

## STRATEGY PAPER SOCIAL CENTER KERKPAD (February 2021)

### FROM DONATION TO INVESTMENT *Using existing strengths, exploring new routes*

#### Introduction

This paper unfolds and explains our new strategy, which we are executing since October 2019. Based on a visit to the Sister Congregation in India, and insights of the Board of the Foundation 'Sociaal Centrum Kerkpad', the Board decided to change its strategy. Thea Verstappen as board member and Robert van den Heuvel, expert on developing countries, paid a two week visit to India, to the Sisters, the target group and several projects in 2019. The findings during this visit and newly introduced projects were the kick-off for the new strategy '*From Donation to Investment*'. Foundation, Congregation and Target group (low-income families- and communities) invest in their future. This investment entails investment with own financial contribution, developing new skills, farming equipment, latrines and nutrition. Outcome is that families and communities learn and will be less dependent on donations. Donations will only be needed to facilitate next investments in people and communities. And above all, they improve their lives into a happier and healthier life. This is not only a human right. These people can achieve this themselves.

#### Investment in people

In October 2019 we started the program '*From Donation to Investment*'. As Dutch Foundation we made a shift in our strategy and approach. It means we no longer just send money to India, and leave the spending, local approach and execution to the Sister Congregation. The shift means that we '*change the way of thinking and acting*'. The Dutch Foundation, the Sisters in India and Target group have a joint responsibility to initiate and execute projects, which appeals to the *own responsibility* of the target group and the innovation skills of the Sisters. *We make interventions and impact measurable*. Own contribution by the target group in projects, in skills and life are key. And we research the root causes of a bottleneck or setback. In fact in the same line as Mother Baptista once started the Congregation and support to the poor communities in India. The example of 'The solar lamp project' in the next paragraph explains this.

The Congregation has many characteristics, which help to make this shift. The Sisters have the openness, the intrinsic motivation to do good and to help, they have the discipline and structure to implement. The new approach requires stepping out of the comfort zone and to exploring new ideas and directions. Being critical on what works and what doesn't.

#### Solar lamp for homework as the game changer for children

Ponkodihi area in India is a group of villages in the mountains without an electricity grid, and after sunset it is dark. Families are at home with no more than a candle. Some richer households can afford a solar panel, to have electricity for light and small electronic devices. The majority of the families lack light during evening. It means no homework for the children and no working for parents during the evening and early morning.

Our research on education illustrated striking results between those children, who are at the boarding school, and those who stay at home during the night. The boarding school children have light during the evening to making homework and reading books. Children, who stay at home, do not have the opportunity to make their homework, with lower marks as a result. 'Boarding school children' score higher marks on average.

In January 2020 we distributed 15 solar lamps to school kids. Ten families paid 50% of the lamp. Five families, which live below the poverty line, received lamps for free. The costs of a solar lamp are IDR 2.850 (€32). The lamp is charged by sunlight during the day. The results are amazing. Children spend two extra hours per day on studying, reading books and making homework. The marks at school jumped by 40 % to 60 % points. The project has set up a system of continuously monitoring results of the school kids. We need proof that our intervention works, how it works and how we can improve.

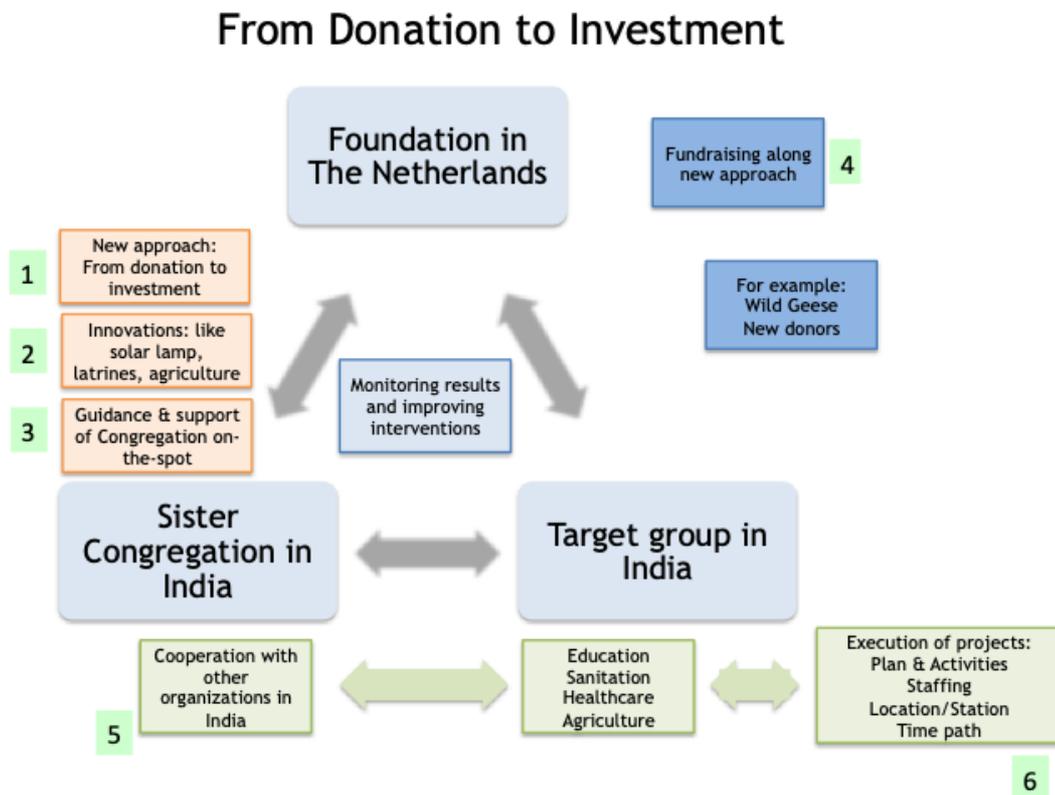
Parallel to the 'solar lamp intervention' we have sent 3 boys of the village to New Delhi to learn practical knowledge and skills on electricity, repairing the solar lamp, and build a solar panel.

This project displays our new approach: The root cause is no light at home, which means no opportunity to make homework. The solar lamp solves the problem. Families have to invest in this lamp themselves (50%). The training for the boys secures local repair skills, as well

to make a next step: building solar panels to have a mini grid at household level. The boys invest in their career and in the village. We found support and funding for this project at the Dutch donor/NGO Wild Geese. They will play a role in scaling up the solar lamp project.

**Strategy**

The core of our strategy is pictured below.



There is a close cooperation between the Foundation in The Netherlands, the Sister Congregation in India, and the Target group in India (low-income communities and - families). We see six main trajectories to be executed. The Foundation in The Netherlands and the Congregation in India have both a responsibility in this.

The new approach starts at the Foundation. The foundation takes the lead in - as mentioned in the picture - the first four items:

1. New approach: From donation to investment
2. Innovations: like solar lamp, latrines, agriculture, nutrition
3. Support of Congregation on-the-spot
4. Fundraising along new approach

The Congregation in India is responsible for:

5. Cooperation with other organizations in India
6. Execution of the projects in India: Plan, Activities, Location/Station, Time path

These six items are interrelated:

- The Congregation monitors the impact of the interventions, and reports that back to the Foundation in The Netherlands. Adjustments of interventions might occur.
- Our new approach attracts other donors.
- The new approach triggers Congregation to experiment with a new type of projects.
- The new approach in combination with innovative projects requires on-the-spot guidance and support for the Sisters.
- Projects on Nutrition and Agriculture need cooperation with other organizations. The Congregation has not sufficient knowledge on agriculture. So it pays off to work together with the Department of Agriculture for agricultural advice and discount on

improved seed. If farmers want to invest in seed or equipment a Micro Finance organization could be a partner. So innovative projects are a trigger for the Congregation to seek cooperation with others.

- An innovation - e.g. the Solar Lamp project - gives an entry to new donors and fundraising (Wild Geese); and it gives another responsibility to the target group, like own investment in the lamp and acquiring new skills.

## Projects

The table below gives an overview of the current projects.

Intervention	Investments	Phase	Next step	Cooperation
<b>EDUCATION</b>				
Solar lamp	<ul style="list-style-type: none"> <li>50% own contribution</li> <li>50% Sisters</li> </ul>	<ul style="list-style-type: none"> <li>First 15 lamps</li> <li>1<sup>st</sup> Approval for funding from Wild Geese</li> </ul>	<ul style="list-style-type: none"> <li>Scaling up to 630 families</li> </ul>	<ul style="list-style-type: none"> <li>Wild Geese</li> </ul>
Training on electricity & repair	<ul style="list-style-type: none"> <li>3 Months investment of time</li> </ul>	<ul style="list-style-type: none"> <li>Finished training</li> </ul>	<ul style="list-style-type: none"> <li>Solar panels</li> <li>Advanced training</li> <li>Practice in Ponkodihi</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>
Saving for Secondary school or university	<ul style="list-style-type: none"> <li>Saving budget</li> </ul>	<ul style="list-style-type: none"> <li>Not systematic</li> </ul>	<ul style="list-style-type: none"> <li>Structural saving program</li> </ul>	<ul style="list-style-type: none"> <li>Bank</li> </ul>
Pre-nursery in Beldihi	<ul style="list-style-type: none"> <li>Parents send children to school in time</li> </ul>	<ul style="list-style-type: none"> <li>One school in Beldihi</li> </ul>	<ul style="list-style-type: none"> <li>More children</li> <li>More schools</li> </ul>	<ul style="list-style-type: none"> <li>Government departments</li> </ul>
Schooling during COVID-19	<ul style="list-style-type: none"> <li>Change curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Winter camps</li> <li>Classes in the village</li> </ul>	<ul style="list-style-type: none"> <li>Scaling up</li> </ul>	<ul style="list-style-type: none"> <li>Government departments</li> </ul>
Girl's hostel	<ul style="list-style-type: none"> <li>Saving money for this hostel</li> </ul>	<ul style="list-style-type: none"> <li>Building</li> </ul>	<ul style="list-style-type: none"> <li>Use Palia school as example</li> </ul>	<ul style="list-style-type: none"> <li>Bishop, diocese</li> </ul>
Vocational training (IT, accounting, healthcare)	<ul style="list-style-type: none"> <li>Saving money for trainings/ lessons</li> <li>Contribution from Sisters</li> </ul>	<ul style="list-style-type: none"> <li>Idea</li> </ul>		<ul style="list-style-type: none"> <li>External trainers and teachers</li> <li>Wild Geese</li> </ul>
Sister Summer Camp	<ul style="list-style-type: none"> <li>Small contribution from participants</li> </ul>	<ul style="list-style-type: none"> <li>Exists</li> </ul>	<ul style="list-style-type: none"> <li>Different target groups</li> <li>Different curriculum</li> </ul>	<ul style="list-style-type: none"> <li>External trainers and teachers</li> <li>Wild Geese</li> </ul>
<b>HEALTHCARE</b>				
Hand washing	<ul style="list-style-type: none"> <li>Trainings</li> <li>Purchase soap</li> </ul>	<ul style="list-style-type: none"> <li>Given</li> </ul>	<ul style="list-style-type: none"> <li>More trainings</li> </ul>	<ul style="list-style-type: none"> <li>Department of Health</li> </ul>
Primary Healthcare	<ul style="list-style-type: none"> <li>Line up animators in the villages</li> </ul>	<ul style="list-style-type: none"> <li>Not yet started</li> </ul>		<ul style="list-style-type: none"> <li>Department of Health</li> <li>Clinics</li> </ul>
Nutrition	<ul style="list-style-type: none"> <li>Illustrate the importance of nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Not yet started</li> </ul>	<ul style="list-style-type: none"> <li>School meal fortification</li> <li>Trainings</li> </ul>	<ul style="list-style-type: none"> <li>GAIN</li> </ul>
<b>SANITATION</b>				
Training on latrine building	<ul style="list-style-type: none"> <li>2 Boys had training</li> </ul>	<ul style="list-style-type: none"> <li>5 Latrines built</li> </ul>	<ul style="list-style-type: none"> <li>Building more latrines</li> <li>Secure sewage</li> </ul>	<ul style="list-style-type: none"> <li>NGO on Sanitation</li> </ul>

Latrine building in Kusumdihi	<ul style="list-style-type: none"> <li>• 50% own contribution</li> <li>• Families save money for latrine</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Latrines built</li> </ul>	<ul style="list-style-type: none"> <li>• Building more latrines</li> </ul>	<ul style="list-style-type: none"> <li>• NGO on Sanitation</li> </ul>
<b>AGRICULTURE</b>				
Seed improvement	<ul style="list-style-type: none"> <li>• Invest in seed and training</li> </ul>	<ul style="list-style-type: none"> <li>• Find lead farmers as example</li> </ul>	<ul style="list-style-type: none"> <li>• Implement with lead farmers and make calculation</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Agriculture</li> </ul>
New crops (vegetable, fruit, spices)	<ul style="list-style-type: none"> <li>• Invest in seed and training</li> </ul>	<ul style="list-style-type: none"> <li>• Find lead farmers as example</li> </ul>	<ul style="list-style-type: none"> <li>• Implement with lead farmers and make calculation</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Agriculture</li> </ul>
Farming practices, e.g. Vermi composting	<ul style="list-style-type: none"> <li>• Invest in farming practices and training</li> </ul>	<ul style="list-style-type: none"> <li>• Find lead farmers as example</li> </ul>	<ul style="list-style-type: none"> <li>• Implement with lead farmers and make calculation</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Agriculture</li> </ul>

### Time path

We started the new strategy 'From Donation to Investment' at the end of 2019. We will deploy this strategy for five years: 2019-2024. This time is needed to have the Congregation trained and experienced on the new approach. The first impact of this new approach will earlier be visible. Boys have been trained on latrine building, and the first five latrines have been built. Fifteen solar lamps have been distributed and families benefit from this. Scaling up to over 600 families will take place. We use these innovative projects as example for the Sisters to illustrate how investment in people, and participation by the local community, creates impact.

Thea and Robert visited India in 2019. Plan is to visit India again in 2021 to monitor current projects and give further guidance and support to the Congregation.

### Fundraising and donors

The landscape of foundations, donation and fundraising has dramatically changed over the last decades. The straightforward donation from the donor to the target group is no longer valid. Donors demand more. Donors demand a structural improvement of the target group and ecosystem of the target area. Only if the foundation and Congregation in India follows this path of systemic and structural improvement and innovation, donors will remain interested to support. And if we manage to achieve this, a broad window of funding opportunities will appear.

We use the good examples in our fundraising. For example the school in Palia is a benchmark for what is possible for our target group. If we build a school or hostel in Ponkodihi, Palia could be the example.

Cooperation with other local organizations is a prerequisite to achieve impact and make this shift. The Congregation cannot do everything on its own.

### Process

Besides the content - innovations, projects, impact - the process of the strategy is as important. The first step on this was our visit to India in October 2019. The process is critical for success. The Congregation in India needs guidance and support. To a certain extent this is possible via email, what's app calls and chats. It is great how Sr Ansumala, Sr Susana, Sr Sushila and others are catching up, and manage the projects and progress in India. They start and monitor projects. They update us, and when needed we call.

However, being on-the-spot in India, seeing what goes well and what goes wrong is as important. By being in the villages we can display how interventions work, what is needed and how the critical path looks like. The learning experience for the Sisters is much bigger than via email or phone. Communicating with the families is only possible via face-to-face interaction.

We interact with the local community and local families. They see us, and they can remember us when for example the Sisters introduce the solar lamp or latrine. And we come back. By coming back to the communities, the families see that we are serious, that we care, and that we would like to make next steps with them. It motivates the beneficiaries and the Sisters. Our visit to India brings the Sisters over certain thresholds, which they may not experience themselves; and which are impossible via whatsapp or email.

Content and process go hand-by-hand, and will strengthen each other.

## **2021**

Robert and Thea manage the content and process of the strategy. The Board of the Foundation gives guidance, support and reflection.

In 2021 we plan and expect to be in India again. For the progress and keeping the process going, it is important that we will be in India again. Important for the Foundation to see where we stand; for the Sisters that they know what to do; and important for the communities that they see us again.

*Our strategy 'From Donation to Investment' is a 'Change-process'. This requires face-to-face interaction.*