

Ph.D. Thesis

**EMERGENCE AND DEVELOPMENT
PROCESS OF THE FOUNDATION OF
GOODNESS IN SRI LANKA:
An Integrative Approach of Social Movements**

Graduate School of Yeungnam University

Department of Sociology

Major in Sociology

Nithya Lochana Sivakami Kumarasamy

Advisor: Professor Huh Changdeog

August 2021

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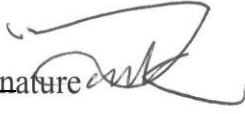
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-Where there is a will, there is always a way-

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Nithya Lochana Sivakami Kumarasamy

ABSTRACT

This study was undertaken to ascertain the underlying success factors of a Non-Governmental Organization in Sri Lanka known as the Foundation of Goodness that has been operational for over two decades. The main goal of the organization is to uplift or enhance the lives of the rural communities through learning and empowerment. At present, the organization has set up mini centres known as Village Heartbeat Empowerment Centres which are operational in the Northern, Eastern, and Southern regions of the country. This study has been analyzed from the social movements' perspective and the theoretical aspects therein which are responsible for the success and survival of such entities. Prior studies on the success of social movements have been mainly analyzed from one theoretical aspect.

This study has taken an integrative approach to social movements. The researcher, inspired by this local organization's international recognition, contacted the organization directly to conduct this study and endeavoured to ascertain how it has been able to achieve success and maintain the status quo.

The study adopted a qualitative approach utilizing both primary and secondary data. Primary data was sourced mainly from 18 selected interviews with the target group which comprised a cross-section of the top management and key members of the organization. Interviews were carried out both face to face and over the telephone. Each interview lasted about 60 minutes and consisted of about 70 questions covering the areas required to analyse the organization from a structural and cultural perspective. The interview questions were open-ended in order to permit flexibility and for participants to provide more information in selected areas. The study also analysed the documents provided by the organization. Secondary data was sourced from journal articles, relevant textbooks, and various publications.

The findings of the study discerned the success factors and the sustainability initiatives taken by this entity and connected the findings to sociological perspectives in social movements.

Firstly, from a structural perspective, whereby aspects such as strong leadership, structure, operations and systems, high level of donor responsibility, absolute transparency, diversity in causes, team competence and commitment, strong value systems, and strength in resource mobilization contributed to the success of the organization.

Secondly, from a cultural perspective whereby an analysis of the movement culture of the organization and the frames employed in the organization was carried out. The findings led to the discovery of the frames utilized by the organization and discerned the frames that resonate with the Sri Lankan public culture which are deemed to be responsible for the success of the organization.

Keywords: Social Movements, Non-Governmental Organizations, Foundation of Goodness, Sustainability, Structural Perspective, Cultural Perspective, Integrative Approach