

## India Programme

### The India Programme – background

The programme was started in 1994 and works through South Indian NGO partners. The focus for the programme is developing the organisational capacity of these partners so that they are able to utilise resources more effectively and increase their impact.

The programme was started to provide an overseas option where the Zurich Community Trust could increase impact by combining core funding with staff engagement. It built upon the successful volunteering programme in the UK which

demonstrated the added value that people provide, above grant monies. India was chosen as a relatively secure environment, where Zurich staff could operate independently and where there was a high level of disadvantage.

### Partners

During the years of the programme, there have been 12 partners in total. During 2008, we had active partnerships with the following organisations:

Partner	Location	Area of work
Action on Disability and Development (ADD) India	Bangalore	Disability
The Association of People with Disability (APD)	Bangalore	Disability
The Association for the Promotion of Social Action (APSA)	Bangalore	Child rights
The Banyan	Chennai	Mental health
Mobility India	Bangalore	Disability
The Movement for Alternatives and Youth Awareness (MAYA)	Bangalore	Child rights
The Spastics Society of Tamil Nadu (SPASTN)	Chennai	Disability

### Outcomes of strategy evaluation

The key findings of a recent evaluation of the programme:

- Increased capacity leads to increased reach.**  
 Our NGO partners credit 10-25% of the increase in their reach to an increase in capacity.
- To increase capacity, first define what it is.**  
 We have accelerated the pace of change in our partners because together we defined what we meant by capacity building.
- Objectively measure organisations against a standard.**  
 An annual Peer Review mechanism has led to a more robust view of each organisation and its development needs. It has also helped to maintain focus, which has continued to drive and sustain change.
- Grants can be effective if they sustain the organisation.**  
 Funding core costs works, and we have evidence to support its value and to continue funding it. We will also encourage other funders to do the same.
- Sustainable change develops if you know when to let go.**  
 An evaluation of the Programme's longer-term partners concluded that we will reach a point where we should redefine our relationship. The level of capacity an organisation achieves, provides a strong measurement of that point.

“We have come a long way and all of the development can be put down to your assignees.”

Annie Shyam, Director, SPASTN

### Our support in India

	In 2008	To date
Grant Monies	£99,000	£1,173,400
Assignees	6	82

### Objectives of the programme

The purpose of the programme is to improve the organisational capacity of our partners, which in turn will increase the number of people that are supported by their activities. We focus on seven aspects of the organisations as follows:



#### A. Management and Governance

Planning, crisis management, monitoring and evaluation, policies.

#### B. HR and Training

General HR practice, training, documentation.

#### C. Communications and PR

Internal and external communications.

#### D. Finance

Money management, funding.

#### E. Service Delivery

Personnel, customer satisfaction, sustainability and replication.

#### F. Advocacy

Community Engagement, the broad picture, materials.

#### G. Research and Documentation

Meetings, data availability, Donor management, issue-based documentation.



### Achievements over the last five years

- Improved our monitoring process – most indicators have shown improvements.
- Conducted Peer Assessments to understand how organisations have changed.
- Gathered data on numbers of people helped – which has shown us that more people have been helped. Partners attribute this to improved capacity.

Organisation	Reach in 2003	Reach in 2004	Reach in 2005
APD	3045	3520	5198
Mobility India*	1698 (1272)	2476 (1504)	3265 (1821)
The Banyan	500	692	631

\* Assistive devices (people)

Organisation	% increase in three years	Increase in number of people reached due to capacity
APD	71%	25%
Mobility India	92% (43%)	15-17%
The Banyan	26%	10-12%

Note ADD were unable to provide figures and APSA/MAYA had not yet joined the programme when we took this snapshot.

### Future plans

- Find new partners as existing partnerships come to their natural end.
- Increase the number of UK based Zurich staff to volunteer their business skills via video conferencing and Email.

### Assignees

Zurich assignees each undertake a four week project in India using their professional skills to help develop organisational capacity. Being 5000 miles from home and working in very different organisations than they are used to gives a fantastic opportunity to develop skills. By using a personal coach we help them to understand and harness their motivations and overcome their inhibitions. During the last five years we have been actively tracking what happens to Zurich's assignees, to see their personal development and what that means at work.

### Top three development areas

**Personal leadership** up by 15.99%

**Resilience** up by 15.20%

**Planning and organisation** up by 10.70%

### Case history from our longest serving partner, The Association of People with Disability (APD)

APD have existed for 50 years, gradually adding to their capacity to meet new challenges. They take a holistic approach to addressing the issue of disability, looking at all aspects of life.

We've worked with APD for nearly 15 years and have built a strong relationship. Zurich staff have helped APD to develop and review a strategic plan, develop their IT, improve their presentation and marketing ability, and look at ways to ensure continuing quality as volume grows.

APD have over 160 staff and is working on ways to reach an ever-increasing need among the disabled. Key to extending reach is working through other organisations and APD are helping to spread good practice through consultancy.

Since starting the Capacity Building Strategy in 2003, APD have developed their processes and the last evaluation showed consolidation or progress in six of the seven focus areas. During this period, APD have increased reach from 3045 in 2002/3 to 9041 in 2006/7.

As APD's Assistant Director told us during our annual Social Audit: "Zurich's input has been crucial in helping us to realise the dream."

