Local fundraising stories

Embracing Change

Local fundraising stories
A special thanks to
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### Terminology

There are a few terms used in this booklet that denote different shades of a broad idea. In an attempt to present stories of organisations in their original flavours, we have retained the terms that these organisations use internally. For instance, ‘fundraising’ and ‘resource mobilisation’ are used almost synonymously. Terms such as ‘corporate’, ‘businesses’ and ‘for-profits’ are used to refer to business entities. Similarly, ‘grant makers’, and ‘institutional funders’ are used to denote income received as grants for specific purposes. Voluntary organisations, NGOs (Non Governmental Organisations), Non-profits and CSOs (Civil Society Organisations) are also used synonymously.
Many years ago, I remember reading this story in a brochure brought out by an organisation working for people with disabilities and it was one of my first moments of truth in the Indian voluntary sector. I have come across several versions of this story since and it has always inspired me to go the extra mile so that voluntary organisations can continue to do what they do best – make a difference in the lives of people!

A good example has twice the value of good advice.

This booklet contains stories of small and big organisations – working with ‘soft’ and ‘difficult’ causes from a fundraising point of view. The common thread in all these organisations is that they have faced many challenges, and even failures, to come up with a fundraising strategy that works for them and it has not been an easy road for any organisation. Very few knew exactly what they wanted to do right from the beginning, many experimented and continue to explore ‘unconventional’ sources of income to make a difference!

While the sources of income would fall under the broad categories of earned income, individuals, government, businesses and grant making agencies, the first four sources are lesser explored in India. The stories profiled here show organisations are raising funds from all these sources. There are also a few sources of income like loans and investments in mutual funds, and other such instruments, that are not yet very popular but are definitely avenues that your organisation can explore for income generation.

The biggest learning from these stories has been that of reduced dependence on single or large sources of income. Not only do these tend to come with strings attached and sometimes steer you away from your vision, but their withdrawal also adversely affects the sustainability of your organisation. Therefore, the more sustainable solution for any voluntary organisation is to have a more diverse base of funding sources.

All the organisations featured in this booklet have focused on individuals at some level. Certain organisations like...
CRY, Dhriiti, and Possibilities Unlimited have further shown how concentrating more on building sources like individuals and earned income opportunities has given them greater flexibility to carry forward their mission in the way they envisioned it.

Another learning has been that communication is very crucial to raise funds. Audiences are of different kinds and may identify with visual or textual communication and sometimes both. In the stories that follow, you will notice how logos of the organisation communicate in both ways.

A few organisations have used visual communication to simplify communicating all their activities and at the same time create a better recall. You can see examples of the visual kind in the Aide et Action story on Page 27 and the textual kind in the Dream a Dream story on Page 19 where you will see the word ‘Dream’ being consciously woven into all their fundraising events making them unique and attractive.

Similarly, you will see the websites and annual reports of these organisations communicating, how they operate and what they have achieved very effectively through stories of change and highlights of their achievements. This booklet presents each organisation’s unique style and approach to fundraising, which might trigger ideas for you. Here are a few highlights that you could look out for while reading these stories and thinking through your own fundraising:

1. **Strategic direction of the organisation’s activities** should be determined and tied into its fundraising strategy and planning to ensure that funds are raised for projects that are in line with the vision. Most often, I have found organisations tackling the larger issue of strategic direction of the organisation, only when faced with a dire need to raise funds and plan their...
fundraising initiatives. You will see how working this link in advance, is crucial to fundraising success for CRY, Mobile Creches, Helpage, and Dream A Dream, to name a few organisations.

2. An organisation’s branding, communication material, and its use of various media like print, electronic, online, and even the mobile phone, should blend neatly with its fundraising strategy and at the same time touch the right chord with its target audience. CRY and Helpage’s branding and communication has been so outstanding that most donors do not realise that CRY and Helpage work with children and the aged through partner organisations and not directly. The highlight here is to tell the audience only what is required and resist the temptation to say it all!

3. Being transparent and accountable helps build the credibility of the organisation. And the annual report is a wonderful (and largely underestimated!) tool that helps an organisation become more accountable to its donors and stakeholders, as it carries all the necessary programmatic and financial information about the organisation. Annual reports of almost all the organisations profiled in this booklet, have helped them become more transparent, accountable, and credible. Some organisations produce two versions of annual reports, a comprehensive larger version for grant makers and institutional funders and a shorter version to reach out to its individual supporters, summarising a year’s achievements into a more communicative format.

4. Working with businesses is often seen to be too time consuming with relatively lesser returns. However, some of the stories compiled here show that it can happen at various levels and need not always mean money. Corporate partnerships of various kinds have been explored by Helpage, IFA, PSI, Dream A Dream, Parikrma, Adapt, and Akshaya Patra.

5. We often hear people saying, “it is very easy to raise funds for children and cancer but not for my cause”. It is possible to raise funds for ‘difficult’ causes from unconventional sources with a little creativity and innovation. IFA, PSI, and Possibilities Unlimited are organisations that work with causes that are normally not very easy to raise funds for. We have profiled these stories to help an organisation working on a ‘difficult’ cause think out of the box and adapt some of the principles that these organisations have applied.

Through this booklet, we attempted to profile as diverse a range of organisations as possible, along with their fundraising methods and in the end have been limited to the organisations that have been willingly open in sharing their stories. At Think Strategic, we have enjoyed writing and producing this booklet. It is a realisation of a long-standing dream to produce stories that would inspire more organisations in India to look at diverse sources of funding. This enables the social sector to become a vibrant component of India’s growth.

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Nisha Purushothaman
Nisha Purushothaman is the founder of Think Strategic that supports the communication, fundraising, and strategic planning requirements of voluntary organisations in India. Nisha has a background in communications and over twelve years of experience in communications and fundraising management with the Indian voluntary sector. A major portion of her experience has been in training voluntary organisations during her long tenure with Murray Culshaw Consulting. Nisha specialises in formulating fundraising strategies, producing communication material, and is especially passionate about credibility building of the voluntary sector, and focuses on producing effective annual reports with the organisations she supports.
The journey is not a new one for Mobile Creches. The organisation has been working with children from the lowest economic rung in the northern belt of India, since 1969. It addresses vulnerabilities faced by children at construction sites and urban slums by providing health, nutrition, and education provisions to them, and reaching out to the community at large. Further, MC is also engaged in training, research, networking, and advocacy to improve the cause of the young child at a systemic level.

MC's organisational income comes largely from institutional donors (45% of the annual income), and also from corporate partners (18%), builders and contractors (12%), individuals (12%), and others (13%). However, what is different today is that the organisation understands the volatile nature of foreign funds that the Indian voluntary sector receives from institutional donors, and is already in execution of a plan to further its local fundraising initiatives. But not before a water-tight strategy for the next three years has been drawn up. The need to keep a defined balance between various donor segments therefore is critical for long-term financial health.

Strategic planning

The Director of Resource Mobilisation, Akshay Singh says, “Resource mobilisation for us is not a one-time activity. It is a process of slow gestation and solicits a 3-5 year plan covering the organisational needs, the team, donor acquisition process, donor relations, etc. Therefore, the first thing that we do is a budget analysis. For example, we know our annual budget is Rs X; we split this into

1 2009-10 figures.
direct and in-direct expenses. This helps us decide what percentage could come from which sources – institutional donors, corporate, and individual donors, etc., and the period for which we were covered for support.”

funding is clear,” adds Akshay, demonstrating the efficacy of the business-like approach in the operations with respect to fundraising.

The patterns at MC has seen indirect programme expenses such as capacity building, administration, and backend processes being funded by grant-making institutions, as these bodies understand the importance of a strong internal foundation, plans for expansion, and replication of the programme, and so on. Corporations, says Akshay, want to look at expenses that are around direct child intervention. With time, corporations may also begin to see the need to invest in indirect programme expenses. Further support, which comes from individuals, is still a small segment, which MC seeks to grow from 500 active donors today to 5000 active donors in a period of three years (see box on facing page).

Corporate support

Corporate support in 2009-10 was Rs 59.62 lakh, amounting to 18% of MC’s financial commitments. With a 5% conversion rate, MC receives support from 4-6 corporations, who donate between 5-35 lakh a year. While trying to reach out for corporations through the CSR2 and HR departments, MC seeks to find a common factor. A natural choice therefore, is corporations based close to construction sites in MC’s project area. Geographical proximity helps MC chart a volunteer involvement programme. In the endeavour to seek corporate support, MC’s 41-year-old legacy and track record serves it well and has resulted in support from KPMG, Boeing, ONGC, among others. The organisations stepping forward for financial support find the employee engagement opportunities that MC offers, a valid value addition to their CSR programme.

With this approach and with the knowledge that 80% of its Rs 3.5 crore organisational budget caters to programme expenses, MC estimates the future need for funds carefully, factoring an expected annual rise of 5-10% in all programme costs. It also plans growth and sustenance patterns for a fixed period, thereby enabling the resource mobilisation team to correctly estimate the fund needed, and design a fundraising strategy. “The MC programme is pretty steady with some new initiatives being added every year. For e.g., we have decided to run about 20-25 centres every year, which must be sustained, hence the need for funding is clear,” adds Akshay, demonstrating the efficacy of the business-like approach in the operations with respect to fundraising.

CSR: Corporate Social Responsibility. The causes of health, education, nutrition for children makes it to the CSR agenda of most corporations and this works well for MC.
In fact, MC receives a fair amount of support in kind and through time given by these volunteers.

Spotting synergy in the cause, MC also approaches builders and contractors for running crèches and day care centres on the construction site. Any company in the domain of construction – from tiles and electrical equipment to housing and real estate consulting – becomes a potential target for MC to approach. “The programme has a direct appeal for them,” adds Akshay. “For example, HDFC Limited is our supporter. There is definite synergy in our work and harnessing further targeted intervention techniques, we have approached their customers too.”

**Corpus fundraising**

As mentioned earlier, MC has planned long-term sustainability by building a corpus fund. Obtaining 100% tax exemption through Section 35 AC of the Income Tax Act, gave that extra edge to MC to launch a corpus campaign. MC plans to raise Rs 1.5 crore each year till 2014, to cover at least 10-15% of the organisation’s operational costs, through the interest earned. The five year effort will thus help MC counter external uncertainties like economic recession and unexpected donor attrition. MC’s corpus of Rs 2.3 crore (at present) received a contribution of Rs 86.81 lakh last year (Rs 50 lakh from foreign contributions). Generating confidence in the donors to support a corpus campaign, MC inspires them to “give a donation that stays forever” – with a corpus, the funds can be used over and over. During the Joy of Giving week organised by GiveIndia, MC raised Rs 6.5 lakh from existing donors for its corpus.

Other than this, MC also participates in events like the Delhi Half Marathon, where three corporations and its employees helped MC raise Rs 6.3 lakh.

**Individual fundraising**

For a long time, individuals donors came through personal networks, trustees’ contacts, friends of friends, and volunteers. A couple of years back, MC starting acquiring donors via email marketing and telemarketing initiatives. MC has planned for investment of people and funds into this activity, until a steady inflow of funds is received from it. Telemarketing is being primarily used for building MC’s corpus fund, which will also enable a steady flow of funds. This in turn reduces external threats such as recession or donor attrition. Outsourcing the telemarketing for a period of three years is also something MC is implementing. As most trends show, high value donors (Rs 5,000 and above) at MC (numbering 100-150 at present), also follow the 80-20 principle, forming 80% of the individual donations received. MC’s donor management includes quarterly updates and fundraising bulletins around four times a year. Donors are also sent letters, requesting them to send references of friends and relatives who could support MC. The strategic thinking reflects in the fact that the entire expense to support the resource mobilisation initiatives itself, is something that MC has secured funding for.

This structured and strategic approach to raising funds is apparent in the streamlined resource mobilisation initiatives taken up by MC. Evidently, the strategic planning and results-based approach is bearing fruit in a sector that is rapidly moving to a structured approach towards its operations. The sooner smaller organisations adapt to the changing donor environment, the better it will be. Akshay ends by saying “From a strategic plan, the top three priorities for resource mobilisation will emerge for every financial year. If a team puts 80% of its energies to these three priorities, there is no reason why it won’t succeed.”

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1 The response rate of this however remains low at 2%.
An Integrated approach to fundraising

Voicing the needs of India’s 90 million elderly population (2010 estimate), and directly impacting the lives of lakhs of elders, HelpAge is an organisation with a clear mission: to work for the cause and care of disadvantaged “older persons”, and to improve their quality of life.

HelpAge’s work is built on three pillars:

- **Rights of Elderly:** Advocating for policies that benefit the elderly and making them aware of their rights.
- **Relief for the poor elderly:** Reaching out to needy elderly through various relief interventions.
- **Resources:** Networking with corporations, individuals, trusts, and the Government to raise resources for projects.

Incorporated in 1978 with the vision of Mr. Samson Daniel, HelpAge today, has grown into one of the largest fundraising charities in India. HelpAge in India has a highly diversified fundraising portfolio, and raises resources through schools, corporations, face-to-face marketing, online media, direct mail, wills and legacies, and the sale of greeting cards and other paper products.

**Corporate fundraising**

“HelpAge India began fundraising from corporations right from its inception,” says Mathew Cherian, Chief Executive of HelpAge India. Standard Chartered Bank was one of its first partners, which contributed from the salaries of its senior staff. The much talked about corporate tie-ups were with Pfizer, which started an eye programme called ‘An Integrated approach to fundraising’.

More recently, HelpAge has accomplished a momentous tie-up with ONGC to launch a pan India healthcare programme for the elderly through its Mobile Medicare Units (MMUs). The project, titled ‘Varisthajan Swasthya Seva Abhiyaan’, is one of the biggest ever partnerships (Rs 16.5 crore over a period of five years) that ONGC has entered into with a non-profit institution. With this partnership, HelpAge’s existing fleet of 50-plus mobile units will get 20 additional units for various locations, including remote areas in North East India, Andhra Pradesh, and Rajasthan.

This programme is likely to benefit more than 20,000 older persons every year including the “oldest-old”, women, destitute and other such segments of the older population. At the project launch in April 2010, Mr. Bhaskar Chatterjee, Secretary, Department of Public Enterprise (Govt. of India) said, “CSR today is not a part-time venture, but a professional enterprise with project oriented timelines, milestones, and budgets (non-lapsable), utilising management geniuses and financial contributions from big public and private sector enterprises.”
“Nayee Nigayeh”; and with Corporation Bank introducing a “Compassion Account”, where every account contributed Rs 5 to HelpAge India. CIPLA, a pharmaceutical company, was a constant supporter giving more than Rs 2 crore of medicines every year. Public sector companies like GAIL, BHEL, and many others have also been long time supporters of the organisation.

**Individual fundraising**
HelpAge India began direct mail appeals in 1990. The initial appeals focussed on raising funds for cataract operations and eye surgeries. This was a successful campaign and was followed by other appeals. The market for databases was in its infancy. HelpAge India innovatively utilised the database of the Indian Airlines Frequent Flyer Programme and then went on to leverage customer databases of Standard Chartered and other banks.

“Today with a lot of internal efforts, direct mail has become a mainstay of HelpAge India. This has resulted in about Rs 12 crore of local income in the year 2009-2010 and is currently HelpAge India’s fastest growing strategy,” says Mathew.

**School fundraising**
Amongst HelpAge’s large community of individual donors are school children as young as five years of age, motivated by teachers and parents, to do their bit for the elderly. The school fundraising programme of HelpAge is probably it’s most unique and innovative fundraising strategy. Contributing over 15% of the overall resources, the main focus of the ‘Value Education on Age Care’ programme is to sensitise school children on ageing issues early, so they treat their elderly with love and care. In addition, children are also encouraged to contribute resources in both cash and kind, including signing up for volunteer work.

Being associated with schools since its inception, HelpAge has been continually strengthening its school fundraising programme. While getting the initial nod from the schools to initiate the programme is easier, the key element of the success of the programme is to get the school’s faculty and management committed to the cause and interested in fulfilling their responsibilities towards society.

As a result of the efforts of the teams, funds raised from schools have grown at a rate of 28% in the last four years. Says Mathew, “HelpAge India is actively advocating with educationists, school principals, and policy makers nationwide, and urging them to include Value Education on Age Care in school curriculums. In addition, Value Education seminars being held across the country, are getting an extremely positive response.”

**A turnaround campaign**
Until a few years ago, HelpAge’s approach was fragmented and did not account for the linkage with and interdependence between its three key functions; Rights, Relief and Resources. In early 2010, HelpAge designed and launched its campaign – LED India, FED India, TAUGHT India. The campaign brings to the forefront, real life stories of yesterday’s heroes, and seeks to acknowledge their contribution and secure public support for them today.
Integrating the cause of the aged into communication

The campaign’s key message is highlighted through the stories of three such elderly persons, a freedom fighter, a farmer, and a school teacher. The campaign is highly innovative as it is the first-of-its-kind that integrates all three pillars of HelpAge India’s work – Rights, Relief, and Resources – with a single proposition. It highlights the needs and issues of the elderly by spreading awareness about advocating the Rights of elders. It also spreads the message about the direct interventions, which provide Relief through its programmes. And finally, the campaign has also been used to generate Resources by appealing for contributions in support of projects for the elderly. “The generic nature of the campaign also cuts across fundraising strategies – individual, corporate and institutional,” explains, Ashima Saini, Joint Director – Resource Development.

The LED India, FED India, TAUGHT India campaign has been highly successful as it not only advocates the issues and needs of the elderly to society, but has also led to increased stakeholder involvement through effective communication; and has been instrumental in generating the much-needed resources for HelpAge’s projects.

Integrating the cause of the aged into communication, advocacy, and fundraising

To achieve a higher growth rate, HelpAge launched its face-to-face fundraising channel using an outsourcing agent Support Direct; established and strengthened the online fundraising channel; and also increased reach through its existing channels of direct mailing, corporate fundraising, and school fundraising.

The face-to-face fundraising initiative, launched in 2007, now accounts for a major 46% of funds raised. Keeping in line with the widespread proliferation of online media and social media, HelpAge’s online fundraising has also increased tenfold since 2006. The quantum and coverage of direct mailing has also been increased substantially, as a result of which the value of funds raised through direct mail has doubled since April 2006 (an approximate increase of 100%). Funds raised from schools have also grown at a steady rate of 28%.

In the last four years, apart from providing leadership to its advocacy programme through media, senior citizen associations, and the School Value Education programme, HelpAge has reached out to the largest age care support system in India, the family. Today, the organisation has a highly diversified fundraising portfolio, and raises resources through schools, corporations, face-to-face, online media, direct mail, wills and legacies, and the sale of greeting cards and other paper products.

Most importantly, the integration of the advocacy platform in fundraising communication has led to higher acknowledgement of, and empathy towards, elders’ issues. On the whole, this has led to a substantial increase in funds raised, thereby enabling HelpAge to reach out to a larger number of beneficiaries.
CRY – Child Rights and You, is an Indian NGO that believes every child regardless of gender, caste or economic status has the right to survival, protection, development, and participation – thus a childhood. For over 30 years, CRY has partnered with grassroots-level NGOs working with children, their parents, and communities to make this a reality. CRY began in 1979 with a group of friends sitting around a table, passionate about protecting children from exploitation and other social ill, and continues with stronger passion today. CRY continues to invest in building a strong organisation and pioneering work in the area of child rights at various levels. These include:

- On the ground to support communities in their struggle to obtain the rights for as many children as possible;
- On the government front, to put in place policies and accountability mechanisms very conducive to preventing the violation of child rights;
- Against haphazard development, industrial and otherwise, that steals livelihoods and starts the cycle of rights deprivation;
- And most of all, against the centuries-old mindsets that lead to discrimination based on caste and gender.

**Individual fundraising**

The organisation has always consciously targetted individual donors and only in the recent years, worked towards partnering with the corporate sector for funds. Even today, CRY relies on individuals for 85% of its entire income of over Rs 40 crore and the remaining 15% comes from other sources, including corporations. Uncannily, the organisation does not receive any funds from the government!

One of the things that CRY has learned in the recent past is that income from individuals is recession-proof. CRY as an organisation is very clear that “relying on any institutional or corporate donor for a sizeable share of your income means your priorities will change in time”. This is something CRY has been clear about since inception. It has been built on the philosophy that anything that an individual can do makes a difference. The average donation amount that an individual gives in India is Rs 2,500 per year and with a supporter base of 2,00,000 individuals, CRY definitely did not see the recession change its income levels too much!
Direct mailing, face to face, and tele-calling
CRY has also found that direct mailing helps in acquisition of new donors but is not as cost-effective as other methods. So in 2001, CRY began to look at face-to-face fundraising seriously. Today, Support Direct, an agency that helps CRY with its face-to-face fundraising covers 12 cities of India, helping them reach out to a large number of potential donors. CRY is clear in the choice it has made to hire a direct marketing firm to acquire donors. The fundraisers at the firm who will form the face of CRY are put through vigorous training including a script and mock calls, and monitored to ensure that the quality of interaction is very high. “One thing that always works for us is, once we have a compelling argument that is very effective, our job is done,” shares Yogita Verma, Director of Resource Mobilisation at CRY. This has helped CRY grow its donor base from 20,000 donors to 2 lakh in ten years. The agency’s job stops with acquisition of donors. The donor relation management – including thank you letters, feedback, and follow up – is directly handled by the CRY team, ensuring that retention of donors is always high.

Another method of fundraising that CRY uses very well to its advantage, to compliment its face-to-face fundraising drives, is tele-calling. Donor retention calls are made by CRY directly. The fundraising team of CRY has 30 members and is spread over three cities – Delhi, Mumbai, and Bangalore.

Technology may have closed one very lucrative form of fundraising, the greeting card, for CRY but has proven to be very cost-effective with NRI audiences. Online fundraising through its website is very high since CRY has very effectively used search engine optimisation. The two counterparts – CRY America and CRY UK are also able to use the online media very effectively and contribute to a sizeable amount of funds raised by each organisation. Both the counterparts are supported heavily by volunteers in these countries using social media, SMS and the website to fundraise.

CRY is an example of some of the rare organisations in India that have started and built their work on funds from individuals and continue to do so. The philosophy of strong belief in the individual, coupled with the will to experiment with different methods of fundraising in India has made CRY a live example for thousands of organisations that continue to struggle with the weight of large grants that are quickly fading away.
Individual fundraising

From the research finding, the programme has been able to pitch two ways of supporting the Arts to its potential donors – as Donor Patrons and Friends of IFA. Contrary to the direct mailing techniques used by other non-profits, IFA promotes the Friends programme at all events hosted by the organisation and its partners, in various cities in India. An aesthetically-designed leaflet communicates the programme clearly to the target audience and this is further explained in person to an individual whose support is sought. IFA has recently started keeping this leaflet in rooms of heritage properties like Neemrana Hotels, where an Arts-loving audience may be found.

Donor Patrons are acknowledged by IFA in the annual report and receive exclusive benefits and invites to major shows and events that IFA organises.

- **Platinum Donor Patron Circle – Over Rs 10 lakh**
- **Gold Donor Patron Circle – Rs 5-10 lakh**
- **Silver Donor Patron Circle – Rs 1-5 lakh**

Friends of IFA are those who may support the Arts by contributing towards protecting the Arts Legacy OR supporting Arts Innovation, at as little as Rs 2,500 per year.

- **A Friend for 1 year – Rs 2,500**
- **A Friend for 3 years – Rs 7,000**
- **A Friend for 5 years – Rs 10,000**
- **A Friend for 10 years – Rs 20,000**
- **A Friend for Life – Rs 50,000 – Rs 1 Lakh**

Today, the Friends of IFA programme is supported by 192 individual donors (over 3 years) and 45 Donor Patrons, amounting to 20% of IFA’s annual funding. Almost all these have been direct converts at events.

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1 IFA makes grants to artists, and arts scholars, researches and educators. The organisation funds cutting-edge practice, arts study, institutional and infrastructure development, arts research, arts preservation, and advocacy through public platforms.
or through referrals from personal networks of the trustees and team at IFA. IFA had earlier tried promoting the Friends of IFA programme through direct mail campaigns to high net-worth individuals, but met with very little success. Says Arundhati Ghosh, Deputy Director, who heads the fundraising initiative, “There are no two ways about hunger or education of a child. But it's difficult to convince people to support the Arts.”

Despite the overall challenge, the organisation that was born in 1993, has brought in Rs 13 crore worth of support (from various sources) for projects in almost every corner of the country. While institutional funding is still the largest chunk of IFA's source of funds, the organisation strives to fund from grant-making organisations2, many of which, have no “category” for the Arts, clubbing it with education initiatives. IFA therefore has carefully balanced out its sourcing across individual and corporate donors, and self-generated income through the consulting services offered to universities, institutes, and other non-profits1.

**Corporate sponsorships**

Support to IFA also comes from the corporate sector. Interestingly, this support is not from the charity kitty that corporations budget, as IFA recognises well, that this would be a bag that other non-profits would seek too – and take away far more easily than IFA. The organisation therefore, looks at the “marketing bag” whereby corporations would make spends to promote their brands at events4 where their target audiences would be found.

Hence, by giving the corporate sector a strong business reason for supporting the Arts, IFA successfully pitches for support by creating a synergy between grant-related activities in the public domain and the corporate objective, brand positioning, target audience and geographical market focus of different business houses. Says Arundhati, “The Arts, unlike health and education, do not engage the social conscience of the corporate world. Drawing on the advertising budgets, companies make ad hoc, one-off and short-term commitments mainly in support of artistic

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1 IFA receives assistance from local trusts and international foundations – including Ford Foundation, Sir Ratan Tata Trust, Rockefeller Foundation and Bharuka Public Welfare Trust.
2 Shares information and expertise with artists and arts organisations, designs and manages arts courses for educational institutions, develops and conducts arts workshops and events for corporations, and produces evaluations, reports, directories and databases for foundations and cultural organisations.
3 IFA organises theatre plays, exhibitions, book readings, festivals, seminars, conferences, presentations, workshops on themes of relevance to the Arts, and conversations between artists. Some of these are supported by the corporate sector.
products and presentations.” And so, an IFA theatre event featuring Naseeruddin Shah (a prominent and gifted Indian theatre and film actor) would draw in the right audience that a Titan brand would look at for promoting its top-notch jewellery/watch products.

Such brand associations are important factors that go into making IFA’s celebrity events successful. The corporate/business sector gladly comes forward to be associated with a celebrity of national and international fame (other artists associating with IFA have been Shabana Azmi, Farooque Sheikh, Ustaad Amjad Ali Khan, Amaan Ali Bangash and Ayan Ali Bangash, Lilette Dubey, Shyam Benegal, etc.), and IFA garners support for the celebrity’s travel and hospitality, as well as the celebrity and event management costs. This leaves IFA with fund raised through the ticket sales – IFA’s profitability stands at least at 90% of the ticket sales, at all times.

Today, IFA is perhaps the only organisation of its kind that has successfully defined possibilities of raising funds for the Arts, using such original and innovative thinking. Several examples go to prove that with the right approach, a weakness can very well be turned into an opportunity; and these are setting noteworthy precedents for the voluntary sector at large.
Dream A Dream’s programme is unique and so are its fundraising initiatives. Founded in 1999, the trust seeks to empower children from vulnerable backgrounds by developing life skills that are essential to make life choices and enable successful transition and integration into society. This is done through a number of well-designed after-school programmes. This non-conventional training however, makes funding a challenging task, resulting in some unique fundraising methods.

In 2009-10, the programme impacted 2178 children1 (this number is expected to reach 3000 in 2010-2011) putting the programme funding requirements at Rs 141.67 lakh2 p.a. What is interesting is that while Dream A Dream meets 39% of this need through grants, it generates the balance 61% from corporations, individuals and events, with events accounting for a good 34% of the income.

Making ‘dreams’ come true

It’s almost a dream situation to walk into a training session of Dream A Dream’s programme. You will find a bunch of “underserved” children, dressed in brightly coloured sports gear or Nike studs and football shoes. It is not uncommon to find the joyous children screaming with excitement as they kick the football, under the guidance of a coach and 3-4 volunteers. The joy is infectious, the transformation in the young lives – unparalleled!

Unique branded events

Unlike other child-centric non-profits, which leverage sponsorships, direct mailers and newsletters, Dream A Dream relies largely on unique events to bring in the financial support. Each of these interestingly, is titled with a ‘dream’ in it, innovatively conceptualised by the ‘Dream Team’, and proactively and effectively popularised by their large volunteer base of 1500 volunteers.

- **Dreamathons**: Each year Dream a Dream runs a number of marathons – Mumbai Marathon, Delhi Half-Marathon, Bangalore 10K Run, and even the British 10K London Run. Volunteers across cities, come together each time, to manage all the logistics for the run – some volunteers are avid marathoners and bring in support for the cause every time they run. This has

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1 Equal gender ratio (Girls: 47%: Boys: 53%) and dominant age group being 8-14 years (8-14 years: 70%; 15-18 years: 30%).
2 Dream A Dream’s total income and expenditure for 2009-10 was: Rs 13.1 Million ($ 291,111) and Rs 9.25 Million ($ 205,555) respectively.
fast caught on and on average the organisation raises approximately Rs 8-10 lakh with every run. The internal staff (30-40 people run each time) and the fundraising team spreads the word through planned communication – posters, pledge kit, appeal letters, follow up mails, and so on. These are freely distributed to the runners for dissemination among their friends and families to solicit donations in support of their runs. Dream A Dream also approaches corporate houses to run in support of their organisation – this straight away brings in Rs 1.5 lakh, a sum that the corporation must pledge while registering for the run. In addition to this, employees of the organisations pledge and collect funds as individual runners. In 2010, Dream A Dream participated in the London Run for the third time – another significant achievement. Success and visibility of the volunteers and Dream A Dream in these marathons, has brought in other groups like Runners for Life, which organised the Urban Stampede 2009 and forwarded the proceeds of the registrations to the organisation too.

- **The Joy of Realising Dreams:** Through this initiative, Dream A Dream urges its supporters/volunteers to achieve their dreams and experience a personal high. Volunteers also send out appeals to their well-wishers, asking for support. Some successful examples include an 8000 km motorcycle ride across the Golden Quadrangle, where the rider asked well-wishers to support his ride by donating to Dream A Dream, thereby raising Rs 85,000. Approximately 10-12 other individuals have come forward to achieve dreams of cooking, painting, and so on. Dream A Dream has managed to scale this to corporate houses where during Christmas, an auction of the best desserts made by employees brought in Rs 42,000, among other examples.

- **Dream Leadership Workshop:** Yet another successful and unique event where high-profile industry heads to speak on subjects like leadership and management. Participation is sought industry-wide and this event is ticket based. Dream A Dream has successfully conducted two seasons of this initiative, where 60-70 industry members participated, making it possible to raise (net) approximately Rs 10 lakh.

- **Help Uncrush a Dream:** In this unique initiative, Dream A Dream kept boxes containing children’s dreams (written or drawn) at specific counters in the offices of companies and in malls. Employees were then urged to pull...
Building a volunteer base

out a note and support Dream A Dream in fulfilling the specific dream.

- **Dream Play**: In this annual event, Dream A Dream volunteers partner with a theatre production house to bring out a play. Tickets for the play help raise Rs 5-6 lakh each year. This was run for 3 years in a row from 2007 to 2009.

- **Dream Happy Hour and Info Evenings**: Typically informal sessions, conducted overseas, this fundraiser is put together by the overseas volunteers. The format is a face-to-face meeting with a select group of invitees who come together over an informal gathering and understand the work of the organisation. The idea is to introduce the organisation to prospective donors.

Volunteer fundraisers and the online platform – another unique combination

Dream A Dream’s second raison d’être is to sensitise the community through active volunteering, leading to a non-discriminatory society where unique differences are appreciated. These volunteers are in fact, a significant factor in the success of any event. The volunteer base is largely tech-savvy, young, well-informed, earning Indian citizens, who are empowered to make their choices and use their strengths well to support the non-profit. Interestingly, a large number of Dream A Dream’s fundraising initiatives are also implemented and promoted on the Internet and social media platform, as this is where the volunteers are largely present and can leverage their social networks for the benefit of the organisation.

In fact, Vishal Talreja, Executive Director and Co-founder, strongly advocates the use of Facebook and Twitter to keep ‘friends’ and ‘communities’ engaged actively. As a result this active presence online, the organisation also got chosen as a charity partner in another event – the first Twestival (Offline Twitter Festival) in Bangalore, the first of its kind in the city. Approximately Rs 50,000 was raised from the sale of the tickets at the event.

The organisation has also leveraged online platforms like Credibility Alliance, Give India, Global Giving and events like the India Giving Challenge, Joy of Giving Week, and so on, for which both online and offline appeals are sent out. Transparency and accountability to its supporters and donors are the cornerstones that hold Dream A Dream in good stead, as the organisation seeks to participate on a global scale on online platform (Global Giving). Dream A Dream’s well-oiled volunteer machinery ensures that appeals are sent out over email, and on Facebook till it reaches a significant number of potential donors.

Volunteers also help win the support of the global MNCs where they work; and bring in skills in the areas of project management, event organisation, and fundraising, and strategic planning. Dream A Dream has invested a lot of time and effort in deploying global best practices in building the volunteer engagement model. A Volunteer Engagement Team constantly interacts with the volunteers, tapping their interests for maximum impact. Dream A Dream has also initiated a Volunteer Engagement Consultancy Service in 2010, with the objective of sharing the best practices and processes with other NGOs.

Clearly these multi-pronged fundraising drives are helping create the right impact and grow the organisation, both qualitatively and quantitatively. What the organisation does as the sector evolves, will be an interesting learning for the sector as a whole.

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1 *Total number of volunteers in Dream Programmes in 2009-10 was 1244 clocking nearly 12000 volunteer hours – women: 45%; men: 55%; 18-35 years: 75%; 36+ years: 25%.*

2 Dream A Dream ran a special restaurant donation programme with Dominoes, urging people to donate during the Joy of Giving Week recently.
Engaging corporations in the fight against HIV & AIDS

Why would a 14 million dollar project, securely funded by an international agency want to raise funds from the Indian corporate world? One obvious reason is ‘sustainability’, as the funding agency would move out in five years. But more importantly, it’s about creating a corporate culture of ‘giving’ for the cause. And not a heartwarming, ‘soft’ cause like underprivileged children or poverty, but a supposedly taboo cause like HIV & AIDS.

“There is a great need for the private industry’s involvement to strengthen the health sector partnerships in India, specifically in HIV & AIDS and TB prevention” says Atul Kapoor, Project Director for Project Connect. “Substantial resources and extensive reach are the two striking advantages that the commercial sector offers”, he adds. He further explains that the corporate sector provides access and credibility with key target groups (men women and children at high risk), financial resources, management and marketing expertise, and essential products such as anti-retroviral drugs (ARVs) essential for treatment and care of those who are HIV positive. He further emphasises that there are certain industrial sectors, which engage informal workers or migrant laborers who are highly vulnerable to HIV infections. Hence, interventions sponsored or led by corporations in such sectors are not only credible but also more effective. In fact, the worldwide fight against HIV & AIDS has been most effective in countries that have responded to the epidemic as a challenge to society as a whole, both individuals and corporations, rather than treating it as the problem of small, marginalised populations.

It is in this context that PSI’s Project Connect supported by USAID, was envisioned to increase private participation in India for the cause of HIV & AIDS in 2006. Over a period of time the project has designed and developed a full-fledged strategy for engaging and mobilising resources from the Indian Corporate Sector under four key approaches that have yielded success and morphed into sustained corporate partnerships.

A. Leveraging core competencies
PSI’s Project Connect has come across many corporate houses who do not want to associate with or contributing directly to ‘uncomfortable’ causes like HIV & AIDS. However, some were found to be more willing to contribute ‘in-kind’ by leveraging their core-competencies towards the cause.

“Talking to pharma companies worked for us, as they were willing to contribute test kits, medical supplies, and
even ARV medicines, which were extremely useful for our projects” says Dr. Shekhar Waikar, Sr. Project Manager, who leads the efforts of Connect on engaging private sector for prevention of parent to child transmission of HIV infections. Some successful tie-ups include pharma companies like Aurobindo Pharma, Emcure Pharma, and Roche Labs.

Apart from such direct use products, PSI has also been able to leverage services by roping in Ogilvy and Mather (a leading advertising agency) to design its youth awareness campaign and convincing Siti Cable in Mumbai to provide free air-time and advertisement space for promoting its testing centers and helpline services.

Population Services International has implemented social marketing programmes in India for improved reproductive health, maternal & child health and HIV prevention since 1988. With a mission to empower the people of India to lead healthy lives, PSI India focuses on responding to priority health needs identified in the country.

B. Work place programme and policy
At another level, PSI’s Project Connect also engages with corporate houses (especially those with employees perceived in the high risk category) to adopt a HIV & AIDS non-discrimination policy, and the International Labor Organisation’s (ILO) cascading model framework of training employees on HIV & AIDS prevention. With the corporation covering the training costs, not only does the programme get self-financed, but it also gives PSI an important entry point into the corporation for furthering the partnership for raising funds for its other programme components.

C. Corporate Social Responsibility (CSR)
Apart from corporations that perceive the risk of HIV amongst their internal employees, there are those that also believe that their external stakeholders, including end customers, are at risk. Such industries are usually interested in contributing to the cause of HIV & AIDS as it affects their business outputs. PSI’s Project Connect realised this potential and has since been motivating such companies for partnerships.

PSI has had great success in its “Petralthan Pillaiya?” (Is it a child, only if it’s born to you?) campaign in which they mobilised support from Hello FM, a leading radio channel and Dr. Kamalahasan, a leading South Indian Actor to raise money for children living with HIV in Tamil Nadu. While the radio channel provided free air-time for two months, the celebrity endorsement expanded the scope of the campaign to a new level. Support was also garnered from Tata Teleservices for voice support and from Hello FM for a short code (SMS) number through which listeners could pledge their contribution to the cause. The campaign successfully mobilised money to cover the cost of health insurance premiums for more than 3000 HIV-positive children in Tamil Nadu at a near-zero cost, making the campaign worth almost Rs 5 crore.
The successful implementation of a sustainable workplace programme for the 31,000 employees at Bangalore Metropolitan Transport Corporation (BMTC), Karnataka’s State Government-owned public transport service, further motivated the corporation to commit free advertising space on 5,000 buses in Bangalore for HIV and TB prevention messages.

“Our initial successes in the corporate world with Apollo Tyres and TATA Power, spurred us further to approach other companies that have robust CSR practices but were not looking at HIV & AIDS specifically,” says Atul. It was an uphill task to educate such corporate houses about the importance of contributing resources for HIV & AIDS. “It was all about building relationships and involving them in small activities to give them some hands-on experiences in small projects,” he adds. It is this systematic and persistent approach that paid huge dividends when Project Connect developed sustained partnerships with companies like Johnson and Johnson and Suzlon.

In one of its early successes, PSI mobilised Apollo Tyres Ltd., a leading global tyre manufacturing company, to support a comprehensive HIV & AIDS intervention for the truckers’ community in Vashi, near Mumbai. The company initially supported one of the components (Treatment of Sexually Transmitted Infections) in PSI’s existing mobile Saadhan clinic for a period of three years, but soon found the partnership to be extremely successful and extended its support for another five years.

PSI mobilised TATA Power to support the counselling, testing and demand creation activities for the ‘high-risk’ trucker population in the Cotton Green area of Mumbai. Interestingly, as a part of the partnership, not only has TATA Power contributed Rs 28.6 lakh for a period of three years, but the company also pledged the support of their employees as volunteers. These volunteers contribute four work days each month to encourage the truckers to access the Counselling & Testing services by means of street plays, movie sessions, one to one talks, group discussions, quizzes, etc.
D. Internal stakeholder programme

Taking a step further, Project Connect has now developed various campaigns for engaging the employees within their current and new corporate donors for the cause of HIV prevention. An online skit competition “Positive Negative”, which invited 300+ companies to participate was one of the first steps that PSI took to evoke the curiosity amongst its target group about the cause. As a follow-up, Connect developed a software programme titled “Unraveling HIV & AIDS”. Once installed in a company’s server, the software would pop up HIV prevention related messages on each employee’s desktop in office. This would help in creating awareness about HIV & AIDS and also spur the employee to participate in the work done to mitigate HIV & AIDS. The www.postivegivers.org website acts as a link by giving the employee an opportunity to contribute in their individual capacity and also provides a platform to the corporation to encourage payroll giving. Project Connect’s efforts in garnering corporate support for the difficult cause of HIV & AIDS and TB has been a journey of small steps. The project’s persistent efforts have been effective in sensitising corporate India and convincing it about the effect the disease has on the corporate bottom-line. Actively engaging with the corporate sector for support, has increased awareness in individuals, many of whom today take ‘ownership’ for the cause.

PSI’s relationship with Johnson & Johnson, a multi-national pharmaceutical giant started when they supported PSI in the Mumbai Marathon, in January 2008. The money raised in the Marathon was contributed to PSI’s sex workers’ programme in Mumbai. Impressed with the work being done in the programme, the company extended its support further with an in-kind donation of soaps for PSI’s Safe Hand Wash Programme in Dharavi and sanitary pads for the sex workers programme. These small donations and regular contacts gave PSI the opportunity to showcase their good work, which resulted in them successfully leveraging a large support from the company for strengthening of the health systems in the Visakhapatnam district of Andhra Pradesh. Johnson & Johnson today, supports PSI’s Saadhan Clinic (VCT centre) and helpline services in Visag, amounting to a commitment of Rs 56 lakh over two years.
Communicating the cause

If you are a potential or existing donor with Aide et Action (AEA), you will probably receive a series of communication material from them all through the year – the e-newsletter, the annual report, sponsorship case histories/appeals, and the annual greeting card, among others a donor can in fact, spot the bright yellow, green, and red material from afar and know it’s from AEA. As a donor, you immediately know that you are helping in 'Changing the world through Education.' That is the power of the branding that AEA has consistently and strategically planned, not in just one, but in 26 countries across the world.

Started in 1981 in France, AEA International has a presence in 26 countries (mostly in Africa, Asia, Latin America and the Caribbean) and has helped educate more than 5 million children in more than 25,000 schools. The organisation was ranked by UNESCO in 2008, as one of the 40 main players in education and development in the world. In South Asia, their operations are spread over 18 states and 3 Union Territories in India, 3 districts in Sri Lanka and 4 districts of Nepal.

Across the globe, AEA has consistently and strategically implemented fundraising along with its programmatic growth. Each region raises funds independently and is also supported by the global organisation. In India, the resource mobilisation team is divided into three planned units:

**Sponsorship Unit** – that has till now, supported global sponsorship initiatives with programme information

**Institutional Funding Unit** – that seeks funds from unilateral and bilateral grant-making institutions

**Major Donor & Planned Giving Unit** – that targets individuals and plans various fundraising initiatives

Together these units make up 41% of AEA’s annual budget. However, the third unit carries out a series of initiatives to improve reach and visibility among individual donors, corporations, and small trusts. The unit, which is just over a year old, has planned to raise resources, largely through bigger donations from trusts and corporations, and also from small-but-many donations from individual donors. Methods that have been leveraged include marathon fundraising, face-to-face fundraising, direct mail to High Net-worth Individuals (HNIs), EDMs (Electronic Direct Mail), tele-marketing, an art exhibition (Rainbow of Hope), and cause-related marketing (at restaurants), among others.

**Communicating to raise funds**

The consistency in AEA's communication and fundraising initiatives is visible and effective. A global brand book forms the basis of all communication. Whether it is the cause of migration, or girl child education, or livelihood education, the team at AEA-South Asia knows exactly
what to follow in approaching the potential donor. The communication begins by explaining the immediate cause through chosen words and photography, and is supported by other brand elements. These include a consistent brand palette of colours, icons for each theme that the organisation works on, a font that represents AEAI across the globe, and child-friendly elements wherever needed. In addition, any material used by the regions, is developed on the basis of global precedents. Therefore, even if the communication is in different languages, it follows the same style.

The latest example is the child sponsorship programme, which was launched in India in December 2010, and uses communication precedents set at the global level. AEA plans to recruit 300 sponsors in the test phase itself and is using both tele-marketing and web-based marketing – e-donations, Twitter, and Facebook to promote the programme.

AEA’s global messaging conveys the idea behind their tagline, ‘Changing the world through Education’, which is further translated into objectives of ‘Education for All’. Packaging the education programme into a particular deliverable (one batch of livelihood trainees, one centre for migrant children, etc.), helps corporate organisations understand their role in the ‘Education for All’ mandate. “It is important to understand the companies and their need – within the broader objectives of our organisation, what is it that we can offer to the corporations, which they can support and take responsibility for?” adds Ravi Pratap Singh, Regional Director – AEA South Asia. AEA has found that communicating and packaging their programmes for easy acceptability works well with corporations and small foundations, who willingly support one batch of a programme.

Going further, Ms. Claire Calosci, Director General, AEAI, says, “There is an interesting shift in the way corporations have been functioning. Earlier, the usual trend of NGO-corporate engagement has been for NGOs to offer packaged products to corporations, but now the trend has changed, there is more involvement from both sides.
Aide et Action has always gone beyond just offering a packaged product to corporations, and we play an active role in mobilising individuals within the companies.

In keeping with this, AEA works actively with the individuals from the corporations too, keeping them informed of activities at all times, through a bi-monthly e-newsletter. Individual support is also mobilised during marathons, when marathon runners from organisations like AOL, Microland, and Clutch Group were introduced to the vocational trainees of AEA. This helped the corporate employees to understand the work of AEA. Garnering support from 140 individuals, AEA and its team proudly ran the Bangalore 10K Run in 2010, wearing the branded t-shirts and carrying banners of AEA. Although the initiative did not raise a large amount of funds, AEA was successful in creating visibility and awareness, propagating its brand message consistently.

In a similar activity where individuals were approached in an HNI Direct Mail campaign, an individual came forward to facilitate support for AEA from an Indian foundation (to initiate vocational training in the tribal areas).

Slowly and steadily AEA continues its efforts to reach out to more individuals and corporations, both of whom are equally important in AEA’s fundraising strategy. While doing so, over the last one year, the organisation has made a conscious effort to standardise the brand identity, so that the “re call value” in this target audience improves. “Our material often has an immediate effect – people open it at once!”, adds Babita.

With all the right steps in the direction of sustained communication and fundraising, it will be interesting to note what else AEA plans in the coming few years.

Tele-marketing

AEA-SA has also found tele-marketing more lucrative than direct mail (more investment), with their test drive raising Rs 75,000 in 10 days, across the cities of Mumbai, Bangalore, and Hyderabad. Starting with an in-house team, AEA has now outsourced this activity to an outbound sales team. Working with a script, written as per brand messaging, the tele-marketers are trained for a week before they start calling.

The key to the success, says Babita Verma, Head – Major Donor and Planned Giving, is a quick response to the interested potential donor; the use of a CRM software for call tracking, follow-up, recording of responses, etc. and most importantly, sending someone to collect the donation from the donor.

“Half the job is done if you call a person on the date and time, they have asked you to revert on, and insist on pickup of the donation.”
While some non-profit professionals would argue that the “earned income” phenomenon runs contrary to the value-based voluntary spirit of nonprofits, others (including the Dhriiti trio) felt that in light of the decrease in governmental and private funding, organisations should aggressively look at earned income resources for long term sustainability. “Our ‘earned income’ strategy brings with it several advantages including having money with no strings attached, hence making the organisation more self-sufficient. It also helps strengthen the organisation through diversification and most importantly, helps improve the organisation’s image and visibility,” says Anirban.

Big B-school graduates usually look for lucrative and high flying careers. But three management students, Anirban, Nidhi, and Arindam, from India’s premier b-schools had a passion to make a positive change in society. They came together in December 2004 with an objective to promote the spirit of entrepreneurship amongst India’s youth. The trio strongly believed that unemployment and underemployment are the biggest problems that the country’s youth face today. Realising the urgent need and potential that is present in the rural and semi-urban communities in India they set out to promote, introduce, and inculcate the spirit of enterprise, and formed Dhriiti.

Though Dhriiti’s work is funded by various sources including grants, the earned income approach is common to all their three complimenting programme strategies:
- Entrepreneurship Development Cell (EDC)
- The Research & Facilitation Cell (RFC)
- Micro Enterprise Development & Management (MEDM)

The Entrepreneurship Development Cell (EDC) builds the capacity of youth across socio-economic backgrounds to develop future entrepreneurs. Under this programme Dhriiti, partners with schools, colleges, and corporate houses to set up entrepreneurship clubs and run capacity building courses on entrepreneurship with them.

While a large part of the funding for the programme comes from agencies including Global Fund for Children and the Sir Ratan Tata Trust, Dhriiti also charges a reasonable fee from ‘privileged’ institutes where they conduct the, ‘Ek Naya Asmaan (ENA)’ programme to cross subsidise the programmes for the youth with lower socio economic backgrounds. Amit, one of the successful participants of the ENA programme explains the model in his own words, “Risk-takers become businessmen; the ones who don’t do anything can only watch others turning into businessmen”.

The Research & Facilitation Cell (RFC) provides value-added services including research and facilitation to organisations and institutions working for the promotion of entrepreneurship and micro-enterprises. In other terms, RFC is the knowledge management forum within the organisation.
The team at Dhriiti led by Nidhi has taken up several research and facilitation assignments with non-profits like M. S. Swaminathan Research Foundation, International Water Management Institute (IWMI), and Indian Council for Research on Women (ICRW) as well as corporate organisations like SONA KOYO Steerings and Asahi Glass. “The RFC caters to struggling entrepreneurs as well as to larger corporate houses and other enabling agencies like banks, financing agencies, MFIs, etc. Dhriiti’s services to all of these is provided for an appropriate fee. This fee usually covers the organisation’s basic service cost. However, when working with larger and more ‘well-to-do’ organisations, the fee also helps us in cross-subsidising our other programmes,” explains Nidhi.

The Micro Enterprise Development & Management (MEDM) works at the grassroots level to promote and develop sustainable small and micro enterprises. Looking at the rapidly increasing unemployment amongst youth in Assam, Dhriiti set up its first micro-enterprise in Barpeta for the manufacture of Areca nut Leaf Plates in 2006. Sheaths of the areca nut plant, which are abundantly available and usually considered as a waste product, are transformed into disposable plates and bowls in small manufacturing units set up by the local people.

Dhriiti facilitates the process of procuring the machines and finance for the units and provides hand holding and training to the potential entrepreneurs in the programme. The final products are then purchased by Tambul Plates Manufacturing Private Limited Company (TPMC), a company jointly promoted by the local producers and Dhriiti, at a fair trade price and further marketed by them in the Indian as well as international markets.

“The challenges that Dhriiti has faced in its programme have been large and varied. But above all, motivating the young community which was plagued by insurgency and terrorism was by far the biggest challenge for Dhriiti,” says Arindam, who leads this programme at Dhriiti.
Today, approximately 2,200 youth are employed (directly and indirectly) in 53 arecanut plate manufacturing units as entrepreneurs, labourers, raw material suppliers, and other service providers. Each of the 53 first-generation entrepreneurs earns an average of Rs 6000 per month, while a worker employed in any other unit earns an average of Rs 2000 per month. In all, over 14 lakh units of arecanut plates and bowls have been produced and sold in the market by TPMC, resulting in a total earning of close to Rs 22 lakh till date. At present, TPMC is very close to the break-even point and they hope to earn profits with higher volumes, which will be shared amongst the producers who are the shareholders of the company, thus bringing the programme closer to self-sustenance.

The financial analysis of the programme shows that a total of around Rs 1.5 crore has been invested in this initiative in the form of grants, equity, and loans. 50% of the investment has gone in to create physical assets, which will generate further revenues in the coming years. “Though the actual revenue generated at present may seem small, one must realise that the cost of experimentation has been high as only the resource was local, and both skills and markets were new. In economic terms, a money multiplier effect is currently in play, which will lead to higher gains as the programme progresses,” explains, Arindam.

Sustainability of the Arecanut Leaf programme is built into its very design. Dhriti aims to make the Arecanut Leaf Plate manufacturing a Rs 100 crore industry by 2015 through promotion of 1000 small production units, providing direct and indirect employment to one lakh rural youth. A phased handing-over of the programme started last year with TPMC initiating working capital finance and trading in machine parts. It will soon handle the financial and technical linkages and ultimately the capacity building and R&D of the programme.

On another level, Dhriti has also been focused on mainstreaming of activities. Financial and technical linkages have been mainstreamed from day one such that the supporting institutions including banks, government departments, machinery manufacturers, etc. are fully aware of the project. “In the long term, this will enable future entrepreneurs and other NGOs and CBOs to take the activity further on their own, thus taking the Arecanut leaf plate programme to other geographies and higher levels,” says Arindam.

Dhriti has truly taken its objective of generating the ‘spirit of entrepreneurship’ to its fundraising strategies. The funds come from various sources, but it is the earned income approach that enables them to be more self-reliant and sustainable with a long term approach.
If you’re a corporate organisation, the first thing you would get to see on meeting a Parikrma representative, is a ten-minute film on the organisation. As endearing faces and lives enthused with the joy of learning flash on the screen, you can’t help but notice that each frame includes a straight-from-the-heart story of achievement. Little children tell us everything from their dreams and aspirations to their project work and accomplishments in sports, to their stints in projects and conferences in overseas universities. Mothers take pride in telling us how fluently their children speak in English and fathers talk of turning over a new leaf after seeing the transformation in their children’s lives. Ten minutes later, there’s no more story-telling needed. Parikrma has won over another heart – the viewers!

That’s the power of the focussed, planned communication that Parikrma Humanity Foundation uses today. The neat film is peppered with all the right elements to convey to a potential donor, the transformational power of the equal education that Parikrma imparts.

The organisation works to transform education for underserved children in urban India, so that these children can have equal access to the best opportunities. Parikrma manages the entire education cycle from kindergarten to college for each child, and calls this the ‘Circle of Life’.

This is an end-to-end programme (e2e) where the entire education from school to college for a child, is looked after by Parikrma. This is what increases the probability of success. Parikrma directly manages the imparting of education from KG to 12, and provides scholarships and other options for children to go through professional college/vocational training before placing the children in jobs.

Parikrma has had a fair amount of success, taking their Circle of Life, e2e, and Parikrma Model concepts to the corporate organisations for support. In fact, the organisation’s four schools based in Bangalore, are named after the companies that support them in running those centres. So, you have Parikrama Centre for Learning Powered by Yahoo, Levi Strauss Parikrama Centre for Learning (recently changed), and Adobe Centre for Learning, among others. While the initial support received for Parikrma can be attributed to the personal networks of the founders and trustees, it is no mean feat to have the corporate organisations provide this support year on year. The Adobe Foundation has supported Parikrma for seven years and Yahoo is in its sixthth year of support.

Shukla Bose, Founder-CEO, says it all begins with the way the corporation is approached. “We always tell the organisations to ‘invest’ in the future generation, their future employees, we don’t ask them to just ‘donate’.”

Added to this, is the physical visit to the four centres of Parikrma, which the organisation insists upon, as
Approaching the **corporate sector** successfully with unique models of engagement

Parikrma’s annual fund requirement to serve 1,200 children from 53 communities and 5 orphanages, is approximately Rs 4.7 crore. About 80% of this comes from this corporate support. Parikrma however breaks this cost into an easy-to-support number of Rs 22,000 per child per year. This includes all operational costs – such as teachers’ salaries, study books, basic extracurricular activities, meals, healthcare, uniforms and shoes, maintenance of the schools, rent, etc. Taking this to the companies, Parikrma seeks support for an entire centre, a class, a programme or for a group of children. At times, a corporation, has offered to support an entire school with a sum of Rs 30-50 lakh. Parikrma encourages employees at the corporate organisations to interact with the children and volunteer with their cause too. Further, individuals may come together to support a group of children or simply donate whatever is possible. Individuals may also choose to sponsor a child by logging on to the website. In return, all individuals and organisations are sent news updates and progress reports of the children/projects – typically twice a year. This is normally done via an e-newsletter or a printed update – titled ‘Change your World.’ The organisation also endeavours to bring in all the corporate best practices into their functioning, with teachers and staff having Key Result Areas (KRAs) and performance bonuses.

Typically, Parikrma seeks support for a period of 3-5 years, which enables them to plan a sufficiently impactful programme. Besides academics, the non-profit also approaches corporations for shorter, extra-curricular, and special development programmes, such as the English language programme, Sports programme and the Science programme. Again, all these have had extensive support from different corporations, year on year.

- **English training programme**: A key factor for the success for the Parikrma Model is establishing English language excellence. The organisation has embarked on the ‘English First at Parikrma’ programme aimed at...
making the centres the best places for learning the language. This training starts with the teachers, who take the IELTS (International English Language Testing System) examination held by the British Council, and involves international coaches coming on sabbaticals to train on accent, poetry, etc. Several initiatives are underway to help establish a strong foundation for English language excellence – both learning and teaching. Parikrma has received Rs 10-15 lakh from the Tech Mahindra Foundation towards this training, for three years in a row.

- **Science training programme**: Interestingly christened Universe 2 U, this programme introduces the wonders of Science, materials, and various phenomena to children. Synopsys, a world leader in electronic design automation (EDA), has supported this programme for three years.

- **Sport programme**: Sport is an integral part of the education at Parikrma as it helps the children develop their motor skills and improve their physical conditioning. All Parikrma centres have physical trainers that support the ‘United Parikrma Sports Programme’, covering football, athletics, and taekwondo, with some exposure to swimming, basketball, and tennis. Several of the organisation’s children are participating at State level events today. Parikrma is presently seeking corporate support for this programme.

- **Art programme**: The programme seeks to hone the aesthetic sense of the children through music, dance, theatre or art, thereby enabling them to express themselves better. Art classes start very early in Kindergarten. Attakalari – or contemporary dance, has also been part of the programme, besides music and traditional dance forms. Parikrma plans to convert these efforts into a structured programme and is seeking corporate support for it.

Evidently, Parikrma’s methodology of approaching the corporate sector in a manner that works best for business-oriented professionals, seems to be rewarding rich dividends. The organisation has also recently started raising funds from small foundations.

True to its tagline – Change is On – Parikrma soon wishes to bring in change into its fundraising too and embark on a drive to build its corpus, as economic lows like the recession that hit the corporate sector, often end up impacting the voluntary sector. And Parikrma knows better than to let this penetrate its Circle of Life!
An unusual partnership

For a parent of a child with special needs, Possibilities Unlimited is a blessing. The website (www.possibilitiesunlimited.in) is planned as a resource directory, carrying information of all the services a parent could possibly require for their child. The idea – for parents to be able to find the right kind of care for the child and find information on these at one central location. The site gives you information on speech therapists, special education schools, assessment centres, integrated schools, and so on. This does make the job of a parent easy; however, raising funds to sustain and grow this resource directory has not been easy. The primary reason being that the ‘cause’ is an indirect one and the beneficiaries are not specific individuals or organisations, but the larger community (parents).

It didn’t take too much to start an initiative like Possibilities Unlimited (PU). With a big dollop of spirit and a couple of active staff members, Renuka Menon, Founder of PU, brought together enough resources to put up an informative and effective website that works as a quintessential resource directory for parents of special children. However Renuka also realised that PU needed funds, not only for sustenance but also for scalability and growth (from the local level it is at today to the vision of a national level database). From regularly gathering information to updating and maintaining the website, retaining staff members and bringing out a regular newsletter, the little organisation began having a number of needs that required money, making it imperative for Renuka to chart out a fundraising strategy.

PU’s dilemma however, started with that first step itself. With the absence of discernable beneficiaries, the trust looked at raising self-generated income by providing work opportunities to people with special needs. Therefore, the founder set up another enterprise – Special World, a business partnership, which would, among other things, support PU from its revenues – earned from sourcing and selling products made by and for people with special needs.

Says Renuka Menon, “We provide financial self-reliance and encourage financial independence by showcasing and marketing these products. We aim to partner with vocational units, working with people with special needs to help them to improve their income generation capabilities and reduce their dependencies on charitable funding. Profits after tax, from Special World, can at any time be ploughed back into Possibilities Unlimited. The end result – PU is sustained and for Special World it’s business as usual!”

Special World’s merchandise is essentially either designed or made by people with special needs, or for people with special needs. The current range of products covers:
- Paper products (stationery and gift bags)
- Diyas and candles
Fundraising through merchandising of products made by beneficiaries

- Apparels and textiles
- Hand made jewellery

What is interesting is that this enterprise does not do this in an ad-hoc manner, but everything is carefully planned for the long term brand recall (just as a regular business enterprise). Special World’s go-to-market includes market research to determine product range, design inputs to improve quality and finish, the required consultation for process improvement, quality control and checks, as well as awareness building campaigns.

All this has resulted in successful income-generation through merchandising. Special World, officially set up in November 2010, hopes to generate a revenue of Rs 1.5 - 2 lakh in 2010-2011, through the sale of these products and plans to generate a revenue of Rs 10 lakh in 2011-2012. Adds Renuka, “Special World is a social enterprise where “social” comes before “enterprise”. The philosophy of business is profit sharing and so Special World ensures that the returns it gives to the partner organisations in the form of both one time and on-going payments for art-work, designs, labour are equal to what it keeps for itself. The range of products will gradually grow to include apparel, games, therapy equipment, and aids for daily living for people with special needs.”

As a wonderful example of working the system for meeting their own sustenance needs, without dependency on external funding or donations, both PU and SW, pave the way for a unusual partnership for initiatives like theirs. And in doing so, they have defined an exemplary method of fundraising for many other giants in the Indian voluntary sector!

Implementation realities in the partnership:
- Attaining exemption under the IT Act for donations received, will soon enable PU to seek additional funds through other means of fundraising.
- Special World was started with capital put in by the partners, like any other business. In future, Special World will have to sustain its own growth funding for PU.
- Special World’s business model centres around one essential criterion – all vendor partner organisations must be either individuals with special needs or must be organisations working with such individuals.
Raising funds for a mammoth programme

The blue bus of Akshaya Patra is much more than a bus that carries daily midday meals to school. It is the vehicle that carries the hopes of over 1.2 million children in India; it is the vehicle that sets the wheels of education churning in their little lives; it gives wings to the dreams these children hold in their hearts. It’s no wonder then that this bus comes in day after day, (235) days a year, completing its role in their lives to the fullest!

The blue bus has come to mean a hot, nutritious meal for over a staggering 1.2 million children supported by the midday meal programme of The Akshaya Patra Foundation. Given the magnitude of the numbers, it is not unusual that Akshaya Patra raised over Rs 89 crore in 2009-2010 and that its current annual budget is approximately Rs 120 crore.

A large part of this budget (60-65%) comes from the Central and various state governments where the Akshaya Patra midday meal programme is operational. However, the organisation also raises funds through the efforts of the ‘marketing team’ (fundraising team) based out of its head office in Bangalore, its offices in UK and US, various trusts and foundations, and through the efforts of various ISKCON missionaries and trustees.

Steadily moving towards its vision of ‘No child in India shall be deprived of education because of hunger’, the foundation carefully identifies its fund need and works to meet that. Currently, the National Average Gap in the cost of a meal for a child is Rs 525. (This figure is down from Rs 600 in the year 2009-2010.) The fundraising efforts at the Bangalore office have resulted in a significant growth, leading to Rs 15 crore in donations for 2009-10 from a Rs 1 crore, four years ago.

“What works for us is that our cause is very strong,” says Sridhar Venkatesh, Executive Director, at The Akshaya Patra Foundation. “In line with the UN’s Millenium Development Goals, we are the world’s largest NGO-run midday meal programme.“

The organisation claims their expense-income ratio of 8-9% to be one of the lowest in the world. The success Sridhar tells us is in “a mix of talented people, bringing in better returns than what is invested. We work with the professionalism of a corporate and the heart of an NGO,” he says.

Akshaya Patra uses both offline and online fundraising effectively. Their target audience is divided into logical
segments for the offline fundraising, and each team working in a particular segment, handles an all-India donor base. This does impact the travel costs, says Shridhar, but also brings in more focus in their activities. This is useful in cases where the team has a large base, for example the team targeting the IT-ITeS organisations has a target base of 3500 IT companies in Bangalore alone. In the words of a business organisation, this helps Akshaya Patra “de-risk” the fundraising and ensure “balanced growth”!

Their corporate model is similar to any other non-profit. Meetings are typically set up at the senior level (through a trustee) or through the CSR team. Setting up helpdesks at these organisations (typically in canteens, a movie is screened) they create “champions” within the organisations. Akshaya Patra does not necessarily ask these people for donations, but has noticed that the individuals work well to sensitise other employees. Shridhar proudly cites the example of 200 champions in

CISCO, who have access to reach out to at least 10,000 employees, spreading the word about Akshaya Patra. The fool-proof approach that always works for the foundation, is to bring batches of people to visit their kitchens, and see their programme in operation. When visitors go back with a first-hand experience, it is easy to enroll a donor. Says Shridhar, “It’s pretty much like a sales process... before anything else, your product has to be good!”

Two of the other offline initiatives that Akshaya Patra has successfully fundraised from, are:

**Telemarketing:** They have a 30-member team telemarketing for them in Bangalore, Hyderabad, Kolkata. This is an outsourced telemarketing effort, which brings in at least Rs 1 lakh a day (1:4 return ratio). 3000-4000 people are reached out to everyday. Again, Shridhar credits the success to the cause and teamwork.

**Newsletters:** Akshaya Patra’s quarterly newsletter works as a successful direct mail campaign, bringing in Rs 15-20 lakh every time it is mailed out. The A5 size 20/24-
Successful methods of online fundraising

Akshaya Patra attributes the returns from online marketing to be 1:10. Leads generated online have resulted in at least Rs 1.7 crore of funds generated last year. The site alone has brought in Rs 60-65 lakh of direct funds. Overall, the online presence has resulted in Rs 2.6 crore since the beginning of 2009. Ajay, who heads the online initiative, attributes the success to the fact that the organisation has opened up the possibilities of various forms of donation – bank transfer, payment gateway, etc. “The method of payment should not be a constraint to give,” he adds. Among other benefits of being active online, is the advantage of having celebrities ‘tweet’ about the work. Recently Indian cricketer Zaheer Khan visited the Bangalore kitchen and tweeted to his 1.5 lakh followers. Immediately, the Akshaya Patra website saw an increase in the number of hits. The site otherwise claims to have 15-20,000 unique visitors every month, 2-5% of whom end up donating.

Patra painstakingly employs all the strategies that a corporate business would do to promote its work online. This includes using the concept of geo-tagging to bring in visitors who may not even be looking for a charity but may be looking for Bangalore in a search. The website has been designed for quick and easy navigation (information in fewer click-through’s) so that even a chance visitor to the site, staying for an average of 3-4 minutes, easily finds information. Other good-to-have features include a quick feedback mechanism and various opt-ins such as

page newsletter is packed with news, updates, visits of celebrities, newspaper clippings, kitchen and children’s pictures, etc. The returns are 1:5, the foundation claims, with 95% of the funds coming in from individuals.

Other than this, Akshaya Patra follows an active online fundraising strategy, with a presence on Facebook, Twitter, and a regularly updated website and blog. The website also enables donors to contribute online and has been engineered for Search Engine Optimisation so that a search for words like Bangalore, world hunger, midday meals, etc. ensures that the Akshaya Patra website is listed high in the search engine rankings. Further, Akshaya
Newsletter subscription, to capture visitor emails (their database has 10-15,000 emails at present); all of which help make the website more ‘sticky’. In fact 15% of the online donations come from such opt-ins. Further, social book-marking has helped attract a large amount of traffic.

Each location where Akshaya Patra works in India, has further been given its own micro site within the main website. This allows all kitchens/locations to put up regular updates, besides the overall updates that a central content/website team makes on the website and blog.

Recently the organisation has also made viral videos, which have been popularised on its website and through sites like Youtube. And most importantly, Akshaya Patra has received extensive support from programmes like Google Ads, Google Analytics, and Google Grants. Google enables non-profits to bid for adwords at lower rates. Akshaya Patra has already received US $ 10,000 worth of free adwords. All this has spiralled the number of visitors to the site. Besides this, Akshaya Patra has also been advertising on other sites from where they attract visitors to their site.

In addition, Akshaya Patra’s active online presence helps pursue initiatives like the e-newsletter that is sent out 2-3 times a month; as well as participation in initiatives like Global Giving, which enhance the already robust global presence.

Other online initiatives – soon to be adopted by Akshaya Patra:

- Pledge application for individual sign-up
- Bidding application for celebrity memorabilia
- Site optimisation for iPhones and smartphones
- Consolidation of global Twitter accounts
- Live streaming of kitchen
- Tweeting about live streaming of the kitchens

With an ambitious vision and plans to feed 5 million children by 2020, Akshaya Patra will have to constantly innovate on online and offline fundraising strategies to garner increasing support from its select audience. Clearly, plans are already underway!
A share of the bigger picture

The Spastics Society of India, Mumbai, started in 1972 as a small centre in Colaba, serving three children. Today, the organisation has expanded to four centres across the city (two schools, a community centre, and a job training centre) and works to look at all the needs of children and youth with disability. While growing to this scale, the organisation has held its cause of inclusion for the disabled children extremely close to its heart – in fact today, they have renamed to ADAPT—Able Disabled All People Together, which is depiction of their cause. Inclusion continues to be the central spirit of the organisation and is the basic premise of their fundraising and sustainability initiatives too.

Says Mr Sathi Alur, Member of the Governing Body, “Our fundamental principle is to include all the stakeholders in our cause. There are the providers (ADAPT) and the beneficiaries; and there are the existing participants in society in between – a family member, immediate circle of influence, the community, citizens, townships, the political system, government, etc. We believe that every single stakeholder has a role to play. Backed by this principle, we measure the ability of the stakeholder to support/donate to our cause and spread the requirement of the child across the spectrum of stakeholders.”

This philosophy explains how ADAPT has been raising funds. While there are the donations and sponsorships targeted at donors, each school also raises its own funds through services and fees; and there are the fundraising events, targeted at the community. There is also a conscious effort to grow the corpus, which sustains every service.

Donations, sponsorships, and local events today, form 47% the annual funds raised, while 16% comes from the yield from the corpus. The remaining is what is earned income from schools, training courses, and the training centres. This philosophy of inclusion means every centre is included in the resource mobilisation initiatives. “There is a diffusion of responsibility,” says Mr Alur, “The trust (corpus) supports 50% of the operational costs of any of our services. The remaining has to be met by the unit/centre itself.” This decentralisation has helped build more effectiveness, and raise the accountability and responsibility organisation-wide. In fact, Mr Alur stresses on the fact that at ADAPT, fundraising is an activity looked at by every person, and not a department as such.

However, for this approach to work, there must be equal impetus to both, the corpus and the year-long initiatives. ADAPT’s corpus was started in 1972 with 10 paise and has been growing every since, with government and international fund support. There is in-house expertise that looks at investments (fixed income generating securities) to generate a yield from the corpus, which
today stands at Rs 4.5 crore. There is a dedicated effort to ensure new donations for the corpus and the fund today has some 370 odd earmarked expenditures allocated from the yield. This is what supports the services, helps subsidise the cost of the education, and maintains ADAPT’s ability to support indirect expenses (unrestricted funds). Further, ADAPT ensures that 20% of the annual yield is reinvested to make the corpus inflation-proof.

Apart from the income generation from courses, ADAPT also conducts various fundraisers through the year. These include:

**Star collection:** Working with the local Mumbai schools and motivating the children to raise funds, ADAPT initiated the annual Star collection. This inclusive event includes 24 schools and 3000 school children, each of whom are given forms to collect donations, names, and addresses from their immediate social communities. ADAPT makes a presentation in the schools to build awareness on the subject of disability and explains its work. This event is followed by an award ceremony where children who collect more than Rs 5,000-10,000 are felicitated amidst teachers, friends, and participating schools. ADAPT raises approximately Rs 10 lakh from this initiative.

**I Can bazaar and exhibitions:** Through this annual event, ADAPT showcases the articles made by the children, mothers, trainees from the Narika Shakti group, and ADAPT’s National Job Development Centre. Again, the principal of inclusiveness comes into play as ADAPT seeks to raise funds by giving students and their support groups, a chance to display their talent. This event is publicised through flyers and mailers are sent out to ADAPT’s database. The event is held at one of the centres and at different venues in the city. Other invitees include associate schools and colleges, donors and well-wishers and approximately Rs 1 lakh is raised annually.
Annual show: In a truly inclusive event, ADAPT hosts an annual show, which brings together performances by renowned artists and ADAPT’s children. This ticketed show draws in around 800-1000 people and is well publicised. The event in entirely funded by partners and donor organisations. Last year, ADAPT also included a sale of paintings by the children and brought out a souvenir with advertisements and compliments from sponsors and donors. This concluded with a dinner at the Taj President Hotel in Mumbai. The dinner had esteemed guests from various corporate houses and was generously subsidised by the Taj Group and exempt from entertainment tax. Ticket sales, sponsorships, sale of paintings, etc. all resulted in the biggest fundraiser for ADAPT, resulting in a profit of over Rs 16 lakh for the organisation.

Marathons: Every year ADAPT participates in the Standard Chartered Mumbai Marathon. This event continues to be a major fundraiser for ADAPT as well as raises visibility for the cause. ADAPT introduced the Wheelchair Run for the first time in India with this marathon, and continues to receive support from corporate houses each year. DSP Merrill Lunch and Qualcomm supported ADAPT in the corporate category (generating fund of approximately Rs 3 lakh) while the employees ran for the cause and made efforts to fundraise individually too.

Over 70 members of ADAPT who ran, were further supported by celebrities like film directors Onir and Nagesh Kukunoor, who gave a fillip to the fundraising efforts of the organisation.

Apart from these sustained initiatives, ADAPT receives donations in kind, which help the organisation build on its infrastructure, aids and appliances. Every stakeholder in the organisation works to bring in support in kind or in financial means. This remains the most striking aspect of ADAPT’s resource mobilisation. “Every stakeholder is an active participant in the financial viability and sustainability of our inclusive ideology,” adds Mr Alur, leaving a good example for the Indian voluntary sector.
Cordaid is one of the biggest development organisations in the Netherlands. It partners with local organisations in over 25 countries to fight structural poverty and injustice and strengthen institutions. Cordaid, as a donor organisation, aims to make interventions towards partner organisations achieve sustainability. With the rapid reduction of support by donor agencies worldwide, NGOs and other civil society organisations urgently need to diversify their sources of income and to explore other possibilities like local fundraising. The examples in this booklet show that the Indian context provides growing opportunities for local fundraising. We hope that they will encourage others to explore new funding opportunities for their organisation.

www.cordaid.com

Think Strategic helps with the communication, fundraising, and strategic planning of voluntary organisations in India. Since its inception in 2010, Think Strategic has trained more than 200 organisations in aspects of local fundraising and communication, and has worked directly with ten organisations spread across India to help them implement their sustainability strategies. Think Strategic has a team of independent experts in fundraising, communication, and design who come together to provide appropriate and sound solutions for your organisation’s sustainability. Think Strategic expresses its gratitude to Cordaid for taking the initiative to bring out a booklet of this nature, and to each of the organisations who have shared their experiences.

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### A special thanks to our writers...

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