, compassion, and not just money.
- Spend time with the near and dear ones and not neglect them.
- Understand and internalise the importance of giving.
- Give the best that one can and the best will come back.
- Have a sombre lifestyle to be able to help others.



Dr. Haridas
Zonal Manager - South
Caritas India

Fr. Varghese Mattamana
Vicar General, Pune Excharcy

Mrs. Jancy Antos
(family giving)

Localising and Strengthening the Lenten Campaign



RICE BOWL: A CRS MODEL

CRS Rice Bowl is Catholic Relief Services' Lenten faith-in-action program for families and faith communities. With its origins in the United States, more than 40 years ago, Catholics in the United States wanted to respond to famine in Africa. In 1976, "Operation Rice Bowl" was adopted by the United State Conference of Catholic Bishops as a national programme, which was made the official program of Catholic Relief Services (CRS) in 1977. Today, CRS Rice Bowl is a tradition for millions of Catholics in the U.S., who employ the Lenten pillars of praying, fasting and almsgiving to change the lives of those who suffer in poverty. CRS Rice Bowl is available in paper, web and through a mobile app in both English and Spanish. Each year, CRS Rice Bowl funds are directed to between 40 and 45 countries where CRS runs humanitarian programmes.

Some areas of support include (i) agriculture projects helping farmers improve harvests; (ii) water and sanitation projects bringing clean water to communities; (iii) microfinance projects supporting small businesses; (iv) mother and child health projects offering health and nutrition services; and (v) education projects providing resources and training. Short videos are produced to educate the people in the West to mobilize funds. The website shares weekly information and updates in downloadable format for the interested audience, and gives various options for donations and signing up as a volunteer.

Strategies to strengthen the campaign

- Local targets accompanied with systematic plan and methodology at national level for the campaign.
- Results based approach
- Awareness about the Lenten campaign among the Church community through volunteers.
- Disclosure of fund mobilisation and utilisation details to the Church community.
- Periodical correspondence with donors through updates on actions and case stories.
- Fund raise from church network of schools, hospitals, colleges and Christian believers in the country.
- Creation of volunteers' base.

Most Rev. Thomas Koorilos
Archbishop of Tiruvalla

Most. Rev. Gerald Almeida
Bishop of Jabalpur



Mr. Kushal Neogy
Sub regional Director
Partnerships (South Asia)
Catholic Relief Services

Most. Rev Raphael Thattil
Auxiliary Bishop of Trichur

Visibility and Accountability in Resource Mobilization: Media Lens

Media, public relations and communication plays an important role in mobilising resources and raising accountability. News media is one such medium for spreading good work and accountability of organisations. And, media could be evangelisation by proclaiming the Good News of great work done by Church based organisations through (catholic) media. News has to go beyond event reporting, compelling enough to be published, reporting initiatives that are S-M-A-R-T and impactful, bringing changes in the lives of people. This can be done by improving economic empowerment for education (SDG 4), health (SDG 3), food security (SDG 2), and poverty eradication (SDG 1). Efforts need to be made to make the interventions the basis for public relations.

However, the disconnect between the Church interventions and media needs to be overcome by constant cultivation of relationships. And to eliminate this gap, channels have to be created by which people can connect with Caritas India and partners, and learn about them from appropriate information in the local media. This also requires targeting the local media in the states, which have higher readability by the local authorities. Northern India is the largest part of India, and dissemination of information in this Hindi speaking belt will definitely garner more support in different forms from various stakeholders.

Key learnings

- Engaging with media, more so, local (secular) media, by providing relevant information with life changing stories will help bridge the gap between Church organisations and media.
- Disconnect between the Church and Catholic media needs to be overcome by sharing information.

Dr. Suresh Mathew

Chief Editor, Indian Currents

Arun Nirala

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Caritas India

Future Path

Resource development is not just about money and likewise, being resourceful is more required than the resource itself. In the rapidly-evolving development context, development organisations can become more competitive and relevant by adapting to new scenarios and increasing their skills and abilities in developing resources for enhancing the dignity of the poor. Resource development strategy of Caritas India and its partners pivots on the realisation that resources, both human and financial, are locally available. Development organisations can increase their effectiveness at resource development with greater synergy building, knowledge sharing and strategic thinking. Self-reliance in raising resources of organisations has critical significance in their mission to help the poor secure and sustain holistic well-being and dignified life in harmony with the Creator.

The resource development strategy, based on the Resource Mobilization Policy (2013) of Caritas India, recognises the importance of the various forms of resources and approaches resource development in its entirety for responding to the needs of the time. The strategy will help Caritas India and her partners diversify their resource portfolio and help them develop and employ their skills in harnessing resources of Corporate Social Responsibility (CSR), fostering Volunteerism, developing Social Enterprising models and promoting Giving Communities.

Based on the broad strategy adopted (on page 1), Caritas India will engage in:

- Conducting national level orientations and skill building on resource development;
- Building knowledge partnership at national, regional and state levels;
- Working of a consortium model on resource development by Caritas India and partners;
- Creating replicable models of campaigns and action points particularly on the Lenten campaign;
- Finalising the resource development strategy for Caritas and partners, respectively;
- Bringing elements of research, innovation, scale and efficiency.

Valedictory Message

Most Rev. Theodore Mascarenhas SFX

Secretary General of
Catholic Bishops Conference of India (CBCI)

The dilemma faced by any charity organization is obvious and it is important to make people aware of Church's charity work to engage them. Coming to the Lenten Campaign, people deserve to know why they are giving money, and how that support is being used. In every collection, the parishes should create their own volunteers, train them and send them into the communities. It is important that the funds raised by churches are used for the poor and marginalised than for infrastructure and pilgrimages.

In 2018, a joint Lenten campaign by MISEREOR and CBCI is proposed, wherein the collection would be parked and used in India itself as a step towards localising the campaign. And all these efforts need to be amplified through the media. For this, it is the need of the hour that Churches improve their media outreach, and engage with the Catholic media in a required fashion.

There are many possibilities for resource development and people are willing to give for causes if only appropriately engaged with as partner in change. All these steps together will enable transparency, accountability, partnership and participation of diverse stakeholders who have deliberated on this occasion, towards bettering the lives of marginalised communities and the entire social ecosystem.





Caritas India

Founded in 1962, Caritas India is registered under the Societies Registration Act XXI 1860 (the Punjab Amendment Act 1957). It has evolved over the five decades of experience in Disaster Response and Risk Reduction, women and child development, Dalit and Indigenous (Tribal) development, Climate Adaptive Sustainable Agriculture and Livelihood; anti-human trafficking and community health. Caritas nurtures human dignity by supporting millions of people without any distinction of caste, creed, ethnicity and religion, by specially attending to the most marginalised.

Our programmes have mainstreamed focus on women, children, Indigenous people, Scheduled Castes (Dalits), Persons with Disability and People living and affected by HIV/AIDS. Believing in the inherent agency of each of these groups, Caritas India facilitates realisation of their strengths and leadership to lead a life with dignity. We reach the remotest of communities through a network of over 200 organisations across the country, and engages with the community organisation and leaders, governments at all levels, civil society, academic institutions and corporates.



Delegates' response

"It was a indeed a memorable experience... my best wishes are always with Caritas and will be more than happy to support with whatever best I can."

-Ms. Anuradha Gupta
Specialist in Volunteer Engagement, formerly with iVolunteer.

"I would like to offer my heartfelt thanks for inviting me to be a part of your National Assembly event. It was a great learning opportunity for me and I also appreciate all the logistical support that I received from the team."

- Ms. Pinky Pradhan
Sr. Programme Manager, ICCo-Cooperation

"Many thanks for the opportunity to share our work and approach in the area of volunteering and volunteer management. We will be happy to collaborate in any way i.e. trainings on social inclusion and volunteer management. It was also a learning experience for me attending the workshop and an opportunity to network with your partners. Look forward to working with you in future to address issues of development and humanity."

- Mr. Praveen Kumar G.
Senior Programme Manager, VSO India



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