
**IMPLEMENTING 'TENA TYAKTENA BHUNJITHA' BY SYNCHRONISING
SAMAJA, SARKARA, AND SANSTHAN IN COLLABORATIVE FRAMEWORKS
TOWARD SUSTAINABLE DEVELOPMENT GOALS.**

**A Case Study of a Model of Sustainability as propounded by Gandhi: Sri
*Madhusudan Sai Global Humanitarian Mission***

First Author: Rashmi Verma. Honours and Masters in Sociology from Delhi University and Jamia Millia Islamia. A Ph.D. Scholar from Sri Sathya Sai University for Human Excellence, Kalaburagi, Karnataka, India, under the guidance of Prof. Minakshi Biswal Rashmi Verma has been working as a lecturer at Sri Sathya Sai University for Human Excellence since 2019.

Rashmi Verma has presented her research papers at the Indian Council of Social Science Research (ICSSR), Jawahar Lal Nehru University (JNU), New Delhi, Eastern University-Sri Lanka. One of her papers was published in Proceedings of Security, Identity and Global Governance, JNU-2023, New Delhi.

Corresponding Author: Professor Minakshi Biswal. Director, Sri Sathya Sai University for Human Excellence, Kalaburagi, Karnataka, India.

Minakshi Biswal: M.Sc.(Physics), M.A.(Philosophy), M.Ed., M.Phil. (Education), MBA(HR), Diploma in Sri Sathya Sai Education, Ph.D.(Education) is Director in Sri Sathya Sai University For Human Excellence, Kalaburgi, Karnataka. Her M.Phil. and Ph.D. work is on Education in Human Value. Recently She completed a certificate course in Dynamic Parenting. Recently she got an award of Bharat Shiksha Gourav and Bharat Gourav (Best Educationist) by KTK Foundation, New Delhi, and received the Best Teacher award on 5th

Sept 2022. Born and brought up in the small village of Cuttack, Odisha, She has co-authored one book, edited seven books, constructed two standardized tests, co-authored three psychological tests, written chapters in five books, published more than 44 research papers in national and international journals, delivered lectures in Facebook and youtube, completed one UGC minor project, worked as a coinvestigator in on UGC major research project, presented papers in more than 50 national and international seminars, organized webinars, web workshops, students' colloquiums, and faculty development programmes. She is a content writer, reviewer, and presenter of e-pg pathashala. She guided 35 M.Ed. dissertations. She organized UGC and ICSSR-sponsored National Seminars. Her interest areas are Philosophy of Education, Value Education, and Science education. She worked as district Balvikash co-ordinator, Balvikash Guru, and Resource person in Balvikash guru training and Summer courses in Indian Culture & Spirituality.

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- Rashmi Verma (First author)

Abstract

India has long been a land of community living with charitable sharing of resources throughout history. Premising on the Upanishadic adage of *Tena Tyaktena Bhunjitha*, (Enjoy with a sense of sacrifice) referred to by Mahatma Gandhi on several occasions during his public speeches, this study explores a model of collaboration of all key components of society towards sustainable development for all. The study traverses an innovative collaborative model presented by a non-government charitable organisation, *Sri Madhusudan Sai Global Humanitarian Mission (SMSGHM)* where collaboration and sharing of resources with all the key components of society, towards those in need, is explored in the premise of the Gandhian model of sustainability, based on interdependence, and inclusivity. Referred to herein as *Samaja Sarkara Sansthan*-involving the collaboration of the three key components of a society. *Samaja* through its benefactors and resources, the *Sarkara* or the government through its policies and approvals, and the profit-making institutions, *Sansthan* through their organised structure of Corporate Social Responsibility. The primary aim of this exploratory study was to qualitatively examine the efficacy of the model of collaboration in terms of facilitating the Sustainable Development Goals (SDGs), with a particular focus on quality education, hunger management, and quality healthcare through the massive projects being undertaken by SMSGHM, under the leadership of humanitarian and spiritual Master Sri Madhusudan Sai. The SMSGHM serves nutritious breakfasts to a crore of government school students, and anganwadis per day. It runs 28 fully residential educational institutions based on the Modern Gurukula System, from grade 6 to doctoral, a free Medical College, and a chain of Super and Multi-Speciality Medical Hospitals in 60

nations, providing top-tier infrastructure and amenities, completely free of all costs.

Adopting a methodology of direct observation from the field, record reference, and information from the key persons, and a few testimonials by the beneficiaries and leaders, the study undertook a comprehensive descriptive analysis along with a statistical reference to the service initiatives under the collaborative model of Samaja, Sarakara, Sansthan by SMSGHM, with specific reference to quality maintenance, and growth in infrastructure, all the while addressing its impact on overall well-being. The paper also takes a close look at community improvement through the effective application of SDGs.

Keywords: Sustainable Development Goals, Collaboration, Corporate Social Responsibility, Sri Madhusudan Sai Global Humanitarian Mission, Nutrition, Health, Quality Education, Gandhi model of sustainability

Introduction

īśā vāsyam idam sarvam yat kiñca jagatyām jagat tena tyaktena bhujñithā mā
grdhaḥ kasya sviddhanam || (Isavasya Upanishad.1)

The above Upanishadic Sloka, from Isavasya Upanishad- one of the 10 principles Upanishads, from Sanatan Dharma, was quoted by Mahatma Gandhi at a public meeting in Quilon, and subsequently at many gatherings from thereon, being referred by him, as the one that encapsulates the core belief of all Hindu scriptures and philosophy (Indra, 2020). Referring to Gandhi, even if all other Upanishads are burnt to ashes, only this one sloka is capable of surviving the entire Hindu philosophy that talks of the oneness of all, under one Godhood, as ‘Isavasyam idam sarvam’. Rooted in this Oneness, the philosophy contains all the powers to solve all the world's problems. (Ahmedabad University, n.d.) (Indra, 2020)

Broadly translated as ‘God pervades the whole world. (One God pervades all) So enjoy (your wealth) with a sense of sacrifice, and never covet anyone else’s wealth’. (Easwaran, 1987). Expounding more on this sloka, Sadguru Sri Madhusudan Sai points out that coveting others wealth just does not limit itself to stealing or looting, but possessing it without the need for oneself, instead of sharing with someone whose need is greater than the one who possessed it. Not sharing such a wealth with someone needier, amounts to coveting the wealth of others. This explains ‘Tena tyaktena Bhunjitha’ in its practical aspect. This aspect calls for *all* to contribute to those who need it, as the whole world is permeated by the One God or One Divine Power, or all in *One*. Collaboration for collective good comes naturally as the outcome of this understanding. The model of all for all is the model of *Samaja Sarkara and Santhan* (SSS). The Hindi synonyms for Society, Government, and Institutions, for the collective welfare.

Meeting Ground of Sustainable Development Goals by the United Nations with Mahatma Gandhi's Ideas of Sustainability

Inequality and injustice, poverty and malnutrition on one side, while wealth with wastage and 'Haves' with hoardings on the other, the world has seen an ever-increasing imbalance in resource allocation reflecting societal inequities and ethical failure in equitable distribution of opportunities and resources, where excess is hoarded while basic needs remain unmet.

The United Nations announced the Sustainable Development Goals (SDGs) in 2015, with a call to collective action to end poverty, hunger, and inequality, to protect the planet, and ensure that all people enjoy health, justice, and prosperity, in the form of 17 intertwined goals with the motto of leaving no one behind. Collaboration with the right partners was declared as the way to attain the SDGs to compensate for the deficit and complement the resources. SDG 17 is all about creating partnerships for the goals. (World Health Organization, n.d.) The model of sustainability as propounded by Mahatma Gandhi, comes close to the SDGs proposed by the UN, in the aspect of this collective community-driven approach to sustainability in terms of the interconnectedness of social, economic, and environmental well-being of all. Just as the SDGs aim to address global imbalances by fostering inclusivity and equitable resource distribution, Gandhi's model of sustainability rests on the ethical premise of collective endeavours for collective goals. (Easwaran, 1987) (Quazi K, 2023)

Gandhi's approach to sustainability was holistic. Viewing all life as interconnected, Gandhi emphasised that any harm to one part of the ecosystem impacts the whole. (Quazi K, 2023) Four basic tenets that emerge from Gandhi's model of sustainability are *Swaraj*, (Self Rule) *Sarvodaya* (Development for all), *Ahimsa*, (non-violence), and *Satya* (Truth). The whole venture therefore is

summarised as ‘ Satyagraha’ for Gandhi. Discussing ‘Swaraj’ Gandhi’s ideas were of an inclusive interdependence of man with man and nature. His idea of localised economy and social development could act as the guiding force behind sustainable development goals. (Iyengar, 2022) Sustainability for him took root from the basic values of *Ahimsa* or nonviolence, to attain *Swaraj*-Self-governance, towards *Sarvodaya*, -everyone’s well-being. In Gandhi's philosophy, non-violence or ahimsa refers to encompassing social responsibility towards the whole ecosystem. (Guggenberger,n.d. 2021) Stressing the ethical collaboration between society and government, Gandhi advocated that the government should act as a trustee of the people, working in harmony with societal values and moral principles. He believed that any form of governance should be based on *Ahimsa* (non-violence) and *Satya* (truth), ensuring that development initiatives were carried out in a manner that respected human dignity and promoted social justice (Dalton n.d. 1996).

Shaikh and Kappiarathel (2023) observe that collaboration with local resources and channeling them for rural growth can bring self-sufficiency and sustainability to the development. *Satya* in the context must be understood as ‘ *Isavasyam Idam Sarvam*’ (The first sentence of the Isavasyopnishad’s sloka) Ethical collaborations with each other are or should be a natural resultant then. This can be achieved only through selflessness and lack of vested interest, through a spirit of sacrifice, *Tena Tyaktena Bhunjitha*. In essence, Gandhi's philosophy underscores the need for a collaborative relationship between society members and government, where both entities work towards the common good through mutual respect, ethical governance, and active civic engagement. (Dalton n.d., 1996).

Samaja Sarkara Sansthan Model of Sri Madhusudan Sai Global Humanitarian Mission, from the lens of Gandhian Philosophy of Sustainability

The whole idea behind the SDGs collaborative approach can be paralleled with the Gandhian ideology of a collective approach towards sustainability. This is the sharing point of the model of Samaja Sarkara Sansthan or SSS with Gandhian philosophy.

The collaboration of the *Samaja, Sarkara, and Sansthan* (SSS) portrays the same model of Swaraj- Self-governance, through Ahimsa for Sarvodaya, reflecting which the Sri Madhusudan Sai Global Humanitarian Mission, (SMSGHM) achieved many astounding and implausible milestones in a noticeably short period. According to Sri Madhusudan Sai, Ahimsa is embedded in the correct understanding of *Tena Tyaktena Bhunjitha*. Hoarding without the need, according to him, constitutes Hinsa (violence) against those who need them. The first part of the sloka, *Isavasyam idam sarvam*, declares that Isa, or the God who is all-pervasive, is the actual owner of the resources in the first place. Such resources therefore should rightfully be shared with those, whose needs are greater than the ones who possess them. Hoarding such a resource is going against the dictum of '*ma gridhah kasya svid dhanam*' (do not covet others' wealth) (Sai, n.d.)

Sri Madhusudan Sai Global Humanitarian Mission (SMSGHM) is studied as one such attempt based on the Gandhian sustainability model, where Samaja with its zeal, resources, and interdependence, contributes to Samaja (Society) via Sansthan. Meanwhile, the Sarkara (government) utilizes its authority by providing necessary approvals and policies, creating a sustainable collaborative framework for social upliftment and sustainable development.

Established in 2012, providing completely free of all costs- high-quality education with 28 state-of-the-art fully residential campuses, including a Medical

college; high-quality healthcare including complex procedures and surgeries, daily nutrition to one crore children, pregnant and lactating mothers, and supporting rural development, in India, as well as projects in 60 other countries of the world, the Sri Madhusudan Sai Global Humanitarian Mission (SMSGHM), serves as a testament to the power of Society, or *Samaja* in collaboration with one another. Displaying that collaborative efforts can effectively address global challenges, the Sri Madhusudan Sai Global Humanitarian Mission puts forth a piece of evidence, in expeditiously achieving numerous SDGs, through its collaborative model of SSS.

Samaja, Sarkara, Sansthan

The Samaja being an encompassing term, includes Sarkara and Sansthan. Herein it is used for the community of people who organize themselves to take action for themselves and fellow members. The *Sarkara* segment is represented by the state government governing with their policies, authorities, and benefits. On 1st April 2014, the Sarkara or the government of India on its part of invoking social responsibility, mandated any profit-making corporate organisations with a turnover of 1000 crore or more, a net worth of 500 Crore or more, or a net profit of 5 crores or more in a financial year, to contribute to a social cause, under Section 135 of the Companies Act, 2013, terming it as the ‘Corporate Social Responsibility’ (CSR). (Ministry of Corporate Affairs, n.d.)

The Contradiction of Collaboration: The Literature Review

Considering the model of sustainability as propounded by Gandhi, Sri Madhusudan Sai Global Humanitarian Mission with its collaborative model of Samaja, Sarkara, and Sansthan exemplifies the same model of sustainability. However, many an actor in a play may spoil the game. Contrary to the proposition

of the Gandhian approach towards collaboration leading to sustainability of development, much research literature observes that conflicts tend to rise proportionally with the intensity of collaboration. As collaborative efforts increase in density, so does the likelihood of conflict, driven by differing perspectives, goals, and power dynamics. (Lee, Huh, & Reigeluth, 2015) (Chen, Chao, Xie, & Tjosvold, 2018) (Isa, Zamzuri, & Rosnan, 2024)

Mariani et al. (2022) examined the dynamics of collaboration through four European initiatives, identifying several enablers and key obstacles, such as hierarchical concerns, process-related issues, unclear roles, and power dynamics. Their findings emphasize the need for better cohesion and trust to overcome these barriers. Similarly, Abiddin, Ibrahim, and Abdul Aziz (2022) used a systematic literature review to identify challenges faced by civil societies, including social justice imbalances, poor governance, and inadequate funding. They advocate for stronger governmental collaboration, enhanced training, and targeted support for women's NGOs to address these issues effectively. Additionally, Syal, Van Wessel, and Sahoo (2021) explored collaboration in India, finding that mutual perception, shared vision, and understanding between agencies, particularly between NGOs and the government, are critical for successful partnerships, however, factors like role ambiguity, poor communication, divergent vision, and multiple contrastive goals impede sustainability.. Collectively, these studies underscore the complexity involved in achieving the SDGs within a collaborative framework, given the identified impediments like enhanced self-interest over the group interest, power dynamics, lack of clear communication, trust, and robust mechanisms for governance.

The literature reviewed highlights the critical role of the attitude and values of the collaborative actors in their collective approach to achieving sustainable

development. The studies point out failures of collaborations due to factors owing to individual interest over collective, lack of a shared vision, trust, and communication. These values thus prove to be contrastive to a sustainable collaboration. At the same time, they point out that the whole idea of sustainability rests on sacrificing for the greater good of all, rather than narrow selfish interests.

The Relevance of the Model

The sustainability model of Samaja, Sarkara, Sansthan of Sri Madhusudan Sai Global Humanitarian Mission presents an intriguing subject of study, particularly for its ability to maintain a self-sustaining ecosystem without imposing any financial encumbrances on the beneficiaries component of Samaja (community). This SMSGHM model presents a compelling example of an ecosystem that showcases how sustainable development can be achieved through resource mobilization and community engagement, ensuring equitable access to essential services without any monetary contributions from those it serves.

The Objective and Methodology of the Study

The primary aim of this paper is to explore the achievements that define the effectiveness of the ‘Samaja Sarkara Sansthan (SSS)’ model in its alignment with the United Nations ‘Sustainable Development Goals (SDGs) outlined in Agenda 2030. Exploring the mission’s ecosystem that channels resources, from those who have to those who need. Investigating the mission's impact on beneficiaries; on other Sansthans; and Sarkara, particularly in fostering a sense of responsibility that sustains and perpetuates the ecosystem.

Weaving a descriptive exploratory case study method, the study undertakes a direct participative observation in a longitudinal aspect from the field of the study, which is Sathya Sai Grama, Muddenhahalli, Chikballapura District of Karnataka,

India. The statistical records regarding the success of the entirely free-of-all-costs service model, a head-turner for the world, from its archives and publications; the directive discourses by the Head of the Mission, Sri Madhusudan Sai, to his massive army of volunteers, devotees, and staff- video recordings or live, investigating the values that are propagated in the system, to explore their bearing on the sustainability of the model.

Findings of the Study

1. Background and Operational Definitions

1.1 SMSGHM as a Charitable Trust, delivers service to society on education, healthcare, nutrition, and rural development, all free of any charge.

Within a short span of just over a decade, the Sri Madhusudan Sai Global Humanitarian Mission, innovating the model of collaboration of Samaja, Sakara Sansthan, (SSS) achieved many accolades from India and the world's top leaders, along with many of the Sustainable Development Goals, as propounded by the United Nations.

With its head office in Sathya Sai Grama of Chikballapur, Karnataka India, the (SMSGHM) Mission works through various Trusts under its parentage. Massive service projects are run under these Trusts, free of all costs for everyone, and are spread across various States and Union Territories of India and 60 countries of the world. The Founder and the Visionary of the Mission, Sri Madhusudan Sai, an awardee of many world recognitions and acknowledgments, believes that healthcare, food & nutrition, and an education that builds character, are the basic rights of children and citizens, and must be shared responsibility of society including governments, institutions, and people at large.

With the motto of Vasudhaiva Kutumbakam- from Rg Veda, the mission operates under the guiding principle of selfless service, by several volunteers, and devotees, often referred to as ‘Seva’ which is deeply rooted in the teachings of Sri Sathya Sai Baba (Shroff & Shah n.d., 2021) Sri Madhusudan Sai has been a student-disciple and propagator of Baba’s philosophy of ‘Love all- Serve All’ The term and model of ‘Samaja Sarkara Sansthan’ coined and established by Sri Madhusudan Sai, is an extension of the same philosophy of selfless love and concern for all, parallel to ‘Isavasyam idam sarvam’.

1.2 The Model: Samaja, Sarkara, Sansthan in its Operational Reference Under Study

Samaja part is constituted by individuals or group contributors who support the developmental process through monetary, motivational, or skill-based contributions. As part of Samaja, the SMSGHM has a dedicated group of individual patrons, donors, and benefactors to embrace service to fellowmen in the name and concept of ‘Individual Social Responsibility’ coined and conceptualised by Sri Madhusudan Sai. Many followers and advocates of the cause, from India and many other countries and continents, have contributed to the mission- monetarily or professionally. All 28 educational campuses are collectively built by such devotees. This is the practically operational aspect of ‘Tena Tyaktena Bhunjitha’ They are referred to here as the community people who share the vision of the Mission and contribute with their will and might. They are the farmers growing millet organically under the Trust’s care and supervision to contribute to the Sri Sathya Sai Annapoorna Trust feeding 10 million school-going children daily, which the Trust buys from them at a Fair Price, higher than the government-set Minimum Support Price. They are the cooks from the

community who cook for the Mission to serve a fresh breakfast to millions of hungry little stomachs early morning, or the vendors who sell the required commodity in bulk, or they are the individual members or groups of society who believe in the cause and sacrifice or share their fortunes with those who need them more than themselves, they are the beneficiary stakeholders who carry and sustain the attitude of gratitude for the society that has looked after them. The donors, the beneficiaries in the form of patients, children, students, staff, and their families constitute this component of Samaja.

The Sarkara component looks after the policies and permissions, support, and Grants. To collaborate with Sakara, many Memorandum of Understanding are created with organisations like the Airport Authority of India, UNICEF, Tata Memorial Centre, Paediatric Cardiac Society of India, Government of Gujarat; Goa; Jharkhand, Karnataka, and many more.

The Santhans are those profit-making or non-profit-making organisations that provide an organised structure, resources, finances, and skills, through their efforts or Corporate Social Responsibility activities. Reflecting itself aptly with the principle of *tena tyaktena bhunjitha, mā gṛdhaḥ kasya sviddhanam*, these institutions share their skill and abundance with those who need them.

Several corporate partners from the Sansthan component contribute through their expertise, financial resources, and Corporate Social Responsibility. Some of them are PricewaterhouseCoopers, Bangalore International Airport Limited, LG, Samsung, McAfee, Paytm, Sabre, Dabur, Kellogg's, and many others. (SMSGHM Annual Publication, 2024)

The SMSGHM, as a Sansthan, serves as a platform based on the Spiritual idea of the Oneness of all humanity, mediating between the haves and have-nots,

converging under the basic principle of Isa vasya idam sarvam. SMSGGM has over 500 paid staff members and a bigger number of volunteers. Not only that all members' entire living expenses are borne by the Trusts under the SMSGGM, but the Staff is also paid salaries per the government norms, based on skill, qualification, and experience.

2. The Working of Sri Madhusudan Sai Global Humanitarian Mission and its Alignment with the SDGs

The Mission partners with local government and other organisations to identify the needs of the area to acquire or lend support. The SMSGGM works through various Charitable Trusts and Foundations, undertaking service activities in the areas of Food and Nutrition, Quality Health care, Quality Education, and rural development. Some of the Trusts, the mission undertakes its service activities are; Sri Sathya Sai Annapoorna Trust, Sri Sathya Sai Health and Education Trust, Prashanthi Bala Mandira Trust, Each One Educate One Foundation by the alumni of the Institution, Sri Sathya Sai Aradhana Trust, Sri Sathya Sai Saraswathi Education Trust, Sri Sathya Sai Loka Seva Trust.

The paper highlights specific achievements of select Trusts only.

<p>Sri Sathya Sai Annapoorna Trust Over 516 Million meals served 2012- January 2024 Morning Nutritious Breakfast 10 million children every day</p> <p>SDG2 Zero Hunger SDG1 Poverty reduction SDG3 Good Health & Well Being SDG 5 Gender Equality SDG16: Peace Justice and Strong Institutions</p>	<p>Sri Sathya Sai Health & Education Trust Over 1.9 million treated t 2012- January 2024. 12 Super Speciality hospitals 18 wellness Centres World's largest chain of paediatric Cardiac hospitals. Mother & Child hospitals 2 Multispeciality hospitals SDG3 Good Health & Well Being SDG1: Poverty Reduction SDG11: Sustainable Cities and communities</p>
<p>Isavasyam Idam Sarvam All is Pervaded by God COLLABORATION MODEL: SAMAJ SARKAR SANSTHAN</p>	
<p>Institute of Human Values Indian Culture and Spirituality Courses on Indian Culture and Spirituality, Dharmic Management, Dynamic Parenting, Mindful Teaching SDG 9: Industry innovation and infrastructure SDG 10: Reduced inequalities SDG11: Sustainable Cities and communities SDG16: Peace Justice and Strong Institutions</p>	<p>Prashanti Bala Mandira Trust Over 14,000 given free education till 2012- January 2024 28 Educational Campuses 1 Autonomous University 3,600 boys & girls 6,700 scholarships 6th grade to doctorate Sri Madhusudan Sai Institute of Medical Science & Research SDG4 Quality Education SDG 5 Gender Equality</p>

Figure 1: Author Computed table—Source: Sri Madhusudan Sai Global Humanitarian Mission. (2024). *Annual Report*

The study further explores the Mission’s works in their alignment with the Sustainable Development Goals as given by the United Nations.

2.1 Zero Hunger:

Sri Sathya Sai Annapoorna Trust: Breakfast service for 10 million school-going children per day:

India ranks 102 out of 117 on the Global Hunger Index, 2019, lagging behind its South Asian neighbours like Pakistan, Nepal, and Bangladesh *Global Hunger Index 2019* (Bonn: Concern Worldwide and Welthungerhilfe, 2019). Research shows that community-based monitoring with nutritional supplementation can prevent stunting in children (Wahyuningsih n.d., 2022). Studies also highlight the

positive effects of morning breakfast on children's cognitive and physical development, concentration, and academic performance (The University of Texas at El Paso, n.d.; Adolphus, Lawton, & Dye, 2013). The National Education Policy recognized the need for morning breakfast alongside Mid Day Meals (Ministry of Education, 2020).

In response, SSSAT developed the world's largest free breakfast program, feeding over a crore (10 million) children daily with nutritious meals. These meals include freshly cooked food or health mixes made from ingredients like ragi, a millet rich in calcium and potassium (Indian Institute of Millets Research, n.d. 2024) with milk or water and jaggery.

Using the SSS model, SSSAT supplies rations or nutritional Mix (SaiSure)¹ to over 50,000 government schools and primary health centers, across the country. where local cooks prepare fresh meals for students and staff. Corporate institutions provide financial backing, supporting the initiative's reach. To further enhance child nutrition, a factory at Sri Sathya Sai Grama produces the Sai Sure Milk formula, a powdered milk product (Sri Madhusudan Sai, 2024). The provision of nutritious breakfasts has significantly improved children's health indicators, class performance, and enrolment rate, according to research evaluations (Annual Report, SMSGHM, 2024). Over 700 volunteers work alongside local communities and the government to expand the program and reach millions of beneficiaries daily (Annapoorna, n.d.).

Corporate institutions or Sansthan contributed towards financial investment. Saisure nutritional mix comes in a requirement-based variety to be served at pre-

¹ Saisure. n.d. *FSSAI Licensed, FDA Approved, WHO-GMP Certified Manufacturing Facility.*

, post, and neonatal stages to pregnant, lactating, and new mothers. It is also accordingly prepared and served to toddlers and adolescent girls.

2.1.1 Additional Health and Educational Services to the Beneficiaries of Sri Sathya Sai Annapoorna Trust.

Health Services Other than the breakfast service, the SSSAT also works at grassroots levels involving the village communities as co-partners in finding the solutions to the challenges they face. Till January 2024, the Trust screened more than 95000 children for health defects, and over 8000 pregnant mothers were screened every month, once detected they were sent to the medical care units of SMSGHM. 5,00,000 villagers received potable water, and more than 200 children were gifted with educational inductions through Each one- Educate One Foundation under SMSGHM.

No Hunger.	10 million children from over 50,000 government schools, Primary Health Centres in rural areas of 23 States and 5 UT, were fed freshly cooked or prepared nutrition mix; SaiSure Malt, Multi Nutrient Health mix with milk or water. SaiSure Ragi with Jaggery. Cooked breakfast to above 20,000 children every morning. Socially and economically challenged, Women and girl child too are equitable beneficiaries.
Good Health & Well Being.	
Poverty.	
Sustainable Cities and Communities.	Rural Upliftment through Potable water, Sanitation, electricity, Healthcare, Education. Vidyut, Vaari, Vaidya, Vidya.
Sri Sathya Sai Annapoorna Trust:	Above 300 students gifted with education through the educational programme: Each One Educate One. 50,000 children screened for health defects. 5,00,000 villagers benefitted from drinking water, electricity. More than 8000 pregnant women screened every month
Vision: Let No Child Go To School Hungry Ever	Outcome: Based on longitudinal study by the research Team.
516 million servings since 2015	Population of breakfast served children: Stunting, Wasting, underweight prevalence found to be decreased. Cognitive function, academic performance, On Task Behaviour, attendance and enrolment to schools increased.

Figure 2. Author computed Table: Source: Sri Madhusudan Sai Global Humanitarian Mission. (2024). *Annual Report*: January 2024

“The more we do, the more we realize that there is much more to be done. And this shall be our way of life, till we feed every little hungry stomach every morning so that our vision of ‘Let no child go to school hungry, ever, be fulfilled sooner

than later” Sri Madhusudan Sai. Sri Sathya Sai Annapoorna Trust. Sri Madhusudan Sai Global Humanitarian Mission, Annual Report. January 2024.

2.2 Quality Education:

28 completely Free residential sprawling campuses in Southern India, plus one each in Nigeria, Australia, and Laos. Value-based, Primary to PhD, Performing Arts; Vedic Studies; Secular; Spiritual Education; World’s first- -free Medical College.

Although the Government of India has initiated various measures to uplift rural education, however, due to the lack of infrastructure and the general absence of trained staff, the quality of rural education needs to improve. (India Today, 2023) A mandatory primary education from the Government and an ever-increasing dropout rate from the elementary education scenario stand quite contradictory. The lack of trained teachers; infrastructure with proper classrooms; seating arrangements, potable water, and toilets sees an ever-increasing drop-out rate, especially for a girl child. The socio-cultural factors where labour for money takes over learning for life also contribute to the increasing dropout rates. (Abhinav, & B T, Dr. 2023) In India, the 12th Five-Year Plan introduced the Right to Education (RTE) Act, ensuring quality education for children aged 6-14, Even in countries where privatisation is restricted, there is a growing interest in adopting a collaborative model. (Mazhar, S., Ansari, M., & Behera, S., 2018) However, challenges like funding, equitable access, quality assurance, and regulatory frameworks can be challenging, to keep up the partnership. Equally challenging would be balancing private interests with social objectives. In this context ensuring accountability towards social interest can be challenging. (Seshadri,n.d. 2020).

Prashanti Balamandira as a public charitable Trust, under SMSGHM, is in consultative status with the United Nations Social and Economic Council which supports quality education free of all costs across 28 campuses in Southern India, and 3 campuses in Nigeria, Laos, and Australia. The education centres provide secular and spiritual knowledge to its students that range from grade 6th to doctoral degrees. The system maintains sustainability through the guiding principle of keeping the welfare of others at a higher place than oneself. *Atmano Moksharth, Jagat Hitaya Cha*, a sloka from Rg Veda, Self-liberation- societal service; has been adopted by the Mission, as the guiding force behind all the educational endeavour. (Annual Report. SMSGHM, 2024)

This free education system maintains high standards of quality, ethics, and morality and is sustained through the alumni network and contribution under various Trusts and Foundations, such as Each One Educate One, Sri Sathya Sai Loka Seva Trust, and Sri Sathya Sai Saraswathi Education Trust. Apart from the Trusts, the Individual Social Responsibility and Corporate Social Responsibility fund the whole ecosystem.

75% of the students come from below the poverty line /single parent and are first-generation learners. 50% of seats are allocated to women candidates from backward classes. Students are reintegrated into the system through internships with stipends and encouraged to complete higher academics post-graduation up to PhD, to be fully employed back into the system on a monthly payment basis. This maintains the sustainability of the ecosystem.

2.2.1 A Free Medical College

World's first free Medical Institute imparting medical and paramedical studies and MBBS programme under the name, Sri Madhusudan Sai Institute of Medical Sciences and Research, inaugurated by the Priminster of India, Sri Narendra Modi

in March 2023, Boarding, Lodging, food, medical treatments, and transport all are free of any charges in the organisation for all staff and students, doctors, and patients. Many volunteers and devotees from all over the world, and CSR partners support the infrastructure and the expenditure incurred in providing free medical education. At the end of it, the prospective doctors are expected to serve in remote rural geographies for an equal number of years, they took to complete their education, with norm-based salaries, sustaining the ecosystem of rendering free but quality medical care to the poor and needy.

Established with a vision of de-commercializing medical education and healthcare, SMSIMSR would provide medical education and quality medical care -- completely free of cost to all, PM Narendra Modi inaugurated the facility. (The Economic Times, 2023).

Quality Education:	Prashanti Balamandira Trust is in consultative status with United Nations Economic and Social Council (ECOSOC) since June 2023.
Gender Equality	Sri Sathya Sai Sarawathi Education Trust; Sri Satha Sai Loka Seva Trust, Each One Educate One Foundation, all support education at different levels, from Grade 6 to Doctorate level.
Vision: Let the quality education based on Indian Values in modern times, be accessible to all	Over 28 campuses in Southern India-3600 children benefitting from completely residential gurukulam system of education, completely free of all costs. Boarding, lodging, dressing, food, medical expenses, travel and transport(Official) is borne by the Trusts. Includes a private University, Veda Gurukulam and Sri Madhusudan Sai Institute of Medical Science and Research, a completely free Medical College.
	3/10 of students' population are girls. 94.2% students come from highly challenged backgrounds of underserved rural locales. 3,600 boys and girls in the present batches. 50% seats are reserved for girls. A combination of Spiritual and Secular courses including Bachelor of Performing Arts; Sports; Vedic Studies. In house and out house Teachers Training programmes, all over India. Qualified and value oriented faculty.

Figure 3. Author computed Table—Source: Sri Madhusudan Sai Global Humanitarian Mission. (2024). *Annual Report*: January 2024

3. Good Health and Well-Being:

Sri Sathya Sai Sanjeevani Hospitals are the world's largest chain for congenital cardiac surgeries, free of cost. <https://srisathyasaisanjeevani.org/research/> <https://www.ssssmh.org/> (Business Standard, 2024)

The country faces many challenges on Sustainable Development Goal 3 Despite government initiatives in healthcare infrastructure, issues like access inequality, affordability, and child and maternal health continue to hinder progress. Lack of trained doctors especially in rural areas and a general absence of a properly working PHC in the rural areas creates a serious problem of health care. (Subramanian, S. V. et al. 2023). The study found that many Indian districts are off-track in meeting their SDG 3 targets.

3.1 The SMSGHM introduced quality-based free healthcare facilities with a plethora of multi-super specialty chains of hospitals, under Sri Sathya Sai Health and Education Trust, looking after newborns, children, pregnant and lactating mothers, and all others. The Mission operates many fold health services, especially in the rural hinterlands of India, with an advanced top-tier infrastructure.

Five super specialty Sri Sathya Sai Sanjeevani Mother & Child Hospitals, in India, Five Sri Sathya Sai Sanjeevani Centres for Child Heart Care in India, 4 in Fiji, Sri Lanka, USA- (Medical Centre), and Nigeria, a Multispeciality hospital- Sri Sathya Sai Sarala Memorial Hospital providing highly professional services in multiple areas. 4 Sai Swasthya Wellness Centres, for Sri Sathya Sai Arogya Vahini Programmes, and many more upcoming centres in various other parts of the country and world.

3.1.1 With 10,506 surgeries, 543,131 outpatients, 21,986 inpatients, 150 doctors, and 2,851 newborns, the healthcare system has set up a new record. (Statistics from 14 January 2018- till January 2024, Annual Report: Sri Sathya Sai Sarla

Memorial Hospital SMSGHM) Pregnant mothers served: 51,100. Deliveries over 2,200. Statistics from September 13th, 2021- till January 2024, Annual Report: Sri Sathya Sai Sanjeevani Mother and Child Hospital SMSGHM) 206,527 children screened. 180,459 expecting mothers screened. (September 2017- January 2024, Divine Mother and Child Health Program) Sri Sathya Sai Sanjeevani Research Foundation worked with two centres of congenital heart research, pursuing Advanced Human Genomic Research in CHD.

3.1.2 The Sri Sathya Sai Sanjeevani Research Centre at Palwal Haryana houses India's first and largest BioBank with over 5000 samples for Congenital Heart Research. Sri Sathya Sai Arogya Vaahini, a Mobile Hospital commenced rural door-to-door service in 2015. Health screenings to 2,82,000, Medical Camps 1,937, OPD 497, Telemedicine 484, Pharmacy support to 133, 240 patients, rural patients 138,240. (Statistics 2015- 2024 January, Annual Report SMSGHM, 2024)

Good Health & Well Being	18 Sai Swasthya Wellness Centres. 32,167 patients treated.
Gender Equality	12 Super Multi-Speciality Hospitals. 2.2 million outpatients till the time of recording.
Sustainable Cities and Communities	5 Paedriaric Cardiac Centres- Sri Sathya Sai Sanjeevani Hospitals. 3 Hospitals in Sri Lanka, Fiji and Nigeria. 1 Medical Centre in the USA. 32000 children treated with surgical interventions.
	Mother & Child Hospitals: 5000 deliveries, 65,655 pregnant mothers served.
	Sri Sathya Sai Arogya Vahini: Mobile Hospitals in rural hiterland. 200 villajes in 6 Indian States. 1,21000 outpatient consultancies; 66% women beneficiaries.
	Sri Sathya Sai Sanjeeveni Research Foundation
<p>World's first FREE MEDICAL COLLEGE in rural Karnataka, Sri Madhusudan Sai Institute of Medical Science and Research, having the motto of 'In the rural, Of the rural, For the rural' offering services in MBBS, Nursing and Allied Health Sciences. Residential College.50 seats for NEET qualified candidates who have to pledge at least 5 years service in the rural geographies of India, after course completion.</p>	

Figure 4. Author computed Table—Source: Sri Madhusudan Sai Global Humanitarian Mission. (2024). *Annual Report: January 2024*

3.1.3 As an impact of the selfless service, without any bill counters, many patients from challenging backgrounds go back humbled. Many want to pay back in kind, if not cash. A portion of the farm produce, a few currency notes, and the like are sometimes found left over the main altar of the hospital. (Source: Testimonials by a few patients, direct observation)

“The gift of free healthcare is a testament to our shared humanity. It is an acknowledgment that the right to health is not a luxury but a cornerstone of human dignity” “Service to the poor must not be a poor service”

- Sri Madhusudan Sai. (Sri Madhusudan Sai.2024).

4. The study explored the impact of the SMSGHM’s service initiatives through the testimonials acquired from a few of the beneficiaries of some of the service projects. The information was sourced from official records and direct observation.

Some Testimonials: Component- Samaja

4.1 Some Students from Sri Sathya Sai University for Human Excellence, Sri Madhusudan Sai Institute of Medical Science & Research

Most of the students came from economically and socially challenged backgrounds and depicted a sense of gratitude leading to a willingness to serve society, as they were being served.

- A girl student: MA Economics
- "We are four sisters and education was not encouraged for girls in my village,...my parents couldn't afford my education... I entered the portals of this institutions in class 8...and didn't looked back since then...I am a volley ball player too. I value the opportunities given to me by this institution, at no cost. I am ready to do all in my capacity to educate many girl students like me."
- Girl student 1st Year MBBS
- "I come from farmers family but it was my childhood dream to be a doctor...To give me coaching for NEET, my mother sold her Mangalsutra...I had secured a govt seat, however the living expenses amounted in lakhs,...my parents thought of selling our agricultural land...By divine grace I got admission in SMSIMSR, where education as well as articles from computer to tooth brush are provided, free of all charges..With this valuable education, I want to go back and serve my village..."
- Boy Student 1st Year MBBS
- "I come from farmers family in Melur, a small village in Karnataka. My parents work as landless labourers. Looking at the condition of health facilities in my village, I wanted to be a doctor...Joining this Institution has saved my family of a huge burden and my dream to become a doctor, first in my family, as well as village. The high class infrasructure, experienced faculty is training me to be a competent as well as compassionate doctor to serve the poor communities in villages."

Source: Annual Publication: Sri Sathya Sai Global Humanitarian Mission- Jan. 2024, Direct observation.

Some students from the Sansthan.

4.1.1 Some testimonials by the beneficiaries of the SSSAT Morning Breakfast Service.

- | | | |
|---|---|--|
| <p>Transgender:
Manavasi
Village, Kurur,
Tamil Nadu</p> | } | <ul style="list-style-type: none"> • "We suffered a lot during pandemic times...with no income... SSSAT along with India Supporting Trust provided ration & relief material..I thank Sadguru Madhusudan Sai from all my heart and pray that this mission activities carried out by noble souls grow multifold to help various people in various ways.." |
| <p>A Mother: Village
Chikkballapur,</p> | } | <ul style="list-style-type: none"> • " Since the time Saisure was provided with milk, as the morning drink to my child, he is eating well and gained weight by 1.25 Kg... I wish and pray that all children of our country be benefitted with this multi- nutrient supplement..." |

4.2 Patrons Speak. Sri Sathya Sai Health and Education Trust

The following section records statements from the mentors, and service providers, depicting their sense of fulfilment due to the selfless aspect of the services provided to the needy entraining a scope for personal enhancement and continuous learning.

- | | | |
|--|---|--|
| <p>Dr Salvatore Agati

(Director and HOD
of Paediatric
Cardiac Surgery -
Bambino Gesù
Pediatric Hospital,
Rome, Italy)</p> | } | <ul style="list-style-type: none"> • "I have come to Sai Sanjeevani not to teach but to learn about a new way of medical care... A doctor should be ready to embrace change rather than resist it. Medical conditions need to be tackled not only by a surgical approach but also by a multi-disciplinary approach with compassion as their foundation." |
| <p>Mr Kapil Dev

(Legendary Indian
Cricketer)</p> | } | <ul style="list-style-type: none"> • "The service being rendered in this hospital is unbelievable and that too for the last 10 years. I congratulate the doctors, medical staff, and staff for their exemplary work. I advise all mothers to take care of their children so that they carry forward the legacy of Sathya Sai Sanjeevani. I am hopeful that Sai Sanjeevani will become a role model not only for India but for the future of the whole world." |

Source: Direct observation at the site, Annual Publication: Sri Sathya Sai Global Humanitarian Mission- Jan. 2024.

4.3 Sarkara: Leaders' Perspective.

This section records a few testimonials given by some of the world leaders and people of prominence in the government of India and other countries. The present Prime Minister of India Sri Narendra Modi came down to Sathya Sai Grama, Muddenahalli to inaugurate the world's first Medical College, providing medical education completely free of all costs including free equipment, materials, boarding and lodging. Smt Draupadi Murmu, the President of India presented the Convocation Awards to the topper students passing out from the 2023 batch.

The information is sourced from the live video recordings of the events available on the internet, and the Annual Report of SMSGHM, 2024.

4.3.1 Sri Narendra Modi, Prime Minister of India, addressed at the inauguration of Sri Madhusudan Sai Institute of Medical Science and Research, India's first Free Medical College. May 2023.

“Sathya Sai Grama has given a wonderful model of service to this land of Bharat. The selfless services activities of Nutrition, Education, and Healthcare that are done from this place are truly appreciable. The inauguration of Free Medical College gives additional strength and enthusiasm to their already existing service projects. Sri Madhusudan Sai Institute of Medical Sciences and Research will produce doctors and Allied Healthcare providers who will submit themselves to the service of the nation. Amrit Kaal could be achieved through one way - the consistent effort by each one of you, and this is what is happening from this place”

<https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1910657>

4.3.2 Sri Amit Shah, Minister of Home Affairs and Minister of Cooperation, Government of India. At the inauguration of Sri Sathya Sai Sarala Memorial Hospital, in April 2023

“The vision of selfless service that I have seen here, speaks for itself. The strength and futuristic vision with which selfless service activities are being carried out from here, with no desire for name and fame, by only keeping the welfare of the whole nation in mind, with total surrender- makes me fall short of words. Taking inspiration from Sathya Sai Baba’s teachings, this institution at Sathya Sai Grama is carrying out a Maha-Yagna-of-Seva. Today the groundbreaking ceremony of a 400-bed hospital took place. Free hospitals are not easy, they could bring along a lot of challenges. However, I see that Sri Sathya Sai Sarala Memorial Hospital is running it all free with upgraded facilities and technology. Commencement of free Medical college will be the first of its kind in India. This effort will find success.” <https://www.sathyasaigrama.com/post/mr-amit-shah-visits-sathya-sai-grama-muddenahalli>

4.3.3 Smt. Droupadi Murmu, The Honourable President of India, during the second convocation of Sri Sathya Sai University for Human Excellence (SSSUHE) on 3rd July 2023.

“I am happy to be here in this beautiful campus of Sri Sathya Sai University for Human Excellence. My greetings to those students who are receiving their degrees today. Along with this, I especially want to greet those who are being awarded the Honorary Doctorates for their excellent contribution towards various fields of life. The ideals of Sri Sathya Sai Baba are guiding this Institution. He believed that education should not be limited to academic excellence only, rather education should promote holistic development of an individual's character by instilling moral values and societal consciousness. My special greetings to all those people, who are associated with this task of social service. I am very happy to know that more than 66% of students at this University are

girls. And today, out of 17 gold medallists, 11 medallists are girls. It is my observation that girls are doing well if provided with an opportunity. I am also happy to know that more than 50% of the graduates today are first-generation graduates. I believe that this Institution will become a world-class institution in the coming days."

[https://www.presidentofindia.gov.in/press_releases/president-india-graces-2nd-convocation-sri-sathya-sai-university-human-excellence.](https://www.presidentofindia.gov.in/press_releases/president-india-graces-2nd-convocation-sri-sathya-sai-university-human-excellence)

5. Conclusion

Sustainability spans social, economic, and environmental aspects of society, promoting social justice, well-being, and community viability (Pepper, 1996). Sri Madhusudan Sai emphasizes that all key players in a society must unite in the spirit of sacrifice. Sacrifice in the sense of redistributing excess resources to those who need them more than those who possess them, which is the actual act of ahimsa, for, hoarding such resources is *Hinsa* (violence) against the principle of *ma gridhah kasya svid dhanam* (Sai, 2024). The SMSGHM embodies the Hindu principle of "Vasudhaiva Kutumbakam" (the world is one family), aligning with Gandhian values of self-sacrifice for the greater good. In one of his recent discourses at Sathya Sai Grama, Sri Madhusudan Sai, much like Patanjali's Ashtanga Yoga, introduced 'Dashang Yoga'—a set of 10 values, five organizational (Concern, Cleanliness, Communication, Collaboration, Continuous Improvement) and five individual (Duty, Devotion, Discipline, Discrimination, Detachment). These values encourage the sacrifice of self-

interest for collective well-being, emphasizing the spiritual oneness of all. (Sai, YouTube n.d., 2024).

Through his global welfare projects, he not only promotes this spirit of sacrifice but also creates a world-class ecosystem that channels resources from the wealthy to the needy. The concept of *Tena Tyaktena Bhunjitha* is embodied in the selfless service of over 1,000 staff and volunteers. As part of their Individual Social Responsibility, as Sai would call it, many staff members contribute their resources, monetarily, morally, labour-wise, or spiritually, to support the mission's projects. For example, an upcoming 500-bed division of the super specialty hospital is being collectively contributed by devotees, supporters, and volunteers.

With the selfless services provided through the model, a trailblaze of responsibility and gratitude is created, instilling a lasting impact on beneficiaries, which may go a long way to sustain the cycle of welfare and support. This understanding of SMSGHM through its collaborative model of involvement of Samaja, Sarkara, and Sansthan shares a common ground with the Gandhian philosophy of sustainability, which is closely connected to the UN's SDG goals. The SMSGHM embodies Gandhi's model of Sarvodaya, where societal well-being is achieved through Swaraj, or self-governance, by fostering collective responsibility. SMSGHM's effort to unite communities to share resources, ensures equity and mutual care, creating a revolution for evolution- of all, through this modern Satyagraha, Sri Madhusudan Sai, akin to Gandhi, entreats everyone to join in this *Satyagraha*— keeping solidarity dedicated to upholding the principle of oneness, using collaboration with all key parts of a society to achieve the sustainable developmental goals, at a spiritual foundation of *Isavasam idam*

Sarvam. The mission thus creates a sustainable ecosystem where societal welfare is prioritized through collective effort, echoing Gandhi's vision of harmony and universal well-being. He teaches through example that, in the spirit of Tena Tyaktena Bhunjitha, the interests of the community or organisational culture must transcend petty individual concerns, One of his guiding principles is that true culture lies in caring for others, a value he urges all his 'soldiers of self-sacrifice' to embrace.

6. The study was limited to providing only qualitative expeditions in a few areas in its scope that aligned with the mentioned SDGs of No Hunger, Quality Education, and Health Care. The SMSGHM has a far wider range and reach, covering various other aspects and dimensions that can be further studied and explored in greater elaboration to understand the nuances of this massive model that not only delivers world-class services, free of any costs or incumbrances but is offering a sustainable model in *real* terms, based on an attitude of gratitude whose link with sustainability can be explored taking a detailed and longitudinal approach.

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