



Community Development Grant 2

**Proposal by Snehalaya UK (with co-operation from Snehalaya India)
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Snehalaya Collaborative Growth Project

**A project for delivering a strategic and cost effective service
To bring Snehalaya's working practices in India
Up to a modern, professional and effective level**

1. Introduction

In 1989 Snehalaya established itself primarily through rescuing and protecting the children of working prostitutes, by physically removing them from under their mothers' beds into safe child support programmes. Snehalaya India has carried on to offer not only rescue but also education and healthcare services to over 15,000 people across 16 projects in the district of Ahmednagar, MA (population 5,000,000).

Snehalaya has grown to be nationally recognized as a movement by and for India's unheard rural people. Snehalaya's mission is to pioneer the promotion of equality to India through its projects and awareness initiatives. Snehalaya UK founded in 2010 (registered CIO July 2014), at the request of the Indian Founder, to help support and improve the quality of the services offered by Snehalaya India. To this end, Snehalaya India and Snehalaya UK have set up the *Collaborative Growth Project*.

2. The Collaborative Growth Project

The *Collaborative Growth Project* will deploy three skilled volunteers from the UK, and three from India, to assist in the organizational development of Snehalaya India. The objective of the project is to deliver a strategic and cost effective roadmap that can begin to be implemented on a sequential basis. The aim of the project is to help bring Snehalaya's working practices up to an improved and modern professional level. We are asking for £6,720 to implement and complete Phase 1 of the *Collaborative Growth Project*, having already successfully piloted the scheme in 2015.

3. Background

An external audit in July 2014, and subsequent financial and skills based evaluation of the organization, has shown that Snehalaya India is at a pivotal point in its 27-year history. Rapid organizational growth in Snehalaya India (4 fold in the last decade) and reduced funding (statutory funding reduced year on year since 2012), alongside an ever-increasing demand for services (due to local closures of other NGOs and Government services) are a serious threat to Snehalaya's future.

4. Staff Buy In & Viability

Snehalaya India is formed of highly dedicated and passionate staff, many of which are former beneficiaries and many are local volunteers. At Snehalaya India, there is sufficient knowledge of English at written and spoken level, to enable skilled volunteers from

international backgrounds to apply to work alongside bi-lingual national volunteers in this project. In order to maintain quality in its services, however, and to build structural sustainability, Snehalaya India feels it must modernize to help build to the capacity needed, and Snehalaya UK is committed to supporting this modernization in the immediate and the long term. The organization at ground and board level understands that without computerization, and a proactive marketing and a detailed fundraising strategy, the projects will not survive.

5. Benefits

Direct

The *Collaborative Growth Project* will offer wide-ranging benefits both in the UK and India as follows:

- 16 project staff and 22 administrative staff (including 5 senior management members) from Snehalaya will benefit directly through mentoring and training programs
- Over 15,000 women and children, and members of the LGBT communities will continue to receive services from Snehalaya (often lifesaving) in a region where there is no other help.
- The consultation and implementation of the Collaborative Growth Project will enable Snehalaya to continue to grow sustainably while actively improving both efficiency and quality of services.
- The 6 volunteers from the UK will gain invaluable experience working with Snehalaya for 4 weeks in their projects.
- The placement will offer professional and personal development to the 6 volunteers career development as well as enhancing their International Development understanding.
- Improved systems and proficiency in the workplace will directly benefit all 256 paid staff and volunteers who number over 400

Indirect

- The trickle down impact of the training will benefit the community as a whole
- The Project will seek to ensure the duty of care to existing clients and build the capacity of new clients.
- Snehalaya staff and clients, as well as the on line community of existing and potential supporters, will benefit from the continuation of this Project.
- Through the improved external communications the Snehalaya brand will become more established and readily available on line, enhancing possibilities for fundraising and volunteer recruitment.

6. Other Volunteering Opportunities

Snehalaya UK already runs three successful International Youth Volunteering Schemes, working directly with Universities in the UK and the USA. Snehalaya India also works with two local and one national University, as well as running hugely popular three day conferences on Youth Volunteering, drawing over 300 national delegates and key speakers from India's most respected social leaders and national prize winners. The *Collaborative Growth Project* will also maintain a feedback loop between the volunteers to progress the project and to inform the objectives of existing volunteering programs. This volunteering program, as part of the *Collaborative Growth Project*, will feed into the three-day conference and help actively to recruit more skilled volunteers.

7. Outline Proposal Costs

- £6,955 to run the *Collaborative Growth* project for 1 year

We will report back with progress and targets achieved, and hope to continue this program with the same funder, ideally over 5 years, on comparable costs as year 1, as follows

- Phase 1: Set up – 1 year (as requested above £6955)
- Phase 2: Progress - 2 years (at a rate of £6955/yr total £13910)
- Phase 3: Expansion - 2 years (at a rate of £6955/yr total £13910)

Total cost of implementing Phases 1 (£6955) is all that is being requested in this proposal. The cost of a 2 year commitment would be £13,910 to allow Phase 1 and 50% of Phase 2.

8. Likely Other Funders

- Google are knowledgeable of the proposal and interested in working with us by providing 'in kind' support from it's extensive network of professional volunteers as part of a CSR program on Phase 2 and 3 of the scheme once some inroads have been made. We have an existing 4-year relationship with Indian Googlers taking direct efforts to support a Google 100% match fund initiative for 2 weeks of each year. Snehalaya is one of 4 supported Indian NGO's on the initiative.
- Linked In have expressed interested in working with us by providing some funding and some 'in kind' support from the London and Dublin based UK teams as part of a CSR program on Phase 3 of the scheme once some inroads have been made. Snehalaya UK has good contacts in the senior levels of LinkedIn's management and philanthropic teams.
- Give A Little Charity Shop will community fundraise in 2017 for 6 months and in 2019 for 6 months generating approximately £7000 & £7000 to support 25% of the annual budget until the project's 3 phases are completed

9. Additional Information

What are the aims of your project?

In India the impact aims of our project are:

- To build further the capacity and sustainability of our Indian organisation, with the support of skilled volunteers, through delivering modernisation and organisational development.
- To enhance the skill sets of our 256 paid and 400+ voluntary Indian staff.
- To develop and promote our volunteer management skills at national and international levels to equip them better to engage jointly in an equal UK and Indian partnership of philanthropy as collaboration and skills sharing objective.
- To help Snehalaya build sustainability and capacity to enable it to grow, develop and continue with quality services to over 15,000 women, children and members of the LGBT and Dalit communities of Rural Maharashtra.

How do you plan to achieve your aims?

1. We plan to implement the *Collaborative Growth Project* by:

- Engaging the networking and vetting skills of Snehalaya UK to identify 6 talented individuals to volunteer for this project.
- Identifying and defining the key areas of modernisation required by Snehalaya India to create a workforce for mentoring and training those who will be able to create a roadmap for the organisation's future development.

- Creating space physically, mentally and operationally in the projects and in the UK/Indian core management, by working collaboratively with the 6 skilled volunteers across the fields of:
 - Policy
 - Impact measurements
 - HR
 - Safeguarding
 - Data Management
 - Membership
 - Donor Management
 - Fundraising
 - Communications & Marketing
- Working for 4 intensive weeks with the 6 volunteers defining Snehalaya India's strengths, needs and requirements.
- Implementing a strategy plan and raising any other concerns

2. We will provide opportunities for involvement by:

- Working both with volunteering agencies and our own networks to recruit and prepare volunteers to develop and enhance their skills whilst working on the project, and to develop their understanding of how relevant and applicable business skills are to the third sector.
- Collaborating with Corporates, connecting through CSR schemes and facilitating pro bono work for skilled individuals where appropriate.
- Developing an International Development program that offers a win/win benefit to the organization's client base and staff, as well as the individual volunteer.

3. We will provide local & international volunteering opportunities by:

- Strengthening existing University partnerships with India, UK and USA to offer skills building and participant/program specific task outlines.
- Offering three International and three National placements for 6 skilled professionals.

How did you identify the demand for your project?

- The Audit of July 2014 outlined areas for development. Subsequent skilled placements have enabled in-depth analysis of the finances, communications & fundraising requirements.
- Past volunteers to India, key supporters/donors and Indian ground and management staff have given strong feedback and this has been maintained and acted upon.

What are the intended outputs for the project? E.g. how many people will receive your services?

- 16 project leaders will receive workshop/mentoring and training sessions
- 22 core staff (includes 5 senior management) will work with professionals to plan and implement modernization
- 6 volunteer practitioner placements to give coaching and mentoring on their chosen subject and area of expertise.

What are the intended outcomes of the project? What is the change that will happen as a result of your work?

- To build a sustainable and “healthier” organization for all 256 paid staff and 400+ voluntary staff to work in.
- Staff will, therefore, benefit directly in their day-to-day tasks and be able to focus more on service delivery.
- The project will also enable improved staff training throughout the organization, thus giving staff and volunteers career opportunities to develop new skills and progress within the organization.
- The level of service offered to clients will improve and free up capacity to take on new clients and offer new services as the need for them arises.
- Over time the quality, capability and capacity of the volunteering programs will be structured to identify relevant volunteers to perform specific tasks, thereby having a greater impact on the projects, and could also become a template for future similar organizations working in these fields.

GlobalGiving UK Template Budget

Name of Organisation	Snehalaya UK
Project Name	Mentor Local Hero NGO build vital capacity
Total Cost of Project	£ 6,955.00
Total income in last financial year	£ 100,227.00
Total expenditure in last financial year	£ 46,319.00
What are the main sources of income for your organisation currently?	community 10%, youth volunteer fundraising 15%, grants 25%, individual & appeal fundraising via GG 50%

ITEM	2016	2017 (if applicable)*	Total Cost	Notes
1) CAPITAL EXPENDITURE				
Flights	1650	1650	3300	*Phase 1 is one yr
Sub-total	1650	1650	3300	*Phase 2 runs over 2 years at £6955/yr *Phase 3 runs over 2 years at £6955/yr
2) PROJECT ACTIVITIES				
Training aids	250	250	500	
Stationary & Supplies	50	50	100	
Food & Board	0	0	0	
Ancillaries	200	200	400	
Sub-total	500	500	1000	
3) ALL STAFF COSTS				
<i>For each staff member please provide job title, location, and % time spent on the project expressed as a full time equivalent (FTE)</i>				
Recruitment	200	200	400	This is calculated on 4 full days on £50/day to include exit interviews
Project Administration	600	600	1200	This is calculated on 12 full days on £50/day to allow for adhoc team support, meeting and volunteer management
Staff Cover	1248	1248	2496	This is calculated on £28/wk for 48 weeks to cover local staff cover
Sub-total	2048	2048	4096	
4) OTHER ADMINISTRATION COSTS				
Software & Subscriptions	720	720	1440	
literature (design & print)	300	300	600	
Indian Team Orientation	120	120	240	
UK Team Orientation	150	150	300	
Petrol	45	45	90	
Visa x 3	252	252	504	
CRB	75	75	150	
Ancillaries	200	200	400	
Transfer Vehicles (UK & India)	175	175	350	
Sub-total	2037	2037	4074	
5) MONITORING, EVALUATION & LESSON LEARNING				
Follow Up Remote Sessions with Prof Vols	400	400	800	
Monitoring & Evaluation Meetings & Final Report	320	320	640	
Sub-total	720	720	1440	
Total	6955	6955	13910	