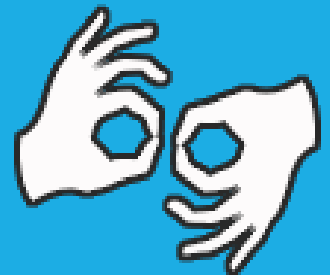
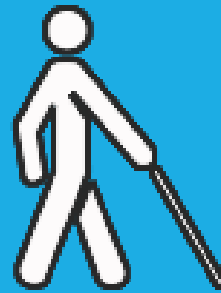


CELEBRATING A 24-YEAR JOURNEY



Appreciation by partner organisations



Chronicling the shared experiences of five partner organisations based in Bengaluru – Disability NGOs Alliance (DNA); The Association of People with Disability (APD); Mobility India; The Association for Promoting Social Action (APSA); and Movement for Alternatives & Youth Awareness (MAYA), supported by Zurich Community Trust (ZCT) under their India Programme (1994 – 2018).

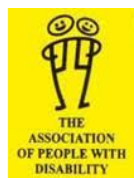


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Zurich Community Trust

Zurich Community Trust (UK) Ltd, is a registered charity funded by annual donations from Zurich UK businesses and employees. Committed to be a good corporate citizen, Zurich encourages and supports its employees to partake in hands-on community development through volunteering opportunities to share their time and skills with the community each year.

Since its inception in 1973, the Trust has

- donated over £65 million,
- worked with a wide range of charitable organisations to address a diverse mix of social issues in the UK and overseas, and
- improved the quality of life of over 100,000 disadvantaged people, annually.

India Programme









Set up in 1994, the focus of the programme was to develop the organisational capacity of selected Non-Governmental Organisations (NGOs) in South India to enhance their service delivery.

Over the past 24 years, they have supported 12 NGOs with grants totalling £1,720,400, and 105 Zurich employees have shared their professional skills through four-week assignments.

Their Approach

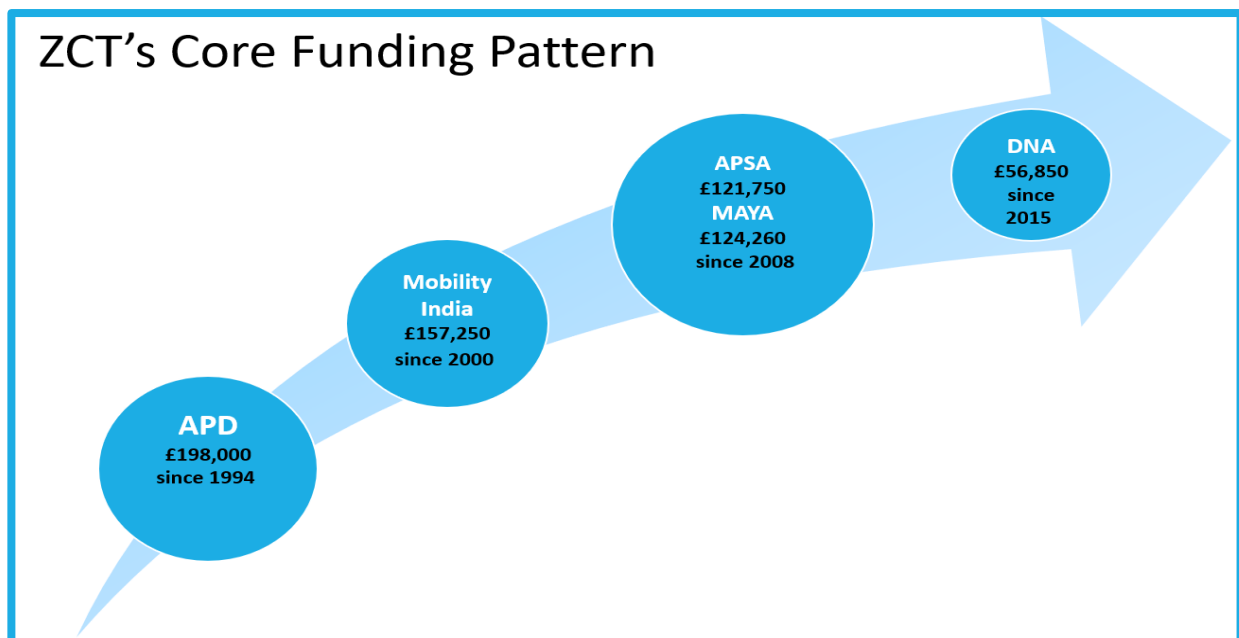
Investment of money, as well as Zurich employees time and skills to strengthen an organisations core functions, thereby ensuring sustainability of that organisation and creating the opportunity for self-development.

Core functions supported include:

-  Human Resources;
-  Finance and Accounting;
-  Administration/Governance;
-  Fundraising/Resource mobilization;
-  Communication;
-  Donor engagement;
-  Information Technology,
-  Event management, etc.

Their approach thus is to provide long-term funding for the capacity/core costs of an organisation, i.e., core funding rather than project funding.

ZCT's Core Funding Pattern



Association of People with Disability (APD)

The Association of People with Disability (APD), India is an NGO that's transforming the lives of underprivileged people with disability since 1959. Based in Bengaluru, Karnataka, it runs extensive programs in rural and urban Karnataka to enable, equip and empower children and adults with a range of disabilities including locomotor, spinal cord injury, speech and hearing, cerebral palsy, and to some extent, mental issues. The organisation has impacted the lives of over 500,000 people with disability.

APD was the first of 12 partners that ZCT engaged with as part of its India program, establishing a relationship that has lasted for 24 years (1994 to 2018). ZCT's unique approach assisted APD in establishing, developing and maintaining several core functions and formal strategy documentations that have made the organisation robust and relevant.

A few core functions that have seen transformational development under ZCT's mentorship are: human resources; compliance under the Employees Provident Fund Act; development of our website; and comprehensive communication of annual reports.

Assignment Based Support

APD would raise a requirement for certain skills and ZCT would send one of its employees to address that need. The assignee would provide training, help develop processes and systems, assist with recruiting and more. This assignment would last 4-6 weeks and every year, 1 - 2 assignees would visit APD.

ZCT's first assignment with APD was in 1995, and assignee **Mr. Neil Robertson** helped develop APD's first strategy plan over

a period of 6 weeks. APD's management team was trained and the skills needed for strategy development and formulation were imparted. This is now an established practice within the organisation.

Another notable assignee was **Mr. Kevin Wats**, who played a critical role in strategy plan discussions. APD was about 40 years old when he challenged APD's work and raised questions about why APD could not do more. He created a debate that eventually led APD to revisit its outlook and develop a plan that helped APD grow three times faster over the next 3 years.

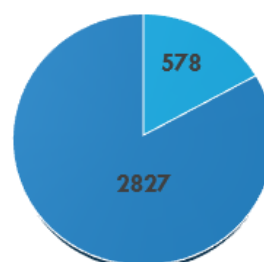
Assignee **Mr. Graham Robinson** visited APD in 1997-98 when APD was struggling with the sustainability of its Mobility unit. He developed the necessary mechanisms - costing, pricing, marketing, partnerships with external mobility device vendors, to make the unit self-sustaining. He compelled APD to push its boundaries, the impact of which was apparent over the next 3-4 years.

In 2018, APD developed its 8th three-year strategy (a scaling up strategy), continuing the legacy that has been helping it move systematically forward.

Annual Capacity Audits

Besides providing technical support and establishing core functions/systems, annual reviews of those systems ensured that they remained fit for purpose.

Noting the significance of maintaining effective core functions, APD ensures to invest in these systems.



■ Core Functions ■ Core Programs

Budget split (in lakhs) between core programs and core functions in the Strategic Plan 2018 - 21.

Mobility India

Mobility India (MI), a Registered Society since 1994, has been a progressive force in the disability, development and rehabilitation sector. MI's vision of an empowered and inclusive community, points to a future in which there is greater equity and inclusion of people with disabilities, elderly population and other disadvantaged groups in the development process. It achieves this by providing comprehensive healthcare, education, livelihood and social services for the poor, particularly children, women and older people living in urban slums and rural areas, through community-based inclusive development programs and through capacity building of other grassroots organisations.

Established in 2002, MI's Rehabilitation, Research & Training Centre at Bangalore, is a model for accessibility and disability-friendliness, spearheading all activities in Bangalore. The Inclusive Development Centre, Guwahati, established in 2015, is working towards community-based inclusive development programs. MI has other field offices for community projects across urban slums in Bangalore, Jigani, Anekal, Chamrajnagar, Karnataka and Guwahati, Assam. MI's reach over the past 24 years has extended to South, East, and North-Eastern States of India and other middle-income countries.

A True Partnership with ZCT

Understanding the needs of MI, ZCT has funded our organisational capacity building, enabling us to enhance our service delivery since 2000. Their capacity audits allowed us to gauge our strengths and weaknesses, which facilitated identification of skill gaps. Senior level ZCT employees have volunteered with us, sharing their skills and providing on-the-job training in areas like

HR, marketing, training the trainers, review performance management, fundraising, communications, and event management.

Through ZCTs support, organisational core functions – human resource management and fundraising pragmatically improved. Assignees, **Ms. Wendy and Mr. Michael Straney** from Marie Cancer Cure supported our Fundraising Unit with capacity building and strategy development. Their efforts were commendable. The fundraising team previously focused solely on monetary benefits and thus often faced rejection from donors. However, with on-the-job training from the assignees, the entire concept of approaching donors and the communications package transformed, increasing funds and support received from corporate partnerships.

Mobility India would like to express its sincere gratitude to Zurich Community Trust for their continued encouragement and support. Their technical guidance and financial support for capacity building of the organisation has upgraded skills and knowledge of staff, allowing us to reach the unreached.



ZCT Volunteers with Mobility India Staff

Association for Promoting Social Action (APSA)

The Association for Promoting Social Action (APSA) is a rights-based, child-centred, community development organization working in Bangalore and Hyderabad since 1981 towards empowerment of the urban poor, especially with children in distress. With 'Development Without Exploitation' as its foundation, APSA has been a pioneer in designing unique programs that combine grassroots level work to address development issues of the urban poor, with sustained lobbying and advocacy with government duty-bearers for policy change at state and national levels.

Zurich Community Trust has supported APSA for 10 years through an open-fund program aimed at capacity building of APSA staff and the organization. Through APSA's contact with Sattva, AT PAR and the support of various overseas volunteers, ZCT has enabled APSA to build the capacities of its staff, take up infrastructure upgradation and provide inputs to youth enrolled in APSA for skill training. Three major areas that APSA has benefited from ZCT support include capacity audits to assess organizational strengths and areas for development, international volunteer support for building organizational data and documentation, and financial support for capacity building and training of staff.

ZCT Volunteer Contributions to APSA

APSA would like to take this opportunity to name a few of the ZCT volunteers that made a marked impression on our organisation.

One of the earliest volunteers from ZCT, **Mr. Peter** trained APSA staff to prepare and maintain organizational documentation and

data in electronic form with project-wise segregation for better access.



Mr. David Nash imparted vital capacity building, through workshops and trainings for our staff and management team to create good documentation and tips for fundraising. **Mr. Richard Maynard** facilitated a workshop where he introduced APSA to effective journalism and media management.

Ms. Clare Maynard developed a communications toolkit to improve our external communication channels, reviewed our website and Facebook page with suggestions for improvement and developed content and design for brochures of APSA's institutional projects. **Ms. Tessa Hauser** was instrumental in producing leaflets on APSA's institutional projects. She created activity and timesheet formats and project overview templates for APSA's internal use. She worked with APSA's Media Centre to film and put together several case studies into a documentary short.

Ms. Carla Mandis reviewed and edited APSA's organizational Child Protection, HR and Gender policies, addressing gaps to make them more effective. She also laid the groundwork for APSA's POSH Policy to tackle sexual harassment issues at the workplace.


Mr. Allan Mitchell developed toolkits and plans to strengthen performance management, organizational design and individual staff development. He drew up staff competency appraisal systems and importantly, designed a succession planning toolkit with an organogram to develop second-line leadership in APSA towards the organization's long-term growth plans.


The contributions made by the international volunteers have been incorporated into APSA's daily work, which has been transformational.


Movement for Alternatives and Youth Awareness (MAYA)


A registered society since 1989 with the primary focus of eradicating child labour, MAYA works with communities across slums and low-income areas of Bangalore. To address the problem of child labour we focused on two broad systemic issues - The right of every child to quality education; and labour & livelihood of the informal sector.

Over the years, MAYA's programs in education and livelihood were established into independent organizations:

 Prajayatna (www.prajayatna.org) - A registered society that works on reform of elementary education.

 Maya Organic Support Services (mayaorganic.com) - A section 8 company that is taking lacware craft of Channapatna to an international level of quality while ensuring sustainability.

 Labournet (www.labournet.in) - A social enterprise that works across the country with NSDC with a clear focus on enabling livelihoods and improving real income wages of the informal sector by improving worker skill and productivity.

 MAYA Health initiative (www.mayahealth.net) - is a new initiative of MAYA in the Health space that focuses on preventive and promotive healthcare amongst urban and rural poor.

Transformation of Programmes into Independent Entities

ZCT's support through capacity audits and the provisioning of professional assignees/volunteers, contributed to the

transformation of two of MAYA's programs into independent entities - MAYA Organic and Labournet. We also received critical funding support from ZCT for piloting our new initiative in the health space.

A few of the notable contributions from ZCT assignees are:

Ms. Margaret Flower a very senior staff from Zurich Insurance assisted in setting up the structural plan to scale up the livelihoods program under MAYA Organic in 2008. She also worked on the operational plan and clarified the vision, goals and value system of the new marketing and design entity. It was an eye opener for us regarding various aspects of building an organization. Today, MAYA Organic is a self-sustaining organization and is known for its high quality wooden toys, education material and accessories.

Ms. Karen Bigwood, our second assignee supported MAYA in developing our fundraising strategy including various pitch documents. **Ms. Tracey Nobel** worked with the Labournet team to develop a strategy document and a business plan for three years, highlighting three Key strategic changes to be incorporated to transform this program into a sustainable for-profit, social enterprise.

ZCT also supported MAYA to pilot a scalable sustainable health model in the preventive health space. Along with funding of this new initiative we also had the support of **Ms. Kate Thackrey**, who supported MAYA in developing a communications strategy targeted at various stakeholder for resource mobilisation and partnership.








Health Navigator Shabina building awareness on menstrual health and hygiene

Disability NGOs Alliance (DNA)

Disability NGOs Alliance (DNA) is a disability foundation that brings together various organizations under one umbrella, with a single unified motto to work towards empowerment and enrichment of Persons with Disabilities. Registered as a society in 2014, DNA was founded by leading Disability Organizations with a vision to promote an inclusive society that empowers PWDs and their parents. DNA creates a platform for disability NGOs in response to the need for collective action, to provide a common forum to not only address the issues of the disability sector as a single unified voice, but also to allow NGOs and experts in the sector to share their knowledge and skills to improve the quality of life of Persons with Disability.

DNA focuses on several key areas for the growth of its member organizations, viz.,

-  Basic services;
-  Early intervention;
-  Livelihoods;
-  Organizational development; and
-  Advocacy.

DNA has over 100 disability member organizations and geographically covers 70% of Karnataka state - 21 Districts of 30 districts. To achieve DNA's mandate and goals, ZCT and Dhvani Foundation provided start-up grants to DNA for the first three years (2015-2018).

DNA's Impact on the Disability Sector

DNA's efforts have led to an observable increase in the involvement of different stakeholders including the government,

corporates, academicians and parent groups in the sector. Our networking and collaborations have resulted in an exchange of best practices and modules. For example, our collaboration with APD and Star Key Foundation culminated with the identification of 1,392 speech and hearing children as well as distribution of hearing aids through the engagement of all relevant stakeholders - parents, school teachers and field staff.



DNA works with the Government to co-create an extensive working system at the community level and develop processes, and structures for effective inclusion of PWDs with improved quality of support for PWDs, parents, care givers & other stakeholders. Working with the State Commissioner and Director of State Health & Family Welfare, DNA played an instrumental role in the evaluation, planning and initiation of 11 District Early Intervention Centres (DEIC) in Karnataka.

DNA would like to express its sincere appreciation to Zurich Community Trust for their faith in our organisation and for investing in us. We intend to continue providing demand driven services to our member organizations and to extend our geographical reach. A take away from ZCT's approach will be to enhance organizational capacity of DNA members to improve service delivery of their early intervention and livelihood programmes. Furthermore, influencing key stakeholders and supporting the government for effective implementation of the new Rights of Persons with Disabilities (RPWD) Act, 2016 will be DNA's pivotal focus.



Christy Abraham
CEO, APD

“Zurich Community Trust compelled APD to push its boundaries and grow into an organisation that is sustainable and responsible, never once losing sight of its commitment to ensure equity, justice, and dignity for disadvantage people with special needs. We extend our heartfelt gratitude to ZCT and wish it continued success in its mission to support non-profits and their causes”.



Albina Shankar
Director, Mobility India

“Mobility India expresses its sincere gratitude to Zurich Community Trust for its continued encouragement and support, and for being a part of MI’s growth in the disability rehabilitation and development sector over the last two decades. Thank you to each one of you at ZCT for understanding the need and importance of core funding for organisations and supporting MI financially by providing technical expertise for the overall capacity building of the organisation and making a difference to people’s lives and reaching out to the needy”.



P. Lakshapathi
Director, APSA

“As this collaboration with ZCT draws to a close, the entire APSA family would like to express our whole-hearted gratitude for the invaluable support and partnership with ZCT that has made APSA'S own work richer and more effective. We close with best and warmest wishes and with the hope that although the ZCT-APSA project has concluded, the mutual respect and appreciative partnership will continue for years to come”.



Mr. Alex Rodrigues
CEO, MAYA

"A true partnership with respect and the spirit of contributing to building the organization. We at MAYA thank the ZCT team and all the assignees for their valuable contributions. We celebrate this partnership of over 10 years and acknowledge the special friendship and support we received from Mr. David Nash, Ms. Pam Webb, Ms. Catherine Hodges and Mr. Kishore Rao. We cherish this relationship and believe that it will continue as they wind up their support in India".



V.S. Basavaraju
Ex-CEO, DNA

"We are very happy to have been a part of ZCT's 24-years journey in Karnataka, India. To support life changing work with persons with disability and their families. The overall support from you helped build DNA's member organizations to deliver greater impact to the disability sector. Thanks again for your generosity and support towards building sustainable social organizations".



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🌐 www.disabilityngosalliance.org

24-YEAR CELEBRATION



**INVESTMENT IN SOCIAL SECTOR
THROUGH PARTNERSHIP**
A WORKSHOP
26 JULY 2018

“When you focus on someone’s disability you’ll overlook their abilities, beauty and uniqueness. Once you learn to accept and love them for who they are, you subconsciously learn to love yourself unconditionally.” — [Yvonne Pierre, The Day My Soul Cried: A Memoir](#)