

**A STUDY ON THE FUNDING AND FUNCTIONING OF A NON-PROFIT
ORGANIZATION**

Dissertation submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management/Pharmaceutical

Management/Development Management

by

Sambhav Jain

Under the Supervision and Guidance of

Dr. Tripti Bisawa

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled “A Study on the Funding and Functioning of a Non-Profit Organization” is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Name of Student – Sambhav Jain

Date

COMPLETION CERTIFICATE

CERTIFICATE

This is to certify that Sambhav Jain in partial fulfilment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur has successfully completed her internship at Indian Institute of Health Management and Research during February 20- May 19, 2023.

Place:

Preceptor/Head of the Organization

Date:

Name of the organization

CERTIFICATE FROM FACULTY GUIDE AND SCHOOL DEAN

CERTIFICATE

This is to certify that the dissertation titled “**A Study on the Funding and Functioning of a Non-Profit Organization**” is a record of the research work undertaken by **Sambhav Jain** in partial fulfilment of the requirements for the award of the degree of MBA Hospital and Health Management from the IIHMR University, Jaipur, under my guidance and supervision and his approach to the research has been sincere, scientific, and analytical.

Faculty Guide

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Abstract

Non-Governmental Organizations (NGOs) play a crucial role in addressing societal issues, advocating for change, and delivering essential services in various sectors. This abstract provides an overview of the funding sources and the functioning of NGOs, highlighting their significance in today's global landscape.

NGOs rely on a diverse range of funding sources to sustain their operations and fulfil their missions. These funding streams can be broadly categorized into three main types: government funding, private donations, and grants from foundations or international organizations. Government funding may come from national or local governments, and it can be in the form of direct financial support, contracts, or project-specific grants. Private donations can be received from individuals, corporations, or philanthropic organizations, often through fundraising campaigns, events, or membership fees. Grants from foundations or international organizations are another crucial source of funding for NGOs, providing support for specific projects or programs that align with their objectives.

The functioning of NGOs encompasses a wide range of activities depending on their areas of focus. NGOs operate in diverse fields such as healthcare, education, human rights, environmental conservation, and social welfare. Their functions can include research and analysis, policy advocacy, community development, capacity building, service delivery, and emergency response. NGOs often bridge gaps in public services and collaborate with governments, businesses, and other stakeholders to address societal needs effectively.

To ensure transparency and accountability, NGOs are governed by a set of regulations and standards. These vary across countries and regions, but commonly include requirements for financial reporting, governance structures, and program evaluation. NGOs also strive to maintain strong relationships with their donors and beneficiaries, providing regular updates on their activities, impact, and financial management.

Challenges in the funding and functioning of NGOs exist as well. Securing sustainable funding, especially for long-term projects or organizational overheads, can be a significant hurdle. NGOs also face the task of balancing their independence and autonomy with the need to collaborate with various actors to achieve their goals.

Additionally, regulatory compliance, managing volunteers and staff, and adapting to changing societal needs present ongoing challenges for NGOs.

In conclusion, NGOs are critical actors in addressing social and environmental challenges. Their funding primarily comes from government sources, private donations, and grants. NGOs function across various sectors, undertaking activities ranging from research and advocacy to service delivery. Challenges faced by NGOs include funding sustainability, collaboration, compliance, and adaptability. Understanding the funding and functioning of NGOs provides insights into the vital role they play in shaping societies and driving positive change.

Keywords: Non-Governmental Organizations (NGOs), funding, functioning, challenges.

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Table of Contents

1. Introduction	1
1.1 Challenges faced by NGOs	1
1.2 NGO's Contributions	3
1.3 Funding of NGOs	3
1.4 Rules and Regulations	4
1.5 Open Wings Foundation	5
2. Review of Literature	7
3. Research Methodology	10
3.1 Research Question	10
3.2 Research Objectives	10
3.3 Method of Fund Generation Used	10
4. Observations and Discussions	12
4.1 Opportunities for Improvement	15
4.2 Conclusion	17
5. References	18

Chapter 1: Introduction

NGO's (non-governmental organizations) play a major part in the economic and social development of India. NGOs are private, non-profit organizations that operate freely of the government. They work in a number of areas, including sound administration, education, health, and decreasing poverty. They help build nations by working together with communities and individuals. NGOs are altruistic and generally voluntary, and must work in the scope of the legal system of the country they are based in.

Over the years, there has been a significant rise in the number of NGOs working in India. Over 3 million are operational, but only a handful (roughly 1600) are officially recognized. Many people without having access to basic necessities such as food, clothing, education, and medical care have seen NGOs as their rescuer. They have worked in a number of areas, such as child mental health, mental illness along with other psychotic disorders, drug and alcohol misuse, memory loss, etc. They have created low-cost comparable models of care (1).

NGOs have been working in line with the recognised requirements and demands of women and farmers at the level of the community. They are working within the framework of broad national planning for development by directly involving the beneficiaries. The success of a project can be evaluated by the standard of results and how well it can affect real communities (2).

1.1 Challenges faced by NGOs:

NGOs face several challenges in their work. One of the major challenges is accountability. Non-profit organizations have to keep themselves accountable to their donors, beneficiaries, and society as a whole. To make sure that money is used properly, organizations must practise transparency in everyday activities (3). Allegations of financial mismanagement, corruption, and misuse of funds are not unheard of in India and may lead to a decline in public trust. Many NGOs mainly raise funds from foreign aid, which can be inefficient and wasteful. Some other challenges that a non-profit organization may face in India include:

1) Regulatory and Legal Hurdles:

An NGO in India is subject to complex regulatory and legal frameworks, including registration requirements, tax regulation, and reporting obligations. The bureaucratic processes and lengthy procedures for registration and obtaining permissions can be time-consuming and resource-intensive, especially hindering the functioning of new NGOs.

2) Funding Constraints:

NGOs are heavily reliant on funding from various sources, such as government grants, corporate donations, and individual contributions. However, funding constraints are challenge that every NGO constantly faces.

Limited availability of funds, increased competition for resources, and stringent funding criteria make it challenging for NGOs to secure sustainable funding for their programs and initiatives.

3) Cultural and Social Barriers:

India has a diverse cultural, linguistic, and social landscape, which presents a unique challenge to non-profit organizations. Different regions and communities have distinct customs, traditions, and social norms that need to be considered while designing and implementing programs.

Building trust, addressing cultural sensitivities, and ensuring community participation are essential for the success of NGO initiatives.

4) Political Sensitivities:

NGOs are often engaged in work related to governance, human rights, and social justice, which can lead to encounters with political sensitivities. Criticism or advocacy against government policies or actions may attract backlash or restrictions on NGO activities.

Balancing the need for independent advocacy while maintaining constructive relationships with policy makers can be a delicate task which NGOs must navigate.

5) Capacity and Human Resources:

Many NGOs in India struggle with limited human resources and capacity constraints. Recruiting and retaining skilled personnel, especially in India's remote areas, can be challenging.

NGOs often face difficulties in providing competitive salaries and training opportunities, which may hinder organizational growth and effectiveness.

6) Infrastructure and Connectivity:

India's vast geographic and infrastructural disparities present operational challenges for NGOs. Access to remote areas, lack of basic amenities, and poor connectivity can hinder the efficient delivery of services and implementation of projects. NGOs must navigate these infrastructural challenges to ensure effective outreach and impact.

1.2 NGO's Contributions

Non-profit organizations have significantly contributed to India's economic and social progress. They resulted in a shortage of doctors and mental health treatment facilities in the public sector (1). NGOs have also empowered women through the use of self-help groups (SHGs) and rural development programmes (3).

By giving the needy with requirements like clothes, food, education, and healthcare, they have also made a significant contribution in decreasing poverty. NGOs are additionally essential in sharing information about a number of social issues, such child labour, inequalities between men and women, and human trafficking and environmental issues. They strongly argue for improved laws that benefit society's weakest individuals (1).

The development of India relies largely on non-profit organization. They do, however, have a number of difficulties, particularly with regards to sustainability and accountability. To ensure that funds are being used effectively, NGOs have to be transparent in their operations. The government may support NGOs by providing them with the resources necessary and by creating an enabling environment for their work.

1.3 Funding of NGOs:

Non-governmental organizations in India have shown an excellent degree of creativity and innovation to generate numerous sources of financing that reduce dependence and enable them to sustain their efforts. Foreign donations, user fees, pre-paid memberships, and public fund-raising play small roles in sustaining these voluntary health campaigns, with government support providing the most significant portion (4).

In the credit supply chain, micro loans NGOs act as mediators and brokers. The SHG-Bank Linkage Programme has been created to serve as an additional loan delivery system to help those who are most in need. The non-governmental organizations, banks, and the credit

institutions have joined collectively formed intermediate groups, and this growth of the credit delivery infrastructure has led to more involvement (5). MFIs have many of opportunities in India's new microcredit system. NGOs have performed an excellent job supporting Self Help Groups and that create links between them and banks. That is why it is essential to create an incentive programme that would motivate these NGOs to expand into areas that are underdeveloped. (6).

Over the past few decades, the banking system developed to support hundreds of projects driven by grassroots organizations working with the Mumbai-based NGO SPARC has improved residential opportunities for families with low incomes while encouraging community-led development. In order to increase assets and chances for inclusive city development, this partnership has managed, invested, and cycled grants and other sources of funds, including its own savings (7).

1.4 Rules and Regulations:

Though they are private organizations, NGOs must still follow the rules and regulations established by the country they are based in. In India, these include:

- 1) Registration: Every NGO operating in India must be registered under Indian Trusts Act (1882), Societies Registration ACT (1860), or the Companies Act (2013). Registered NGOs can receive tax exemptions and government grants as benefits.
- 2) Foreign Contribution Regulation Act (2010): For an NGO to be eligible to receive funds from foreign sources, they must be registered under the FCRA. They must also mandatorily complete reporting and compliance requirements.
- 3) Tax Exemptions: Section 12A of the Income Tax Act (1961) allows exemptions on income derived through charitable activities. Additionally, Section 80G allows donors to claim tax benefits for their donations.
- 4) Annual Reporting: Registered NGOs are required to report annual financial statements, balance sheets, and other necessary reports, with the appropriate authorities. These include the Registrar of Societies and the Registrar of Companies. NGOs registered under FCRA must also file their annual returns.
- 5) Utilization of Funds: The funds an NGO generates must only be utilized for its stated purpose, in compliance with the relevant laws.

- 6) Auditing: Annual audits by a qualified chartered accountant must be conducted, and the audited documents must be submitted with the relevant authorities.
- 7) Prohibited Activities: No NGO is allowed to engage in activities prohibited by the law. This includes political campaigning, partisan activities, activities against public safety or national security, etc.
- 8) Monitoring and Compliance: Ministry of Corporate Affairs, Central Bureau of Investigation, Income Tax Department, and the Enforcement Directorate monitor an NGOs compliance. If any NGO fails to comply, they may ace penalties, cancellation of registration, or legal action.
- 9) FCRA Compliance: Those NGOs registered under the FCRA must follow additional compliance requirements. These include maintenance of a separate bank account for foreign funds, filing regular returns, and obtaining prior permission for certain, specific activities.

1.5 Open Wings Foundation Profile:

The Open Wings Foundation is a non-governmental organization (NGO) which has significantly influenced local communities around the country. By offering marginalized people the chance to overcome adversity and build a brighter future, the Open Wings Foundation, which is committed to fostering social development and empowerment, has evolved into a symbol of hope.

Based in Noida, Uttar Pradesh, the mission of the Open Wings Foundation is to make the world a better place, a place worth living in, and a space worth breathing in by creating a sustainable future for the less privileged. The vision of Open Wings Foundation states that “Every child is unique, and if given the chance, he or she may achieve great things in life. Our goals involve making sure every child has the chance to achieve success, conserving the environment, and ensuring that everyone in the nation has enough to eat and sleep well (8).

The Open Wings Foundation's primary objective is to make better people's lives while encouraging positive change in local communities. Regardless of their circumstances, the humanitarian organization believes that every person is special and has unrealized potential. The Foundation is committed to provide people with the chance, materials, and support they require to improve their skills and complete their goals. It refers to a set of basic values that govern how it participates in social development in order to achieve its objectives.

Compassion, participation, empowerment, sustainability, and responsibility are just a few of the topics covered. Adopting these core values makes sure the organization's decisions are made with honesty, understanding, and a firm commitment to morality.

The Open Wings Foundation's programmes and projects have been carefully designed to address a range of social problems that prevent community development and overall health. Many problems are interrelated, and the Foundation adopts a comprehensive and holistic approach to resolving them. The Foundation strives for long-term, sustainable change, and has made significant improvements to social reform since its inception. The Open Wings Foundation has greatly enhanced the lives of thousands of individuals by using a results-oriented approach and collaborating with regional communities, governments, and other stakeholders.

There are multiple ways to evaluate the Open Wings Foundation's impact. For example, by means of providing opportunities for sustainable livelihoods, the Foundation has assisted many people in breaking the cycle of poverty. Many children have gained access to high-quality education due to the Open Wings Foundation's educational initiatives, allowing them to follow their dreams and build better futures for themselves and their communities. Furthermore, the organization's healthcare programs have improved the health and happiness of underprivileged populations.

While the Open Wings Foundation employs some of the above introduced financing options available to use for NGOs, its major source of funds is through business-to-business (B2B) and business-to-customer (B2C) donations. B2B funding involves the Open Wings Foundation collaborating with other organizations, both for profit and non-profit, to fund either a particular programme or the foundation in general. B2C differs from B2B in that instead of other businesses or organizations, individuals are contacted for raising of funds. B2B generally involves larger amounts of donations compared to B2C.

However, with the advent of the Digital Age, customers are more wary and only provide their hard-earned money in the form of donations to organizations that provide tangible results. Thus, B2C donations have seen a decline, including in the Open Wings Foundation.

With this study, I aim to provide a clearer picture as to why such a decline in funding has occurred, and how Open Wings Foundation may improve its current fund generations to better achieve its goals and help our society.

Chapter 2: Review of Literature

Title	Author(s)	Year	Journal/Book	Location
Role of NGOs in Development Process in India	Prof. Siddaiah.S.V.	2018	International Journal of Creative Research Thoughts	Karnataka
Problems and Challenges of Non-Governmental Organizations in Pune City, State of Maharashtra, India	Mohammad Amiri, Behzad Pagheh	2019	Religación. Revista De Ciencias Sociales Y Humanidades	Maharashtra
Going to Scale: A Case Study of an Indian Educational NGO	Panchali Guha	2019	Voluntas: International Journal of Voluntary and Nonprofit Organizations	--
“Funding <i>does</i> something to people”: NGOs navigating funding	Liz Mount	2021	Development in Practice	Karnataka

challenges in India				
International Funding of NGOs in India: Bringing the State Back In	Rita Jalali	2008	International Journal of Voluntary and Nonprofit Organizations	--
Crowdfunding Adoption and Practices in NGOs in India	Urvashi Suryavanshi	2022	RESEARCH REVIEW International Journal of Multidisciplinary	--
NGO- Corporate Partnerships: Sustainable Development Impact for Indian Children	Karina Erdian Hapsari	2022	Insignia Journal of International Relations	--
Human Research Development: A Case Study of an NGO in Assam	Aditi Nath, Samir Kanti Nath	2014	International Journal of Social Sciences	Assam
NGO Facilitation of a Government Community-Based Maternal and	Abdullah H Baqui, Amanda M Rosecrans, Emma K Williams, et al.	2008	Health Policy and Planning	Uttar Pradesh

Neonatal Health Programme in Rural India: Improvements in Equity				
Effectiveness of Non-Governmental Organizations in Rural Development: A Case Study of Uttarakhand-India	Dr. Akhilesh Chandra Pandey, Vishal Soodan	2012	International Conference on Innovative Strategies for Contemporary Management	Uttarakhand
A Study on NGO Services for Children in Mumbai, India	Reeta Sonawat, Shanna Sikh	2007	Jurnal Ilmu Komunikasi	Maharashtra

Chapter 3: Research Methodology

3.1 Research Question:

How does Open Wings Foundation generate resources for the functioning of the organization?

3.2 Research Objectives:

- 1) To understand and evaluate the flow of fund raising in the Open Wings Foundation.
- 2) To suggest improvements to the fund-raising method utilised by the Open Wings Foundation.

3.3 Method of Fund Generation Used:

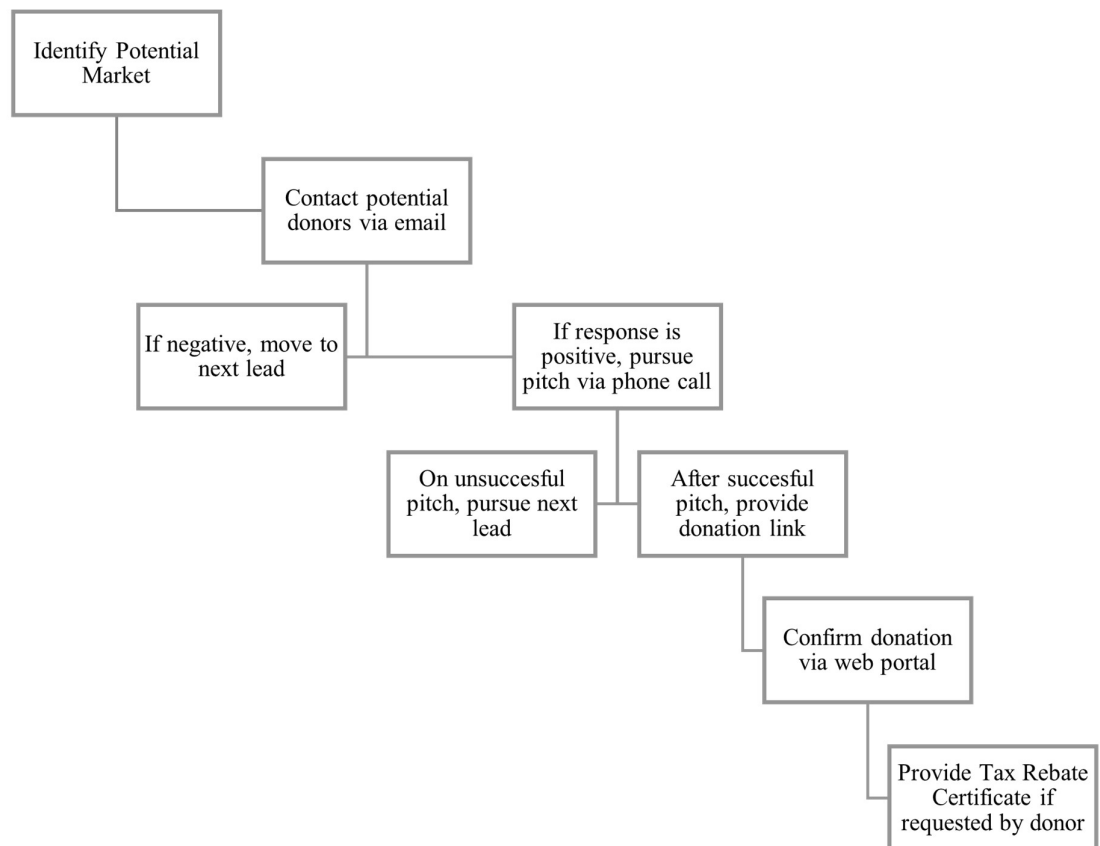


Fig. 3.1: Process flow for Sales and Marketing Intern

As an intern of the Sales and Marketing Department, the goal of our internship was to generate funds for the various activities of the organization using B2B donations. The process has been depicted in Figure 3.1 and detailed below.

To generate these donations, we first needed to identify and analyse the appropriate targets. As the Open Wings Foundation is relatively small, the market share identified consisted of established businessmen and salaried individuals.

The identified potential donors were then contacted via email and phone through official channels. The initial pitch presented to them consisted of a brochure sent to them on their emails. Once a positive reaction was returned, a follow up call was pursued to further elaborate on the Open Wings Foundation, its goals, its programmes and how the potential donor can help the Foundation make it a reality. They were also informed about the benefits of donating money to good causes, such as tax rebates.

Donors who expressed an interest were provided with a unique link where they could provide their donation. The link would also enable both the intern and the managers to track the donations received by individuals attached to the Open Wings Foundation. Those donors who required a Tax Rebate Certificate were provided the same after confirmation of donation.

Chapter 4: Observations and Discussions

It was observed that the conversion rate of potential donors to donors was low. Most donors who were approached via email did not respond or responded negatively. Of those that did, positive responses included both immediate donations as well as spread of information regarding the Open Wings Foundation.

On the other hand, negative responses ranged from requesting time to conduct their own research, to deflection, to flat out refusal. Refusal can be attributed to disinterest, economic situation of the individual, or the fact that they already have their preferred organizations to which they donate. Those that refused to donate after their own research cited the lack of visibility of the outcomes of projects and programs implemented by the foundation, outdated website and social media accounts, and a general lack of basic information regarding the organization available on the Internet.

A PESTEL analysis was conducted on the Open Wings Foundation to evaluate the organizations prospects, risks, and opportunities in a new environment:



Fig. 4.1: PESTEL analysis of Open Wings Foundation

1) Political:

Political factors significantly influence an NGO's operation, as they must operate within the regulatory framework of the country. Political stability, government policies, and legislation play a critical role in shaping the NGO sector's functioning. They often rely on collaborations with governments to implement their programs.

Changes in political leadership or government priorities can impact funding, licensing, and policy support for an NGO. Political unrest, conflicts, and corruption can also hinder their smooth functioning.

2) Economic:

Resource and fund allocations are greatly influenced by economic factors. These factors include inflation, exchange rates, and economic growth, and they affect a donor's ability and willingness to contribute to an NGO or charitable trust.

Economic downturns cause NGOs to face increased competition for limited resources, forcing them to be more strategic and efficient in resource management. Economic inequality and poverty levels also influence the areas of focus and target populations for NGOs.

3) Social:

Social factors encompass the cultural, demographic, and societal aspects that any NGO must consider in its operation. They must closely work with communities, and understanding social dynamics is crucial for effective program implementation. Social attitudes, values, and norms influence the reception and acceptance of NGO interventions. They must adapt their approaches to respect local customs and traditions.

Moreover, NGOs need to consider demographic trends, such as population growth, urbanization, and migration, as these factors impact the nature and scale of their work.

4) Technological

Technological advancements have transformed the way NGOs operate and deliver their services. Access to technology such as the internet, mobile devices, and social media, has facilitated communication, advocacy, and fund-raising efforts. NGOs can leverage digital platforms to raise awareness, mobilize volunteers, and reach a broader audience.

However, technological advancements also pose challenges, such as the digital divide, data privacy concerns, and the need for cybersecurity measures. NGO must keep pace with technological developments to enhance their efficiency and effectiveness.

5) Environmental:

Environmental factors encompass the natural and ecological aspects that influence an NGO's work. NGOs focusing on environmental conservation, climate change, or natural disaster response are particularly affected by these factors.

Climate change, deforestation, pollution, and resource depletion directly impact the communities and issues NGOs address. NGOs need to be aware of these environmental challenges and develop strategies that promote sustainability and resilience.

6) Legal:

Legal factors cover the laws and regulations that NGOs must adhere to. These include registration and reporting requirements, tax regulations, employment laws, and intellectual property rights. Compliance with legal frameworks ensures an NGO's legitimacy and accountability.

However, legal barriers or restrictive regulations can impede their operations, limit their autonomy, and curtail their ability to advocate for change.

4.1 Opportunities for Improvement:

An obvious and easily implementable area for improvement is keeping the website and social media handles up to date. This includes maintaining a readily available list of programs and initiatives currently active and completed in the past. This list should be easily accessible to the public and contain accurate and verifiable content. The social media handles should be active and engage with its audience frequently while also working to increase its reach. These two methods will greatly increase the visibility and credibility of the organization, allowing it to expand and help more people.

Another way to increase the generation of funds would be to implement a B2B model in addition to the existing B2C model. This would enable the organization to form tie-ups and partnerships with companies in various sectors such as education, health, food etc. These partnerships need not be only for monetary funds; for example, a partnership with an organization in the healthcare sector could help the Open Wings Foundation in providing medication to the underprivileged.

Below is a SWOT analysis conducted on the Open Wings Foundation. By working on their threats, weakness, opportunities and strengths, the Foundation can better serve society.

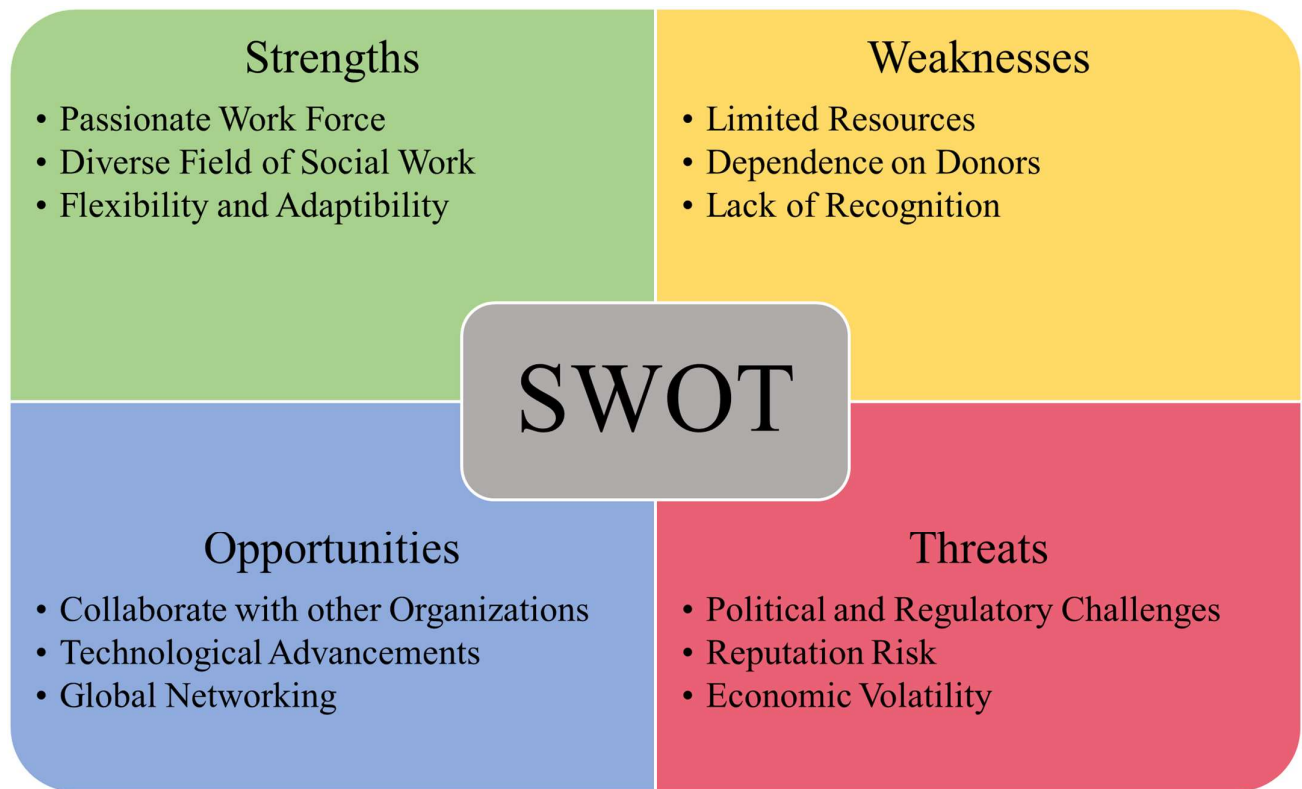


Fig. 4.2: SWOT analysis of Open Wings Foundation

1) Strengths:

Almost all NGOs are only able to function due to volunteers who are passionate about its mission and vision, as well as working for the betterment of society. The Open Wings Foundation is no different. The volunteers and their managers strive to do their best to achieve the Foundations goals, which are diverse in their scope.

Protection of the environment, feeding the needy, and ensuring education for the underprivileged are all a part of the Open Wings Foundations areas of concern. Additionally, the Foundation is flexible and can adapt to changes as required.

2) Weaknesses:

With over 3 million NGOs active in India, resources are limited. Most philanthropic donors have their preferred organizations to which they donate funds and resources. The Open Wings Foundation, being relatively new, has not been able to capture a sizable share of the market. Its main donors are generally related to its staff members in some form or another, and they are essential for the survival of the Foundation.

3) Opportunities:

Collaborating with other organizations provides a great opportunity for the Open Wings Foundation. Collaboration with other NGOs allows for expansion of programs and initiatives to increase outreach, whereas collaboration with private organizations such as those in the Food or Healthcare industries can help the Foundation to distribute resources such as vaccines or meals to the needy. In turn, these organizations can further their Corporate Social Responsibility initiatives while also increasing their own visibility in the public. Additionally, technological advancements and their adoption can help the Open Wings Foundation to better serve the public, by either increasing their social media presence, or by allowing for a simpler way for donors to provide their support to the organization.

4) Threats:

Changes in governmental policies could negatively impact the functioning of the Foundation. Similarly, political unrest and corruption could also challenge its working or even existence as an organization.

Another threat to the organizations funding is the risk to its reputation. While the Foundation may pursue a noble cause, if its image in the public's eye is tarnished, it will greatly affect the organization's ability to attract donors or collaborations with the government or other organizations.

Finally, as mentioned before, the current stability of the economy may change for the worse at the drop of a hat. This could cause the Open Wings Foundation to lose its donors as more people focus on saving their funds and resources.

4.2 Conclusion:

In conclusion, working in a non-governmental organization is a deeply fulfilling and impactful experience that offers individuals the opportunity to make a positive difference in the world. Through my research and analysis, I have identified key areas in the fund-raising operations of the Open Wings Foundation that require change and improvement, to better be able to help our society and achieve its Vision and Mission.

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