



STRATEGIC PLAN 2016-2020





This is the 2016-2020 Strategic Plan
of **Mumbai Smiles International**,
a global organization that unifies criteria between
Fundación Sonrisas de Bombay
and Mumbai Smiles Foundation,
providing and coordinating common lines of work
with a shared Mission, Vision and Values.

INTRODUCTION

It has been 10 years since Mumbai Smiles was founded, and after finishing the implementation of the first Strategic Plan 2011-2015, the organization is focused on the planning of their next 5 years and the execution of cooperative projects for the development of the slum communities in the city of Mumbai (India).

This is the second strategic plan of the organization since its birth and the start of a renewed hope and desire to continue innovating to reach excellence in the attainment of the mission for which the organization was created.

Mumbai Smiles continues to focus their efforts in the fight against poverty and for Human Rights in the slum areas of Mumbai. Education, Health and Socio-economic development has been and continues to be the principle framework that drives the projects. Moreover, measures and actions for the development and advancement of sensibility and awareness in other places of the world (mainly in Spain), denouncing the exclusion that millions of people suffer in the economic capital of India.

Mumbai Smiles continues to be a young organization, which has, in the last ten years, experienced a phase of ample growth, and currently is in a state of greater stability.

On the other hand, we are currently experiencing a general change in cooperation to development, where the dictating measures of the general context of the sector are pushing the implementation of less assistive formulas that deviate from mechanisms of auto financial sustainability.

For the purpose of guiding the process, in this Strategic Plan 2016-2020, we have outlined the process of implementation of different phases of work and developing a participative process for the joining together of the organization that has resulted in this document's creation.

First, an analysis was completed of the current state of the organization from different perspectives, including an analysis of the current context and our environment. The principle conclusions which this phase made evident, little by little, were that a project has evolved that, utilizing different courses of ac-



tion, attempts to provide answers for various social problems, promoting transformation towards a more just sociality. Thus, we have introduced conceptual changes and integral objectives into our projects.

ANALYSIS OF THE SITUATION

● BACKGROUND

The present document starts from the previous strategic plan (2011-2015), when Mumbai Smiles was a very young organization and in the middle of a process of growth and achieving stability.

In 2010, an analysis of the state of the organization from different perspectives, including an analysis of the current context of that period, was completed. The organization had grown at an accelerated pace and needed to rest on a solid foundation, this would be achievable from a shelf reflective and evaluative process looking at the optimization of the organization's work and objectives. Thus we introduced, in the Strategic Plan 2010-2015, conceptual changes and integral objectives in the projects implemented in Mumbai.

The second phase resulted in the definition of our Mission, Vision, Values and Principles of Performance. Within that framework, we developed a series of objectives that we decided to group together as Operational Objectives, to permit us more efficient management, and mission objectives.

Resulting from the determination and establishment of the objectives in the Strategic Plan 2010-2015, we have achieved these goals in the last few years:

- Contribute to the social transformation towards a more just society.
- A labor oriented towards obtaining the Objectives of Millennium Development.
- Break away from the barriers implicated from the North/South division of development material
- Define aspects of internal labour such as Institutional Identity and development of internal policies.

The areas of activity in these past few years have been in the following sectors: Education (to promote universal public education of quality), Health (prevention and awareness), socio-economic development (generating employment for women) and sensitivity and awareness (at both local and international levels) to obtain respect of human rights, apart from concrete cases within the slums of Mumbai.

Mumbai Smiles will achieve, in the next two years, a process of continued work to



elaborate a detailed Evaluation of Impact in what have been the completed achieved results of the Strategic Plan 2011-2015.

● CONTEXTUAL FRAMEWORK

1. Geographic context

The city of Mumbai is the setting for our proj-

ects, with its extensiveness and many realities;, obligates us to define a concrete space of action. Mumbai is the commercial and financial capital of India (making it responsible for all the exterior market of India) and the home of Bollywood. Paradoxically (in self-contradiction), 60% of its inhabitants reside in conditions of absolute instability and poverty in the immense and numerous slums. Mumbai has 20 million inhabitants and according to the Department of Education of the state of Maharashtra in India, 2.4 million are children without education and 1.1 million are child laborers.

Factors other than economy exist (social structure, cast, religion, mobility, origin, family responsibilities, disease, Legal situations of the slums, access to services, collection of refuse, etc.) that, in this moment, are conditioning and limiting the opportunities of the family. If there is a common denominator for the more than 10 million people that live in the slums of Mumbai, it is the lack of opportunity.

These multifaceted factors, researched by our human resources and economists, and factored into our strategic planning, have lead us to define various projects that we are currently developing in the area of Andheri East (Mumbai).

2. Legal context

INDIA

Mumbai Smiles Foundation

Mumbai Smiles Foundation is registered in India as a non-profit entity under the legal form of *Company under Section 25*.

During the past few years, the entity in India has obtained the certificates of 80G and 12A making taxable donations possible for our Indian donors, the number of which has been growing exponentially over the last few years.

SPAIN

Fundación Sonrisas de Bombay

The entity is registered in Spain as Fundación en el Ministerio de Educación, Cultura y Deporte (Foundation in the Ministry of Education, Culture and athletics).

The organization is also part of the federation of LaFede.cat, Organitzacions per a la justícia global (Organizations for global justice), and is a member of the Fundación Lealtad (Loyalty Foundation) and other national and international organizations.

GLOBAL

Mumbai Smiles International

The organization Mumbai Smiles International (registered as a non-profit organization in the d'Entitats Jurídiques registry of the Generalitat de Catalunya, under the number 20.266) permits unified reviews and studies in the two countries where we operate, while also adapting and authorizing common formal and legal lines of shared work as to always be aligned in the same direction.

3. Socio-economic context

INDIA

The 2007 report by Goldman Sachs forecasted that “from 2007 to 2020, the GDP per capita of India will quadruple” and that the GDP of India will supersede that of the United States before 2050, but that India “will continue being a country of low wages during forthcoming decades.

Even though in the last two decades the Indian economy has constantly increased, this growth has been distributed in an unequal manner, especially if it is compared with the quality of life in the different social and economic groups, in various geographic regions.



The World Bank affirms that the priorities for Indian Government should be reform in the public sector, construction of infrastructure, agricultural and rural development, elimination of poor working conditions, reform in the under developed states and the fight against HIV/AIDS, tuberculosis and other infectious diseases.

The growing size of the middle class and the economy of Indian businesses makes India a place for our organization to foster the raising of funds and beneficial strategic alliances for the advancement and continuity of our implemented projects.

SPAIN

The grave economic crisis that we have lived and continue living in the country has brought about numerous organizations dedicated to cooperative development of reestablishing forms of raising funds.

There exists a decreasing trend in regards to the recruitment and retention of partnerships with regular collaborators; donations are becoming more one-time basis donations. We attribute this trend to the financial insecurity provoked by the econom-

ic crisis that perpetuates insecurities on the part of citizens who otherwise might commit to long-term donations.

4. Context of actions

So that our work is systematic and effective, we have adopted a process that we call the cycle of the project, which is a sequence of actions to develop, implement and evaluate our projects. The objective of this methodology is better management in the execution of programs, assuring that all the relevant themes and conditions are taken into account during the design and implementation phase.

● INTEREST GROUPS



BENEFICIARIES

Participation and self-sufficiency



GOVERNING BODIES

Involvement and interaction



DIRECTION

Leadership and strategy



TEAM

Autonomy, communication and operation



VOLUNTEERS

Strength, commitment and projection



**COLLABORATORS,
PARTNERS AND
INDIVIDUAL DONORS**

Loyalty and geographic expansion



**COMPANIES AND
INSTITUTIONS**

Potential and consistency



MEDIA

Presence and diversification



**PUBLIC
ADMINISTRATION**

Transparency and advocacy

● CONCLUSIONS OF THE ANALYSIS

The evolution of Mumbai Smiles in the last five years has been consistent with the Strategic Plan lined out. During this time, it has been able to address financial threats marked by the economic crisis in Spain; but it has worked steadily with its criteria of transparency and has evolved professionally with steady improvement, which has led the organisation to be able to legitimise its work, more and more every day, through monitoring and evaluation, and in sync with the beneficiaries of the various projects.

Now it is time to take new steps forward to continue to innovate, as a logical answer to maturity and evolution experienced by the organisation in recent years.



CONCEPTUAL FRAMEWORK

Mumbai Smiles stands firm on respect and monitoring of the Mission, Vision, Values and Principles defined in the previous strategic plan of the organisation:

MISSION

To transform the social reality of Mumbai to ensure respect for human rights and guarantee access to a decent life for the most disadvantaged communities in Mumbai.

VISION

We aspire to see a Mumbai free of poverty and social injustice, where all its citizens equally enjoy human rights.

VALUES

Justice: Our development work is aimed at promoting fair access to opportunities and the full exercise of human freedom universally.

Non-discrimination: We respect human diversity in all its forms, regardless of origin, nationality, caste, age, political or sexual orientation, religion or gender.

Transparency: We manage our resources with rigour, relying on transparency and accountability to our partners/collaborators, donors, beneficiaries, and society in general.

Consistency: Our work is based on doing what we believe and say, being faithful to the fulfilment of our mission and vision, and our work speaks for itself.

PRINCIPLES OF ACTION

Commitment: Committed to our mission, we assume the responsibility of working towards its achievement.

Unity: We intend to join efforts promoting teamwork and collaboration with other organisations and institutions to enhance synergies and improve the performance of our work.

Participation: To induce a real social transformation, we promote participatory mechanisms, integrating the implementation of the projects with all stakeholders.

Enthusiasm: Motivated by the results of our work, we carry our work with hope, enthusiasm, passion and interest.

STRATEGIC LINES

● MISSION OBJECTIVES

To implement this plan, Mumbai Smiles aligns its work with Sustainable Development Goals, defined within the framework of the United Nations on September 25, 2015, in order to “eradicate extreme poverty, combat inequality and injustice, and address climate change.”

Mumbai Smiles believes it is in line with this and that through various projects implemented in the slums communities of Mumbai, it seeks to meet its objectives.

“Quality over quantity” is one of the core concepts of this strategic plan. Thus, the organisation ensures the qualitative impact on the implementation of projects over the increase in the number of beneficiaries.

Education: basic tools for citizens of disadvantaged areas of the slums of Mumbai to finally break the cycle of poverty.

Health: we will move towards a more holistic intervention in the community, serving the beneficiaries’ families and reverting, when necessary, to doctors and more specialised institutions. The health education in the com-

munities we work with will continue to provide structure for awareness campaigns in Mumbai.

Socio-economic development: the lack of formal education, gender inequality, and poor access to resources are the dominant notes for the vast majority of the inhabitants of the slums. This is a good time to identify human capital among our beneficiaries and their families who act as agents for their own final exit from poverty and a truly social transformation.

Political advocacy: We understand that an NGO must have among its objectives the power to influence certain policies and/or resource allocation decisions within existing (economic, social and institutional) systems to protect the less advantaged communities in the city of Mumbai to promote the defence of Human Rights.



● STRATEGIC AIMS

CREATE A SOCIAL ENTERPRISE
FOR SOCIO-ECONOMIC
DEVELOPMENT
OF COMMUNITIES.

PLACING THE EMPHASIS
ON ADVOCACY
FROM EMPOWERMENT
OF CITIZENS.

CONCLUSIONS

This Strategic Plan marks the will and the decision to move forward in a strong and innovative manner, in the fight against poverty and for the defence of human rights.

We especially highlight two ideas:

First of all, Mumbai Smiles puts the focus on working together with the people in the slum communities to drive forward their projects and actions. This idea reflects the will to break the north-south divide and instead join together in a global effort to fight for our universal rights. And so, this document establishes the foundations of a joint project between India and Spain based on the idea “We are one”.

In this regard and with eyes fixed on the future, the new Strategic Plan sets out the need to go one step further and focus part of the organisation’s effort on the recognition of human capital to achieve real social change in the Mumbai slums where we work.

The actions which drive the socio-economic development, as a result of the creation of a Social Enterprise which provides tools for

the benefitting individuals so that they can act as the real driving economic force of their communities. This gives them, in the short and the long term, their financial self-sufficiency and also runs alongside the rest of the projects.

This step forward brings about an inherent strengthening of the communities in the evaluation and implementation of projects, as envisaged in the “project cycle” which marks the line of work of Mumbai Smiles.

Secondly, at the same time and as a result of the growing of this project to fight against poverty and inequality, Mumbai Smiles sees the need to delve deeper into the concept of citizenship. Among other objectives it seeks to extend influence over certain public policies and/or decisions regarding the allocation of resources within the existing systems (economic, social and institutional). This will help to secure the equality of rights and opportunities of the least advantaged communities of the city of Mumbai.

The Jump2Justice project is born from this need. This project has a three-fold objective:

- Education in the communities about rights,
- The creation of a network that gives the people that we work with access to justice;
- The social critique of the systematic failures that they suffer. Progress in these three lines will promote political impact in the concerned areas.

Volunteers, supporters and donors are essential to Mumbai Smiles. For this reason various aspects of this plan are centred on these supporting figures to increase their participation and to further develop relationships with them, always adhering to the clear standards of transparency.

On a more operative level the plan envisages that the organisation will equip itself with the different elements that are necessary to the process: internal protocols, business plans and communication tools, all of which contribute to a better development and implementation of our activities.

Ultimately, innovation and improvement are objectives clearly pursued by Mumbai Smiles, which contribute to the eco-

conomic sustainability of the organisation and especially of the communities that it works with.

All of this is to help further progress in the sustainable development objectives, defined in the United Nations framework of the 25th September 2015 with the aim to “eradicate extreme poverty, fight inequality and injustice, and address climate change”. It is a strategic plan which wants to make progress in a transformation towards a fairer future.





THANK YOU

